



January 7, 2021

Mr. William Sholl  
Director of Business Programs  
Department of Business  
Defiance College  
701 N. Clinton Street  
Defiance, OH 43512

Dear Mr. Sholl:

At its December 2020 meeting, the IACBE Board of Commissioners considered your request for the accreditation of the business programs offered by the Department of Business of Defiance College. After careful consideration and discussion, the Board voted on a Deferral of Action on Accreditation effective through July 31, 2021.

For clarification, the relevant section of the Board of Commissioners Policy and Procedural Manual states:

*Action on Accreditation Deferred*

When the business programs of an academic business unit that is a candidate for accreditation or that is seeking reaffirmation of accreditation are found to be in noncompliance with a number of the IACBE's Accreditation Principles, the Board of Commissioners may defer action on accreditation for a time period not to exceed three years pending remedial action and/or receipt of additional information.

The Board of Commissioners will provide written reasons for the deferred action and will invite the academic business unit to respond.

During this period, the academic business unit will continue to hold the status of candidate for accreditation, or in the case of reaffirmation of accreditation, the academic business unit's business programs will continue to hold their accredited status.

**Section I: Reasons for the Deferral of Action on Accreditation**

In the judgment of the Board of Commissioners, there are some issues that still must be addressed before accreditation can be granted to your business programs. These are identified below:

**Principle 2.1: Assessment Planning**

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International Accreditation Council for Business Education  
11374 Strang Line Road | Lenexa, Kansas 66215 | USA  
Tel: +1 913 631 3009 | Fax: +1 913 631 9154 | Email: [iacbe@iacbe.org](mailto:iacbe@iacbe.org) | Web: [www.iacbe.org](http://www.iacbe.org)

Provide a revised Outcomes Assessment Plan, including updated rubrics, surveys, and other assessment instruments. For example, the following items should be addressed along with any other areas that the school identifies as needing revision.

1. Ensure that all indirect measures of student learning in each bachelor-level program contain items, questions, or components that are directly and explicitly tied back, related, or mapped to the ISLOs that they are designed to measure. (E.g. no rubric was supplied for the reflection paper, so it is unclear how it ties to each specific ISLO being measured).
2. Ensure that the direct measures in the Master's-level programs are accompanied by rubrics that contain performance criteria that are directly and explicitly tied back, related, or mapped to the ISLOs being measured. (E.g. the case study rubric contains multiple categories of measurements, but those measurements are not mapped directly to specific ISLOs).
3. Clearly state a description of the ways in which the results from implementing the outcomes assessment plan are linked to the strategic planning processes of both the academic business unit and the institution.

### **Principle 2.3: Continuous Quality Improvement**

While your response to the site team findings letter indicated that you plan to meet with faculty to review outcomes assessment results and to discuss the linkages between the OAP and the strategic planning process, you have not yet done so. Please provide the minutes for the faculty meeting where this topic is discussed.

### **Principle 3.1: Strategic Planning**

While you provided a response to the site team findings letter, your response did not describe how your outcomes assessment process is linked to the strategic planning process. You did indicate that the institution is reviewing the strategic planning process. Provide a summary of the way that the outcomes assessment is linked to strategic planning in the new process.

### **Principle 4.3: Curricula of Master's-Level Business Programs**

Describe ways the Department of Business ensures academic quality in the disciplinary component areas of the MBA program.

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To facilitate the Board of Commissioners' review of your deferral please provide the IACBE with a written response to each of the items listed as Reasons for the Deferral of Action on Accreditation. Provide a narrative response and any applicable supporting documentation to demonstrate program compliance. It is important that you also provide any requested documentation along with a revised Outcomes Assessment Plan that addresses the issue(s) identified above. Submissions for the narrative response(s) are to follow this format using MS Word: 1) copy each issue, 2) embed the corresponding response immediately following the issue. Submissions must be in electronic format utilizing a Drop Box which you share with the IACBE, emailed to [iacbe@iacbe.org](mailto:iacbe@iacbe.org), or saved to a flash drive which is sent to the IACBE office via trackable delivery (e.g. Federal Express). Your submission must be received no later than June 1, 2021.

In addition, the Board of Commissioners is requiring:

1. A mentor visit from your staff liaison, Ted Collins, prior to submission of your response. Please contact IACBE headquarters to speak with Ted regarding timing and logistics.
2. An Interim Quality Assurance Report (IQAR) due November 1, 2022.

The following language must be used on the Department of Business homepage, where “status page” is a hyperlink to your IACBE member status page at <https://iacbe.org/memberpdf/DefianceCollege.pdf>

*The Department of Business has received specialized accreditation for its business programs through the International Accreditation Council for Business Education (IACBE) located at 11374 Strang Line Road in Lenexa, Kansas, USA. The specialized accreditation for one or more programs of the Department of Economics, Business and Accounting is currently on Deferral of Action on Accreditation. For a list of program accreditation status(es) please view our IACBE member [status page](#).*

The decision of the Board of Commissioners to defer action on accreditation of your business programs is, in effect, a ruling of no action on accreditation at this time. Therefore, the action cannot be appealed. Should you have any questions concerning this action or if I can be of assistance to you, please contact me through the IACBE’s headquarters office.

Sincerely,

A handwritten signature in blue ink, appearing to read 'P. Hafford', is positioned above the typed name.

Dr. Patrick Hafford, Chair  
Board of Commissioners

Cc: Dr. Agnes Caldwell, Vice President and Dean for Academic Affairs