

Sent via email: Keira.Rakoff@ism.edu, maurice.forget@ism.edu

April 29, 2024

Ms. Keira Rakoff
Programs Manager
International School of Management
17 Boulevard Raspail
Paris, France 75007

Dear Ms. Rakoff:

At its April 2024 meeting, the IACBE Board of Commissioners considered your request for the accreditation of the business programs offered by the International School of Management (ISM). After careful consideration and discussion, the Board voted on a Deferral of Action on Accreditation effective through July 31, 2024.

For clarification, the relevant section of the IACBE Accreditation Process 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 any 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.

A deferred action is, in effect, a ruling of no action on accreditation at that time, and therefore, the action cannot be appealed. The two major reasons for a deferred action are as follows:

1. The deficiencies are extensive, and/or
2. Adequate information pertaining to compliance with the IACBE's Accreditation Principles was not included in the self-study or other related documents.

If, within the time period specified by the Board of Commissioners, the academic business unit corrects the identified deficiencies, it may provide written notification to the IACBE requesting reconsideration of the deferred action and describing the corrective actions it has taken. If the request for reconsideration is not received by the IACBE within one year of the deferred action, the academic business unit must prepare and submit to the IACBE a new self-study. Upon receipt of a request for reconsideration of a deferred action, the IACBE may require a one-day visit to the academic business unit to validate that the deficiencies have been corrected. Subsequent to the one-day visit (if applicable), a written report of the visit will be provided to the IACBE. Based on a review of the academic business unit's request for reconsideration of deferral, the report (if applicable), and the new self-study (if applicable), the Board of Commissioners will then determine the accreditation status of the business programs of the academic business unit. The institution and its academic business unit will be notified in writing of the action of the Board of Commissioners on the request for reconsideration of deferral.

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 reaffirmation of accreditation can be granted to your business programs. These are identified below by Principle:

Principle 2: Quality Assessment and Advancement

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

1. Identify which Broad-Based Student Learning Goal(s) (BBSLG)s each Intended Student Learning Outcome (ISLO) supports.
2. Ensure that each relevant component of the assessment measures and rubrics (e.g. each question, evaluation criteria, etc.) clearly identifies which ISLO or Intended Operational Outcome (IOO) it is directly evaluating.
3. Using one Student Learning Assessment Results Table for each program, provide assessment results from the Self-Study year for the Intended Student Learning Outcomes. Each ISLO must be assessed by at least two different assessment measures, at least one of which must be a direct measure.
4. For each ISLO, provide an analysis of the student learning assessment results provided in Student Learning Assessment Results tables. Describe specific areas of opportunity for improving student learning outcomes that have been identified. Provide a detailed action plan for making these improvements.

Principle 5: Business Faculty Characteristics, Activities, and Processes

1. Describe the faculty performance review and evaluation process employed by the business unit (and/or institution as applicable). This description must include an explanation of how the evaluation process incorporates measures of teaching effectiveness. Also include:

- Blank copies of the instruments that are used in the faculty evaluation process
- (Redacted) copies of annual faculty evaluation documents executed during the Self-Study year

2. Submit copies of the business unit's policies regarding:

- Faculty hiring
- Requirements for faculty scholarly and development activities
- Faculty evaluation

Other Findings of the Board of Commissioners

While not reasons leading to the deferral of action on accreditation, the Board of Commissioners identified other issues requiring further action by the International School of Management. Provide the information that is requested for each of the following items.

No Notes were identified by the Board of Commissioners.

In order to assist the International School of Management with revisions to the outcomes assessment plan and address the issues identified above, the Board of Commissioners is requiring a mentor visit. Your staff liaison, Laurie Yates, will be in contact with you in the next week to discuss timing and logistics.

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 and as Other Findings of the Board of Commissioners. 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. This response and all accompanying supporting documentation is due **no later than May 31, 2024**. Your response must be in English and sent in electronic format utilizing Drop Box or emailing to iacbe@iacbe.org: if using Dropbox, please inform your liaison when the submission has been uploaded. The narrative response and Outcomes Assessment Plan (if needed) must be submitted in Microsoft Word format. The supporting documentation may be submitted in pdf or document-appropriate format. All documentation must be provided in English. Please note you may be asked to resubmit if the format is not compatible for download to the IACBE archives. If you need to have a Dropbox set up for this submission, please reach out to your liaison.

April 30, 2024: Board of Commissioners Mandated Mentoring Visit completed

May 31, 2024: Responses to all the items listed as Reasons for the Deferral of Action on Accreditation and as Other Findings of the Board of Commissioners.

The following language must be used on the International School of Management homepage, where “[status page](#)” is a hyperlink to your IACBE member status page at <https://iacbe.org/memberpdf/SCHOOL.pdf>

The International School of Management has received specialized accreditation for its business programs through the International Accreditation Council for Business Education (IACBE) located at 11960 Quivira Road in Overland Park, Kansas, USA. The specialized accreditation for one or more programs of the Department of International School of Management is currently on a 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 reaffirmation of accreditation of your business programs is, in effect, a ruling of no action on accreditation at this time; therefore, the action cannot be appealed.

If you have any questions or if we can be of assistance, please feel free to contact your liaison, Laurie Yates, at Lyates@iacbe.org, or 913-631-3009.

Sincerely,



Sharon Beaudry, Chair
Board of Commissioners

cc: Maurice Forget, President