



NBEAC ACCREDITATION PROCESS MANUAL



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Preface

The National Business Education Accreditation Council (NBEAC) places great emphasis on improving and revising accreditation procedures to facilitate a business school. It undertakes the process effectively and efficiently to guarantee a fair decision. Accordingly, the NBEAC processes undergo regular evaluation and modification on the basis of previous experiences. The process continues to evolve to improve existing procedures and introduce new ones to meet emerging needs.

This manual provides detailed guidelines on the process for accreditation. The manual consists of an introductory section of general information about the NBEAC and accreditation process, followed by seven sections describing various stages of the accreditation process, and concludes with annexures containing supplementary material. Further, this “Third Edition” of the NBEAC Accreditation Process Manual rescind previous editions of the manual.

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Acronyms and Abbreviations

HEC	Higher Education Commission
NBEAC	National Business Education Accreditation Council
DAI	Degree Awarding Institutions
HoD	Head of Department
ESC	Eligibility Screening Committee
IES	Initial Eligibility Screening
AMC	Accreditation Management Committee
KSA	Knowledge Skills and Abilities
TDW	Training and Development Wing
SAR	Self-Assessment Report
PRT	Peer Review Team
AAC	Accreditation Award Committee
PR	Progress Report
CIR	Continuous Improvement Report

Section I: Introduction to NBEAC Accreditation

The concept of accreditation of a “Business School”¹ consists of aligning the mission statement with suitably qualified faculty, staff and students to support the “overall high quality” of a degree program applying for accreditation. The strategic decisions of the business school guides program offerings, student enrollment, curriculum development, faculty hiring and retention, research and development, resource allocation, industry linkages, corporate social responsibilities, and management policies and practices.

1.1 Origin of NBEAC

The Higher Education Commission (HEC), in exercise of powers under Section 10 (e) of the HEC Ordinance (Number LIII) of 2002, approved the formation of a National Business Education Accreditation Council (NBEAC) at the 11th meeting held on August 15, 2006 and subsequently constituted the same through a notification number 1-2/BAC/QAA/2007 issued in March 2007. NBEAC functions at the national level as an accreditation authority within its scope to facilitate enhancing the quality of business education in Pakistan.

1.2 Vision and Mission Statement

The primary purpose of setting up NBEAC is to improve the quality of education in business degree programs of the country. The secondary objective of the accreditation body is to perform the role of a regulator and maintain minimum threshold of standards in business degree programs. The organization seeks to work with both public and private sector institutions of higher learning in Pakistan to bring the global best practices, provide training and support, and build capacity for quality business education.

Vision of NBEAC:

“Enhancing the Quality of Business Education”

Mission:

- Ensure member institutions surpass the minimum threshold requirements of accreditation of a business or business related degree program;
- Provide training and support for enhancing the quality of accredited degree programs and employment prospects of graduates; and
- Build capacity for the faculty, staff and administrative support of member institutions.

1.3 Objectives of NBEAC

The following are some of the key objectives of NBEAC:

- Assure quality in the business degree programs in educational institutions;

¹ The “Business School” broadly refers to all departments, schools or colleges offering a degree in business administration, management sciences, commerce, public administration or related areas.

- Systematize and execute a comprehensive process of accreditation of business related degree programs to assist and advise institutions in their planning efforts;
- Ensure maintenance of program quality and continuous improvement of all business related programs of public and private sector universities or degree awarding institutions (DAI);
- Safeguard the integrity in representation of information about business programs;
- Encourage research in disciplines mentioned under the scope of NBEAC; and
- Publish a categorized list of accredited business degree programs.

1.4 Scope of Accreditation

NBEAC facilitates a program wise peer review process for a possible accreditation of a business school offering a degree at the undergraduate or graduate level. The institution offering a business degree program under review must hold a charter from the federal or provincial government. However, in case of multiple campuses within the framework of an institution, NBEAC reserves the right to determine the eligibility of campuses to include in a single accreditation review. The program under review for accreditation must fulfill the minimum credit hour requirements of NBEAC core, business or business related core, and electives. Furthermore, the institution must fulfil NBEAC basic eligibility criteria as explained in Section 2.2 of the manual.

1.5 Stages of Program Accreditation

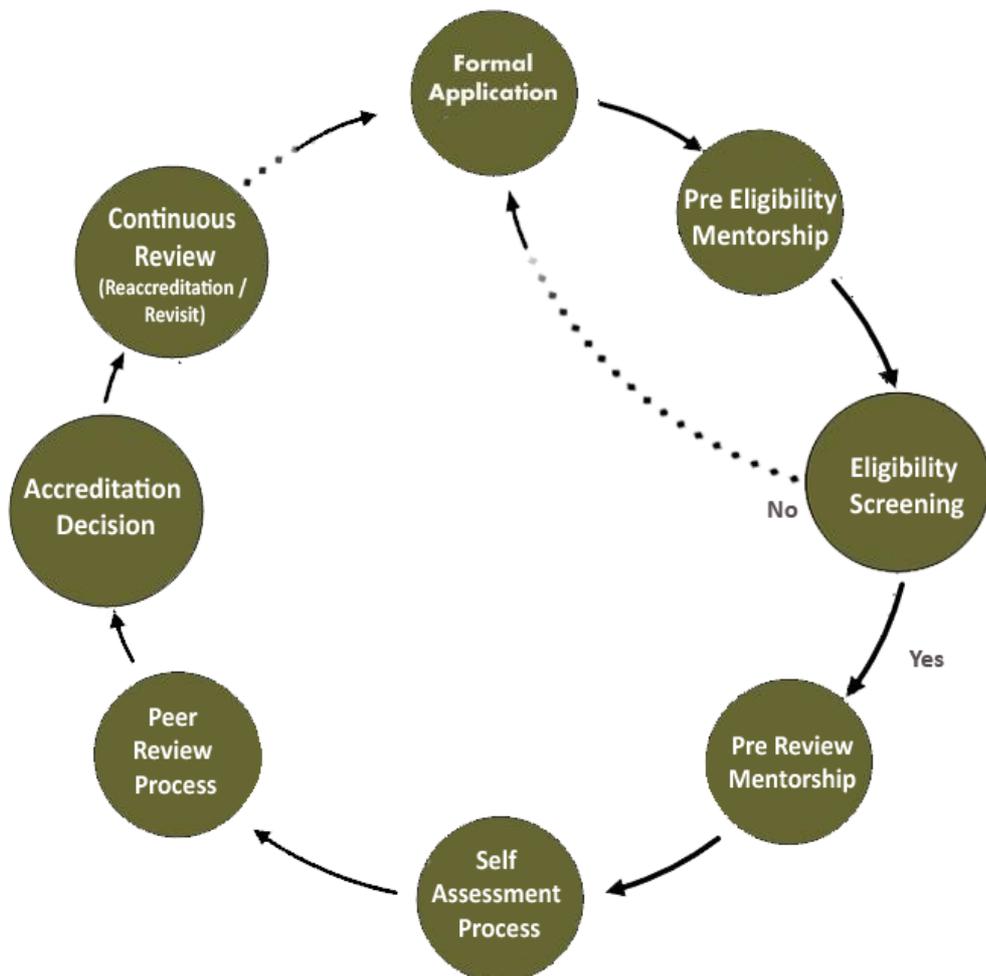
The relationship of a business school as an applicant for accreditation with NBEAC starts with the registration of a program. NBEAC makes good effort to educate, train and assist registered institutions to achieve the highest level of accreditation of all business degrees at the undergraduate and graduate level. The following are various stages of association of a degree program with NBEAC.

- **Registered Status:** A business degree program attains a registered status after completing the initial registration application (online or word document) and payment of fee. The registered status allows business school to avail the facility of mentoring, and to participate in educational, training and development activities of NBEAC.
- **Eligibility Status:** A business degree program achieves eligibility status for accreditation after clearing the screening of registration application. The application is initially screened by NBEAC secretariat and then shared with the Eligibility Screening Committee (ESC). The approval of the ESC is a signal for a business school to start the self-study process and prepare Self-Assessment Report (SAR) for accreditation.
- **Full Accreditation Status:** A business degree program secures a “Full Accreditation” status after the Accreditation Award Committee (AAC) recommends on the basis of the Peer Review Team (PRT) report which is approved by the Council. The duration of a full accreditation status is of five years. Moreover, in order to retain the status, the business school pledges a full

commitment towards continuous improvement for achieving excellence in the program and submits continuous improvement report (CIR) at the time of reaccreditation.

- **Provisional Accreditation Status:** A business degree program obtains a “Provisional Accreditation” status after the AAC recommends on the basis of the PRT report which is approved by the Council. A provisional accreditation status is granted for three years. In order to retain the status, the business school pledges a full commitment towards continuous improvement for achieving excellence in the program and submits CIR at the time of reaccreditation.
- **Deferred Accreditation Status:** A business degree program gets a “Deferred Accreditation” status after the AAC recommends on the basis of PRT report which is approved by the Council. A deferred status is granted for 1-3 years based on the recommendations of AAC. Moreover, the business school must submit a Progress Report (PR) during revisit.

NBEAC Accreditation Process:



1.6 Fee Structure

NBEAC charges are applicable at the following stages of the accreditation process:

No	Title
1	Registration Fee
2	Accreditation or Reaccreditation Fee (per program)
3	Revisit Fee (per program)
4	Mentoring Fee (per visit)
5	Appeal of Decision Fee

Details regarding the fee structure can be found on the following link:
<http://nbeac.org.pk/index.php/accreditation-2/accreditation-fee-2>

1.7 Organization of the Manual

- Section II contains information regarding the process of registration, initial screening and mentoring of the applicant business school.
- Section III provides details regarding the mentorship program, KSA of mentors, roles and responsibilities of mentors, mentees and NBEAC secretariat.
- Section IV describes the self-assessment process and the steps for preparing the SAR.
- Section V covers details about the composition of a PRT, competency of PRT members, responsibilities of PRT members and conflict of interest policy.
- Section VI describes elements of peer review visit and provides guidelines of the peer review report.
- Section VII provide details of the accreditation decision process of NBEAC and the appeal process for an unexpected outcome.
- Section VIII provides details of a Peer Review Revisit.
- Section IX specifies details of Reaccreditation process.

Finally, the Annexures support the detailed description of various forms and policies.

Section II: Registration for Accreditation

The registration for accreditation is a formal process to associate a business school with NBEAC. The relationship starts off with a “Registered Status” allowing the business school to take advantage of experience and resources of NBEAC in order to enhance the quality of business education for an applicant degree program. The ultimate goal of an association between the business school and NBEAC is to meet and exceed the requirements of “Accreditation Status”; however, the involvement does not stop there as quality enhancement is a continuous journey.

2.1 Registered Status

The accreditation process starts with registering a business school and its applicant business degree program with NBEAC to receive the Registered Status through filling a registration application (datasheet). At this stage the business school identifies a focal person to coordinate with NBEAC secretariat to complete the registration process. The registration application can be submitted online as described below.

- i. Log on to: www.nbeac.org.pk;
- ii. On the top right hand corner click on “Register” or click on the following link: <http://app.nbeac.org.pk/register.php>;
- iii. Sign up as a “Business School”;
- iv. Fill all the necessary and required details in the form; and
- v. Press “Register” to complete the registration process.

The system generates an e-mail for the NBEAC administrator at the completion of registration. The NBEAC administrator, after verifying the details, opens an account for the business school and sends an acknowledgement e-mail along with a login identification number and a password. The second step for completing the online registration application is as follows.

- i. Log on to: www.nbeac.org.pk;
- ii. On the top right hand corner click on “Login;”
- iii. Enter your ID and Password;
- iv. Click on tab “registration application”;
- v. Now click on “Submit New Application;” and
- vi. Complete all sections, attach additional supporting documents and submit.

*It is advisable to take a printout of the online registration application and attachments for records.

Business schools must provide complete information and should not leave any field incomplete in the application form. It is important that the registration application contains information regarding all the dimensions. A business school may not be able to move forward with the accreditation process in case it shows any negligence in providing information.

Once the business school completes all sections of the application and attaches necessary supporting documents it must be signed by the focal person or Head of Department (HoD). At the same time a payment of the registration fee should be made through a demand draft to:

“National Business Accreditation Council Islamabad.”
NBEAC Secretariat
201 HRD Division
Higher Education Commission of Pakistan
H-8, Islamabad

2.2 Eligibility Status

NBEAC secretariat shall scrutinize the information in the registration application to ascertain whether the form is filled according to NBEAC Eligibility and Screening Policy (Annex-1). The secretariat shall inform the business school of deficiencies in the registration application. In case there are major deficiencies the secretariat will inform the business school to amend the registration form before it is presented to the Eligibility Screening Committee (ESC). The tentative schedule of ESC meeting shall be shared with the relevant focal persons three months prior to the meeting.

A business school may submit registration application to NBEAC one month before the scheduled meeting of the Eligibility Screening Committee (ESC). The ESC shall review the registration application as per the criteria. The NBEAC Secretariat shall communicate the decision of the committee to the candidate business school through an Initial Eligibility Screening (IES) letter.

Now, if the business school qualifies for the self-assessment process, the ESC shall recommend a timeline of three months (only one time extension may be permitted) to submit the SAR. If the business school is unable to meet the deadline, it will have to reapply for registration. However, if the business school does not qualify for the registration, the school is provided **pre-eligibility mentorship** (Section 3.2.1).

Section III: Mentorship Program

The purpose of NBEAC mentorship program is to guide, facilitate and prepare the 'Business School'¹ for the accreditation process. The assigned mentor(s) provides guidance to the Business School on NBEAC policies and accreditation process. The program involves evaluating the current state of the institution against standards and criteria outlined by NBEAC and providing guidance / mentorship for filling the gaps therein. The mentor visit only provides guidance to the institute in terms of the accreditation process and does not result in the award of accreditation upon culmination. Following are the guidelines for the mentor program and visits.

- i. An institution can apply for the mentorship program once they attain the status of 'registered institution,' upon submission of registration application (online or word document) and payment of fee.
- ii. The mentor visit shall be for one working day unless the institution applies for extension or additional visits or the mentor recommends it.
- iii. The mentor shall not be a part of the Peer Review Team (PRT), at such time when the institution becomes eligible for the visit.
- iv. The mentor should have a solution-oriented approach during the mentoring visits. This entails the ability to correspond effectively with various stakeholders in a professional and ethical manner and strong analytical, communication and time management skills.
- v. The mentor is expected to maintain confidentiality of the documents and discussions that are part of the mentoring visits / process.
- vi. The mentor shall interact with the Senior Management of the business school (Director, Dean or Head of the Department) and the Accreditation Committee (as recommended in Section 3.4.1).
- vii. Subsequent to the visit, the mentor shall submit a brief report to the NBEAC Secretariat within a period of two weeks. The report² shall clearly indicate the preparation status and time requirements of the institution to submit the relevant documents. The time specified shall be in accordance with the time allotted to the business school by the Eligibility Screening Committee (ESC).
- viii. NBEAC Secretariat will share the report with the Senior Management of the institution (Vice Chancellor, Director, Dean and Head of the Department or equivalent).
- ix. The business school shall pay a mentorship fee, according to the published schedule, as a bank draft in favor of NBEAC-HEC at least one

¹ The "Business School" broadly refers to all departments, schools or colleges offering a degree in business administration, management sciences, commerce, public administration or related areas.

² The mentor report is not shared with the Peer Review Team and hence there is no link between the two.

week before the visit and all travel arrangement / accommodation expense shall be borne by the institution.

- x. NBEAC will process the honorarium payment to the mentor(s) after receiving the mentor report.

3.1 Selection of Mentor

The business school can select the mentor¹ and apply for the mentorship program by completing the mentorship form. Mentorship is optional for business schools awarded with W category. Mentor will be responsible to share the mentor report with NBEAC within 2 weeks. The mentor should be a senior academic with comprehensive knowledge regarding NBEAC accreditation processes, policies and standards along with HEC regulations. The mentor should have served as a reviewer at least twice in PRT visits. The mentor should have experience of interpreting and applying NBEAC standards;

3.2 Types of Mentorship Programs

There are two types of mentorship programs available at NBEAC.

3.2.1 Pre-Eligibility Mentorship

A Business School will become eligible to avail the Pre-Eligibility Mentorship after submission of the registration application. The main purpose at this stage is to address the deficiencies identified during the Eligibility Screening Process and meeting the major criteria laid down by NBEAC for accreditation. Subsequently, an updated Registration Application (Datasheet) needs to be submitted to NBEAC. NBEAC recommends that school should work closely with mentor and aim to meet the deficiencies within 06 months- 01 years' time period. The pre-eligibility period ends once the Business School becomes eligible to enter the next stage of the accreditation process – Submission of Self-Assessment Report.

3.2.2 Pre-Review Mentorship

A Business School will become eligible to avail Pre-Review Mentorship after clearing the eligibility screening stage. It is mandatory to avail this facility to complete the Self-Assessment Report (SAR). The mentor will be responsible to review the SAR and provide feedback to the business school on further required improvements, in line with the accreditation standards. The mentor will also communicate to NBEAC and the School, the time required to submit the SAR, which is normally 06 months- 01 year, provided the institution meets all major criteria. Upon concurrence of the mentor, a copy of the SAR will be submitted for desk review to NBEAC Secretariat. The pre-review mentoring period ends once the Business School becomes eligible to enter the next stage of the accreditation process - Peer Review Visit.

¹ The business school can select a mentor from the provided list of mentors (who may or may not be from the same city or region).

3.3 Process of Arranging Mentor Visit

After issuance of ESC letter, a mentorship form will be provided by NBEAC to the Business School which is expected to be completed and returned within 3 months (extendable only once). The mentor visit will be facilitated by NBEAC once the Business School submits the form; if the scheduled visit is cancelled due to any reason, it must be rescheduled within two weeks.

3.4 Role and Responsibilities of the Parties

The mentor serves as a key resource in guiding and advising the Business School on accreditation in relation to NBEAC standards and policies. The current situation of the Business School is analyzed and mapped against the NBEAC standards and recommendations given by the mentor are shared by NBEAC as a Mentor Report. The institution is encouraged to ask pertinent questions during the mentor visit to avail maximum benefit of the visit.

3.4.1 Role and responsibilities of the Mentor

- The mentor shall review all the provided documents by the business school before the mentor visit and provide recommendation by aligning them with NBEAC standards.
- Advise the business school to document all policies, processes, and outcomes effectively as per NBEAC standards.
- Advise the business school to establish an accreditation management committee (AMC) (Section 4.4)

3.4.2 Mentor's role and responsibilities towards NBEAC

- Submit a report to NBEAC Secretariat within two weeks after the mentor visit.
- The report should clearly indicate the status of business school and the time required by them to submit the relevant documents.
- Provide concurrence to submit the registration form or SAR.
- In case of conflict of interest, the mentor is required to inform NBEAC Secretariat in a timely manner.
- Recommend NBEAC training and development (T&D) wing to arrange particular training programs for the business school.

3.4.3 Roles and responsibilities of the Business School

Pre-visit:

- To appoint a focal person for arranging the visit in coordination with NBEAC.
- To prepare the schedule and travel / accommodation details and share these with the mentor and NBEAC Secretariat.

- To ensure the availability of Dean, HoD , Senior faculty and Accreditation Team in the mentor sessions.
- To ensure the accuracy of data provided to the mentor.
- To inform NBEAC secretariat in case there is any conflict of interest with the mentor.
- The business school is required to submit the mentor visit fee to NBEAC at least a week before the mentor visit is conducted.
- To arrange and bear all travel, accommodation and other expenses of the mentor visit.

During visit:

- Ensure the relevant audience is present during the entire mentoring session.
- Record the minutes of important discussions, suggestions and recommendations.

Post-visit:

- Share the minutes with the mentor and NBEAC Secretariat within a week after the visit.
- Provide the mentor with periodic reports on progress toward development of the updated registration application or SAR.
- Provide NBEAC feedback on the quality of mentoring.

3.4.4 Roles and Responsibilities of NBEAC

- Provide support to the business school in terms of selection of mentor, scheduling and rescheduling of the visit.
- Share the relevant policies, standards and processes with the stakeholders.
- Ensure that the mentorship fee and mentor report is submitted in a timely manner.
- Ensure the processing of honorarium to mentor after receiving the mentor report.
- Arrange relevant training for business schools as recommended by the mentor.

3.5 Ethical concerns of mentorship program

- All the stakeholder parties (such as mentor, mentee and NBEAC Secretariat) should communicate and correspond with each other in an ethical and polite manner.
- All the parties shall maintain confidentiality in the whole process, as per NBEAC policies.
- The mentor will play the role of an individual and will not compare the mentee with other business schools including the institute they are associated with themselves.
- In case of any conflict of interest, either by mentor or mentee, a written report should be submitted to the NBEAC secretariat.

3.6 Replacement of Mentor or Mentee

- If at any stage, either the mentor or mentee or both feel that they will no longer be able to continue the mutual relationship, they must make a formal written request to NBEAC to replace the mentor or mentee from the mentorship program.
- The report should clearly state the reasons of the request for replacement.
- NBEAC will strive to resolve any conflict that may have arisen between the two parties.

3.7 Cancellation of Registration Status

The registered status of a business school shall be cancelled and a re-registration process will initiate in the following circumstances:

- i. If the business school deferred twice by the Eligibility Screening Committee (ESC).
- ii. If the business school fails to submit the Self-Assessment Report in one years' time period after the issuance of Initial Eligibility Screening (IES) letter for SAR submission.
- iii. If the business school fails to avail the option of mentorship program within one year after receiving the screening letter or it does not request for an extension within the given time.

Disclaimer:

The mentorship program is solely designed to help, develop and prepare business schools for the accreditation process and in no way guarantees or assures award of accreditation by NBEAC.

Section IV: Self-Assessment Process

Once the application of a business school is recommended by the ESC to qualify for the self-assessment process, the secretariat will issue a letter to the school with a timeline of three months (06 months' to 01 year extension may be permitted) to submit a Self-Assessment Report (SAR) link: <http://nbeac.org.pk/index.php/accreditation-2/policies-and-procedures>

4.1 Accreditation Standards

The SAR seeks information about the following nine areas forming the basis of the NBEAC accreditation standards.

1. **Strategic Management:** for the strategic management section the business school must clearly establish a long term direction of the business school and degree program(s) in line with the vision and mission. The area includes internal and external governance, sense of vision and mission, and evaluation of strategic planning and positioning of degree program/s and business school. Moreover, strategic management review covers the extent of administrative and financial capacity, and autonomy of business school.
2. **Curriculum:** The curriculum forms a legal and moral contract between the student and business school. This section encompasses degree program design, content, coverage, relevance to local needs, responsiveness to corporate requirements, delivery and assessment. The review covers the alignment of curriculum with the vision and mission of the program. Also, it assesses the level of preparedness of students in achieving the degree program outcomes with the use of curriculum.
3. **Students:** The student part covers a review of the quality of students, opportunities for equal access, scholarships and financial support, adequacy of teaching, guidance and counselling resources, and opportunities for personal grooming, development and internships. Moreover, the student section covers the success rate of entering learners of the degree program, level of progression and degree of involvement in extra-curricular activities.
4. **Faculty:** The faculty forms a backbone of an academic institution. Therefore, the focus of this section is on adequacy of faculty in terms of size, portfolio, qualification, impact and preparedness to meet the goals and outcomes of the degree program. Moreover, in line with the global best practices, the accreditation standards require existence of fair and transparent policies for faculty including recruitment, equal opportunity, workload assignment, training, development, performance evaluation, consultancy work and participation in decision making.
5. **Research and Development:** The purpose of research and development (R&D) in a business school context entails creation and dissemination of knowledge. These R&D activities address academic and real life problems resulting in developing business opportunities and creation of jobs in the marketplace. The R&D part covers preparedness of faculty to cover all areas of management studies,

substantial allocation of funding and proper allotment of time. In addition, this section seeks evidence of contribution to scholarship, teaching, practice and consulting in line with the mission of a business school.

6. **Social Responsibility:** The objective of business education is to produce ethical, professional and well trained graduates to effectively and efficiently contribute to the economy and society. The learning and behavioral training takes place inside the class room and corridors of business school. Hence, it is important to assure a sense of social responsibility in the curricular, extra-curricular activities and work environment of the business school. This portion of the assessment covers all of the above factors and include presence and implementation of a formal code of ethics, magnitude of formal and informal participation in social services, impact of social service activities on the society, and effect of policies on the workplace.
7. **Resources:** A major consideration in transforming the mission of a business school and the degree program is the level of availability of resources. A good business school requires decent infrastructural resources of classrooms, lecture theaters, discussion rooms, computer laboratories, faculty offices, staff work area, library, study rooms and wash rooms. Moreover, supplementary facilities of faculty, staff and student lounges, prayer rooms, cafeteria, auditoriums, parking spaces, playgrounds, and transport facilities, improve the learning environment. Furthermore, effective delivery of quality education require availability of sufficient fiscal, human, managerial and management system resources.
8. **Students Placement and External Linkages:** No educational institution can operate in isolation; the institution must interact with other national and international academic institutes in a meaningful way. The contact through faculty and student exchanges allow sharing of thoughts and best practices. Moreover, the business school need to establish links with the business world for an effective functioning. The links allows exposure to faculty and students about challenges of the real world of business. Further, the external linkages allows future employers to provide valuable feedback on the skills, aptitude and personality requirements of prospective employees; therefore, the need for an effective internship and placement office.
9. **Admission and Examination:** The quality of graduates of a degree program depends upon the quality of intake and reliability of assessment process. Therefore, there is a need for an effective admission and examination process and infrastructure to realize the desired program outcomes. The admission part of the standards focus on the quality of admissions office, student selection process and quality of incoming batch of students. While the examination portion of the standards emphasize examination infrastructure and policies and implementation including academic dishonesty control measures.

The SAR requires answers to a series of questions for each one of the above nine sections of the NBEAC accreditation standards (link:

<http://nbeac.org.pk/files/NBEAC%20Accreditation%20Standards-2017.pdf>)

4.2 Pre Review Mentorship

If a business school qualifies for self-assessment process, they are required to avail the facility of pre-review mentorship (Section 3.2.2) to complete the SAR.

4.3 Self-Assessment Report (SAR)

The accreditation body strongly recommends the focal person to participate in a training workshop offered by NBEAC for better understanding of the accreditation process. In addition, the assigned mentor and officials of the NBEAC secretariat remain available to answer any questions throughout the self-study period and during the course of preparation of SAR.

NBEAC expects SAR to be comprehensive and concise, containing evidence of full compliance of the applicant degree program with accreditation standards. In doing so, the business school confirms assertions and evidence in the report to be accurate and observable, and easily verifiable by the accreditation team on their visit. Moreover, as the accreditation team uses SAR to be a primary source of information for the visit, the team expects the document to be accurate. Failure to do so may jeopardize the chances of accreditation of an applicant degree program. The SAR should be filled in word format

4.4 Guidelines for compiling SAR

The school applying for an accreditation of a degree program must post a draft copy of the SAR along with all the supporting documents. The focal person of the school must ensure the following while preparing the SAR:

1. The SAR should be properly organized with sections, forms and appendices accurately tagged and referenced.
2. The SAR should be in the form of two binders. Binder 1 should include copies of forms; it is highly recommended that the forms are separated by dividers.
3. Binder 2 should include supporting documents in the order of the “checklist of mandatory appendices” (link: <https://www.nbeac.org.pk/files/Checklist.pdf>); it is highly recommended that file tags are used for each appendix.
4. It is recommended that the documents are printed back-to-back.
5. Information regarding different programs must be entered in the same forms except there is need to provide separate data i.e. F02-Curriculum and F03-Students.
6. There should not be any replication of data in forms or supporting documents. Please refer to the appendix instead of re-attaching copies if it is required more than once.
7. When providing supporting documents requested in the appendices, copy the relevant part of the document with the cover page.
8. The checklist of mandatory appendices should be signed by the focal person or HoD of the business school.
9. Furthermore, it is highly recommended that the business school forms an Accreditation Management Committee (AMC) for the compilation of SAR. The AMC should be created as a business school's regular internal body constituted through notification (IOM) by the competent administrative authority to be renewed or

revised every 3 to 4 years of tenure. The committee should comprise of 3-5 members, (preferably representing different clusters/ functional areas) supported by QEC manager/ Deputy Manager as Secretary of AMC.

4.5 SAR Desk Review

Once the mentor provides go-ahead, a copy of SAR is submitted for desk review at NBEAC secretariat. The NBEAC secretariat official shall perform the desk review based on the checklist and documents of the SAR for accuracy and completeness. The official will communicate details of any inaccuracies, missing information or document to the focal person of the school.

The focal person will amend all inaccuracies and re-check the documentation. Once the final draft of the SAR is approved by NBEAC secretariat, a formal request will be sent to the candidate institution to mail six (6) hardcopies of SAR and supporting documents, along with a bank draft (or electronic transfer) of the accreditation fee.

Next, NBEAC will arrange a mutually convenient schedule of a Peer Review Team (PRT) visit (Section VI) usually thirty (30) days or later after receiving the specified number of copies of SAR.

Section V: Peer Review Process

NBEAC secretariat, in consultation with the business school applying for accreditation of a business degree program, nominates a professional Peer Review Team (PRT) to conduct a 2.5 days site visit for accreditation. The relevant committee of NBEAC grants the final approval of PRT. Normally, a PRT consists of five to six members as follows:

- **The Chair:** Typically, a senior academician from NBEAC approved pool of reviewers who has served as a team member in at least three accreditation visits.
- **Academic Members:** Two to three academicians from NBEAC approved academic panel of reviewers.
- **Industry Representative:** A business practitioner or a management consultant (c-suite) from NBEAC approved pool of industry representatives.
- **NBEAC Representative:** An official from NBEAC secretariat who acts as an observer and facilitator.

5.1 Profile of PRT Members

The academic members of panel complete a site visit training program and consists of current or retired senior faculty members of a national or international business school. Preferably, academic members of PRT shall come with a significant work experience of a business school of similar or higher standing than the applicant business school. Moreover, a minimum of four years of experience in the degree program under review, performance in prior PRT visits and avoiding conflict of interest are some of the major considerations in an assignment of a reviewer. The business practitioner or a management consultant should have a minimum of five (5) years of relevant field experience.

In addition, following are some of the necessary competencies of PRT.

- **Leadership Skills (for Chair PRT only)**
 - Ability to command respect, and fosters an environment of openness for team members to speak respectfully and freely, and develop team cohesion;
 - Skills to effectively manage meetings and activities for review in an orderly and timely manner;
 - Capabilities to bring PRT to a consensus by encouraging active listening and finding common ground without compromising the principles; and
 - Capacity to manage the exit interview in a respectful and meaningful manner.
- **Interpersonal Skills**
 - Exhibit professional appearance, friendly demeanor and sound judgement;
 - Actively listen, remain open-minded and avoid personal bias;
 - Emphatically share the strengths of degree program under review and present the weaknesses in a non-confrontational manner; and
 - Demonstrate respect for the faculty, staff, students, administrators and other stakeholders of the host institution.

- **Team Orientation**
 - Show respect for PRT members by trying to understand their point of view in order to reach a consensus on the basis of accreditation standards; and
 - Build an atmosphere of trust between and among the host institution and PRT.

- **Communication Skills**
 - Communicate politely with people assigned for the accreditation process;
 - Interact positively with all stakeholders of the host institution including the alumni, students, staff, administration and faculty members in order to gain understanding of the institutional context;
 - Observe and write clear and succinct findings of the site visit;
 - Contribute effectively towards the writing of PRT report in accordance with the standard format; and
 - Politely communicate suggestions using examples to the host institution for continuous improvement with no indication of putting them down.

- **Technical Expertise**
 - Exhibit knowledge of the roadmap of curriculum and requirements of degree program under review, applicable HEC regulations, faculty policies, and administrative rules and regulations; and
 - Demonstrate insightful knowledge of the NBEAC accreditation standards, policies and procedures, and ability to apply applicable standards with a sound judgment.

- **Organization and Responsibility**
 - Perform assigned duties effectively before, during and after the visit with minimum supervision; and
 - Complete and submit all assigned draft and final sections of the report in a timely manner and meet all deadlines.

5.2 Conflict of Interest of PRT Members

NBEAC makes concerned efforts to deliver an impartial decision for an accreditation of a business degree program. In view of this commitment, the accreditation body is cognizant of avoiding a potential conflict of interest of PRT members. This is important to remove any potential of raising an issue of impartiality of judgment of PRT. Nevertheless, NBEAC secretariat promptly moves to investigate and rectify the situation if anyone reports a potential conflict of interest among any one of the PRT members at any stage of the review process.

The accreditation body recognizes that a simple acquaintance among individuals on two sides of the accreditation process does not disqualify a PRT member. Perhaps, this is more acceptable because of the small size of the business school academic community. Nonetheless, NBEAC secretariat carefully investigates whenever there are concerns of a potential partiality for any reason.

Moreover, 'conflict of interest' means a condition where NBEAC identifies that a PRT member must decline an invitation to conduct a site visit in the following circumstances:

- The institution whose degree program is under review for accreditation happens to be a current, or previous employer, full or part-time, in the past five years;
- The member happens to be a current, or previous candidate for employment in the past five years, at the institution whose degree program is under review;
- The member happens to be a part of any statutory body of the Institution;
- The member is a current or previous, paid consultant or business associate, in the past five years, at the institution whose degree program is under review;
- The member has a close personal or familial relationship with any faculty member of the business school or an administrator of the institution whose degree program is under review;
- The member is a graduate of institution whose degree program is under review;
- The member is a recipient of any remuneration, honoraria, honorary degree, or any other award in the past five years, at the institution whose degree program is under review;
- The member is a beneficiary of any written agreement or memorandum of understanding in the past five years that may create a conflict of interest with the institution whose degree program is under review;
- The member has a personal or financial interest in ownership or operation of the institution, in the past five years, whose degree program is under review; and
- Any other personal, familial or professional interest or connection that may cause or appear to cause a conflict, at the institution whose degree program is under review.

NBEAC secretariat makes concerted efforts to identify any conflict of interest situation in the accreditation process; however, it expects PRT members to self-regulate and draw attention to a potential or perceived conflict of interest. The NBEAC secretariat confirms that there is no conflict of interest through an email before the visit. There can be a possibility of conflict of Interest between team members. In such cases, the final decisive authority is the Chairman of the relevant committee.

If a request for determination of an actual, potential or perceived conflict of interest is made to the Chairman by the business school, such a request must be made in writing. The determination by the Chairman must also be in writing. Both documents are to be filed with the NBEAC Secretariat.

5.3 Role and Responsibilities of PRT Members

The PRT members represent NBEAC in the accreditation review process. The actions, behavior, conduct and decisions of members reflect upon the functioning and reputation of the accreditation body. Therefore, NBEAC expects PRT members to conduct themselves in a professional manner during and after the accreditation visit.

Moreover, the information provided or shared by the host institution in SAR and during the visit is strictly confidential. Similarly, informal discussion among PRT members and formal suggestions and recommendations in the final PRT report is privileged and confidential information. NBEAC expects complete confidentiality from PRT members regarding the host

institution and recommendations of the team therefore it is compulsory for each member to sign a confidentiality agreement (Section 6.4) before the visit. A breach of trust will be considered as a serious professional misconduct.

The PRT members are responsible for reviewing the SAR and validate information during PRT visit. The methods of verification include review of files and documents, interviews with various stakeholders, and other professional modes. The PRT members shall develop a good working relationship with all stakeholders of the host institution. Perhaps, the effort shall help establish the credibility of NBEAC and well-meaning intentions of the accreditation process. The findings and recommendations of PRT shall reflect the collective judgment of the group, in accordance with the standards of NBEAC, regarding the degree program of a business school under review.

The role of a PRT member is of a colleague who shares a common commitment to excellence in business education. The team makes diagnostic recommendations to improve the ability of degree program of the host business school to meet accreditation standards of NBEAC. The following are some other suggestions and guidelines for PRT members.

- PRT members shall remain focused and flexible to address key issues of the NBEAC standards for accreditation;
- All members shall remain focused on the scope of accreditation process and spend proportionate amount of time on all issues instead of few issues of choice;
- Members must remain diagnostic and impartial and shall refrain from passing judgements on policies and procedures of the host institution;
- The open minded information gathering of members shall allow them to make recommendations and draw conclusions for improving the degree program under review;
- Teamwork experience shall provide members a chance to make an important contribution towards the improvement of a degree program of a peer institution;
- PRT members must not make any commitments on behalf of NBEAC; and
- NBEAC does not authorize any PRT member to contact host institution regarding accreditation and all queries must be routed through the secretariat.

In addition, there are some specific responsibilities of PRT members, including the Chair, before, during and after the accreditation visit as described below.

5.3.1 Prior to the Visit

- Stay in contact with the NBEAC secretariat regarding peer review visit schedule and other related matters;
- Review all content of SAR and make notes for clarifications, further information and questions prior to arrival for the accreditation visit;
- Inform Chair PRT and/or NBEAC secretariat about any missing document or information in SAR; and
- Arrive for the accreditation visit a day earlier with the provided copy of SAR. Attend;
- Actively participate and make meaningful contribution in the preliminary meeting.

- Share notes on SAR, undertake individual responsibilities and plan 2½ days of PRT visit.

5.3.2 During the Visit

- Attend, participate and make meaningful contributions in all sessions of the accreditation visit and verification of information of SAR;
- Collect necessary additional information for the accreditation and refrain from using examples of their own business school;
- Ensure harmony between peer review report and profile sheet;
- Promptly respond to request for assistance from Chair PRT, and effectively and efficiently discharge assigned responsibilities;
- Actively participate in conducting dialogue with the faculty, staff, administrators, students, alumni, employers and other stakeholders, and visit facilities as assigned by Chair PRT.

5.3.3 After the Visit

- Submit assigned section of the written report within the deadlines and make timely amendments as and when requested by Chair PRT;
- Present all requested documents for reimbursement of the charges for travel and accommodation to NBEAC secretariat on time; and
- Dispose-off securely all sensitive data and material relating to the visit and continue to maintain confidentiality of information including the final recommendation for the program accreditation review.

5.4 Role and Responsibilities of the Chair PRT

The Chair PRT plays an important role in the accreditation review process. Leading by example, the Chair builds a relationship of trust and mutual respect with the host institution and PRT. In addition to the responsibilities as a PRT member, Chair creates a climate where PRT members can freely share their point of views without getting distracted from the main agenda of review of a degree program. The Chair ensures all members get a fair and equal opportunity to present their point of view, and facilitate members to reach a consensus without compromising any principle in accordance with the NBEAC standards.

In addition, there are some specific responsibilities of Chair PRT before, during and after the accreditation visit as elaborated below.

5.4.1 Prior to the Visit

- Review SAR for fulfilling documentary requirement of NBEAC accreditation standards and request secretariat to ask for any deficient documents and information from the business school of applicant degree program;
- Initiate conversation with the PRT members via email, pointing out major deficiencies and requesting each to undertake responsibility of specific areas/SAR forms;
- Perform all responsibilities of a PRT member; and

- Lead the preliminary meeting a day before the start of accreditation visit to brief PRT members of their roles, responsibilities and assignments, and discuss SAR to develop a common understanding of emerging strengths and weaknesses of the applicant degree program.

5.4.2 During the Visit

- Act as a representative and the lead spokesperson for the NBEAC and PRT, ensure members refrain from criticizing the NBEAC standards and accreditation process during meetings with the business school;
- Ensure that no gifts/souvenirs are accepted (except university souvenirs). Offers of any lavish dinners/lunches or any personal favors should be declined;
- Build a relationship of trust and mutual respect with the focal person and other representatives of the business school;
- Avoid overshadowing the PRT or other representatives of the business school and take responsibility to govern the sessions in case the panel becomes relaxed;
- Lead the dialogue with faculty, staff, administrators, students, alumni, employers and other stakeholders to gather and verify information;
- Maintain balance and harmony between opinions of members while completing the profile sheet;
- Instruct members to fill out the “Peer Review Profile Sheet” on the final day of visit;
- Holds a de-brief meeting with the top management, including vice-chancellor/rector on last day of the visit to highlight strengths and weaknesses of the degree program in review and those of the host business school and institution;
- Effectively manage the time according to a pre-defined schedule and ensure complete coverage and verification of standards of accreditation review; and
- Successfully complete the review according to NBEAC standards.

5.4.3 After the Visit

- Collate and edit all sections of the report of members for clarity, uniformity and completeness, and electronically dispatch a comprehensive PRT report to NBEAC secretariat within two weeks of the accreditation site visit; and
- Perform the function of an official representative of PRT for post-visit interaction with NBEAC secretariat.

Section VI: PRT Visit

The NBEAC secretariat schedules a 2½ days PRT visit for accreditation of a business degree program. The members arrive in the evening prior to start of visit and depart early afternoon on the third day. Annex-2 contains a copy of a standard schedule.

The primary purpose of PRT visit is to meet with the faculty, staff, administrators, students, alumni, employers and other stakeholders and get first-hand information and feeling about the business school and applicant degree program. Moreover, the visit allows members to get an appreciation of the environment and serves to verify information and declarations of SAR and supporting documents.

6.1 Responsibilities of the NBEAC Secretariat

The main responsibility of NBEAC secretariat is to manage all activities of PRT visit. The designated official serves to facilitate communication between the focal person of business school of applicant degree program and PRT members. In particular, NBEAC strongly disapproves of any direct contact between PRT members and business school officials before and after the visit regarding the degree program accreditation process or outcome. The official maps the following steps before finalizing PRT visit.

- Perform desk review of SAR for eligibility and obvious missing pieces of information and documents;
- NBEAC secretariat representative contacts the focal person of business school of applicant degree program for any shortcomings in SAR;
- Soon after satisfactory fulfillment of requirements, the official dispatches copies of SAR to members of PRT;
- In case of minor or no issues, official proceeds to schedule a PRT visit and simultaneously work with the focal person of the business school to collect missing information and documents;
- While scheduling the visit the secretariat representative confirms with the focal person that the important stakeholders of the business school are not involved in any major commitments and will be available as per schedule/need.

NBEAC secretariat sets dates for 2½ days visit in consultation with PRT members and focal person of the host business school of a degree program applying for accreditation. Subsequently, secretariat officials make travel arrangements of PRT members.

6.2 Role and Responsibilities of the Host Institution

The spirit of “Peer Review” process asks for an environment of cooperation, mutual respect, openness and trust. Whereas, NBEAC makes all efforts to ensure confidentiality of information and documents, it strongly encourages the host institution to be open and trusting in dealing with PRT. The atmosphere of openness and trust shall assist PRT members to gain a better understanding of the situation and put together meaningful suggestions and recommendations in their report.

Moreover, the NBEAC secretariat requests the host business school to provide following logistics and management support for the accreditation visit. All travel arrangements/ accommodation expenses shall be borne by the host institution.

- Organize pickup and drop of PRT members from the airport, bus or rail station;
- Arrange accommodation of members in a hotel or institutional guest house preferably near campus for an effective use of time;
- Manage pickup and drop of members from the place of accommodation;
- Keep lunch breaks short and meals simple;
- Provide a meeting place and access to facilities including computer, internet, printer and library to members upon request; and
- Offer easy, adequate and uninterrupted access to key stakeholders including faculty, staff, management, students, alumni and employers upon request.

6.2.1 Documents required during Peer Review Visit

The business school is required to collect and display all the materials listed in the 'documents required during peer review visit'. The list of documents is aligned with the form. It is highly recommended that the business school a properly organized display of documents for each form.

6.3 The Visit

Normally, PRT members arrive a day earlier to attend the preliminary meeting usually scheduled on the evening before the start of PRT visit. The Chair calls the meeting to share notes on SAR, assemble list of additional documents to review, assign individual responsibilities to members and discuss plans for the 2½ days accreditation visit.

6.3.1 Day 1 & 2 Activities

In general, Day 1 of PRT visit starts with an introductory meeting with the head, senior faculty and staff members of business school. The host describes the vision, mission, accomplishments, challenges and goals of the business degree program under review. On the other hand, PRT members share the objectives of visit and seek clarifications. Usually, the next meeting involves the focal person, steering committee of SAR and other members contributing to documentation, where members may direct questions and seek clarifications about SAR. A brief tour of campus facilities including classrooms, computer laboratories, faculty offices, library, cafeteria, playgrounds and sports complex follows.

In the first two (2) days, PRT members conduct dialogues with the faculty, staff, administrators, students, alumni, employers and other stakeholders. The opportunity for a face-to-face dialogue and feedback allows members to gain a better perspective of quality of a degree program. The sessions with various stakeholders remain as informal conversations. Moreover, all dialogue sessions with the faculty, staff, students, alumni, employers and other stakeholders are kept anonymous to encourage free and frank responses and no one is identified by name in any meeting or the final PRT report.

At the end of Day 2, PRT members hold a meeting in the evening to summarize the findings, discuss concerns and reach a general consensus on findings. Moreover, PRT fills up

the Peer Review Profile Sheet and assigns quantitative scores for NBEAC accreditation decision and finalizes recommendation for the decision along with suggestions for improvement. The evening session on Day 2 ends with Chair PRT finalizing a plan for a de-brief meeting with the top management, including vice-chancellor/rector on the last day of visit.

6.3.2 De-briefing

On the final day of the visit, Chair PRT makes an oral presentation to the head of the business school, focal person, senior faculty members and selected administrators. The presentation summarizes the observations and findings of PRT picked up from the review of SAR and two (2) days of dialogue with various stakeholders. Always, debrief is not judgmental and provides no indication of recommendation of PRT for the accreditation status decision. Also, the message is in form of suggestions and recommendations.

In the end, Chair on behalf of PRT thanks the host for their kind hospitality and apologizes for any inconvenience or inconsiderate comment. Thereafter, PRT members depart immediately and do not engage with any stakeholder of the institution for a discussion about the accreditation of their degree program or a possible outcome. PRT members shall only make a recommendation on the accreditation status to the Council and the final decision rests with the NBEAC Council.

6.3.3 PRT Visit Report

The report describes the performance of business school and degree program under review in accordance with the accreditation standards of NBEAC. Also, the report makes binding recommendations and non-binding suggestions and ends with a recommendation on the award of accreditation status to the business degree program under review. The section below lists some of the salient features of PRT report.

- The report evaluates business degree program under review for accreditation standards of NBEAC;
- There is no room for enforcement or advocacy of matters outside the purview of accreditation standards irrespective of their perceived or real life importance;
- The statements in the report must be comprehensive in scope, clear in indicating the degree of compliance and explicit in providing feedback on compliance;
- Narrative must provide evidence to support the observations, recommendations and conclusions of PRT and provide a fair and useful estimate of the effectiveness of degree program;
- The report makes suggestions and recommendations for improving the strategic positioning and quality of degree program, and avoid writing prescriptions thereby leaving specific remedies to the business school;
- The pronouncement in the report must be clear with no room for accidental or deliberate misinterpretation;
- Messages in the report must be internally consistent and without any conflicting arguments;

- Quantitative conclusion about various areas of standards and overall program review must relate to the findings and recommendations of PRT members;
- Oral feedback at exit meeting must be consistent with the final recommendation for the accreditation status of the degree program under review;
- A standard practice for accreditation reports is to critique the work and not the worker;
- All messages in the report must be conveyed anonymously without naming any individual for maintaining the confidentiality and respect of a messenger;
- Writing style of the report should be clear, concise, direct and respectful; and
- The language, style, approach, quality and presentation of the report has a direct bearing on the relationship and reputation of NBEAC with member institutions, including the one under review, and therefore Chair PRT must ensure the writing style of the report is polite and professional.

The PRT members assist Chair in preparation of a detailed PRT visit report in accordance with agreed assignments. The Chair edits the report for style and consistency and shares the revised version with PRT members for comments and factual errors before submitting the report to NBEAC secretariat within two weeks of the visit. In case of continuing difference of opinion, Chair authors the final report and attaches a supplement to report other point of view(s). Next, the secretariat forwards interim PRT report and any supplements to the “Accreditation Award Committee (AAC)”, after which the interim report is forwarded to the business school to provide feedback (Section 6.3.4). Once the feedback of the business school is received it is shared with the PRT and AAC and the final report is forwarded to the Council for a decision. The final decision on the award of accreditation status to business degree program rests with the Council.

6.3.4 Feedback of Business School on interim Peer Review Report

The NBEAC secretariat requests the business school to provide feedback on the interim PRT report once it is reviewed by AAC. The business school must ensure highlighting only factual errors and refrain from debating or challenging the opinions of the PRT. The business school is given a week’s time to share feedback before it is re-submitted to AAC and then forwarded to the Council for final decision.

6.4 Confidentiality of Information

The accreditation process works on the basis of openness, transparency, mutual trust and confidentiality of information. The institution applying for accreditation opens up the files, documents, plans and strategies to NBEAC and thus to mentors and reviewers. Therefore, it is essential for all NBEAC secretariat officials, mentors and reviewers to pledge confidentiality of the information, documents, observations, suggestions, recommendations and decisions.

All information and documents provided or shared by the host institution during the mentoring exercise, SAR and accreditation visit is strictly confidential. Similarly, formal and informal discussions with and among NBEAC officials, mentors, reviewers and PRT members

and reports is a privileged and confidential information. NBEAC expects complete confidentiality from everyone involved in the accreditation process. A breach of trust will be considered as a serious professional misconduct.

NBEAC requires secretariat officials, mentors, reviewers, council members and others with access to confidential and sensitive information and reports to sign a confidentiality agreement before engaging them for an accreditation related assignment (Annex-3).

Moreover, the NBEAC secretariat has a primary responsibility for the security and privacy of records of accreditation. Accordingly, it takes appropriate measures to handle material and information for maintaining the privacy rights. The secretariat allows access to confidential material only to individuals approved for access. Furthermore, a disclosure to an outside party is only possible if ordered by a court of law.

6.5 Performance Evaluation of PRT Members

“NBEAC Performance Evaluation Policy” (Annex-4) seeks feedback and evaluates performance at all stages of the accreditation process. The secretariat officials request each team member to evaluate Chair PRT, who in turn evaluates all team members. Similarly, the head of host business school evaluates PRT members.

Moreover, NBEAC secretariat regularly evaluates PRT members including the Chair according to the competency model described earlier in Section V of the manual and provides feedback. In case of unsatisfactory performance, NBEAC arranges peer counselling according to the professional status of a reviewer. In case of persistent issues, the relevant committee may impose temporary or permanent separation from the panel of reviewers.

Section VII: Accreditation Award Decision

The “Accreditation Award Committee” (AAC) of NBEAC reviews the PRT report and recommends for the award of status to a degree program under review. The committee evaluates the report from standpoint of features listed in Section 6.3.3 and may ask Chair PRT to review or revise the report if there are any inconsistencies. The rules of business of AAC are attached (Annex-5).

7.1 Decision for Accreditation Visit

After completing the process, the Council approves one of the following awards of status for a business degree program under review on the recommendation of AAC.

- Full accreditation status for five (5) years; W=80% and above; or
- Provisional accreditation status for three (3) years; X=65%- 79% (65% will be raised to 70% from the year 2020 onwards); or
- Deferred accreditation status for up to one to three (1-3) years depending upon the scores; Less than 65%; or
- Accreditation withdrawal

In case of an award of full or provisional accreditation status, NBEAC secretariat notifies the business school in writing within four (4) weeks of the decision. The letter contains details of the award of accreditation status to a business degree program and indicates effective date of award of status, duration of status and any condition or recommendation linked to the decision. In addition, the secretariat appends certificate of accreditation and final PRT report to the letter.

Similarly, in case of a deferred accreditation status, NBEAC secretariat stipulates specific actions requirement in writing. After the expiry of the deferment period, the business school may re-apply for a revisit.

Lastly, the option will be provided to the school for “accreditation withdrawal” from the accreditation process after a negative peer review report by the peer review team. The request is made by business school once the report is shared with them before forwarding it to the Council meeting. In case of application withdrawal a university may register itself after a period of two years.

7.2 Decision for Revisit and Reaccreditation

NBEAC secretariat follows the similar process as described in Section 7.1 for awarding the status during a revisit and reaccreditation visit for a business degree program under review.

7.3 Appeal of the Award of Accreditation Decision

A business school has a right to complain or file an appeal should it disagree with a provisional or deferred accreditation status. In such a situation a business school may follow NBEAC complaint and appeal procedures (Section 7.3.1). Also, pending the outcome of an application for review, a business school shall continue to retain the accreditation status of a

business degree program prior to filing the request for accreditation. The business school may file an appeal in case of a reject or provisional accreditation status decision on the following grounds:

- The decision is on the basis of a flawed, inconsistent, arbitrary, interpretation or application, of a NBEAC standard, policy or procedure; or
- The decision does not provide sufficient supporting evidence for the action; or
- The decision is on the basis of a misunderstanding or misinterpretation, of a document or testimony; or
- The decision has a bias due to a significant conflict of interest of a PRT member.

7.3.1 Complaint and Appeal Procedure

The appeal process starts with a request in writing by the top management, vice chancellor/rector for review of a provisional or deferred accreditation status decision of a business degree program under review. The request must be submitted within thirty (30) days of the date of official notification of NBEAC decision. The request must include the following:

- The grounds for a request for review of an accreditation status decision;
- Supporting documents for review application; and
- A bank draft of applicable review application fee.

The burden of proof rests with the business school appealing NBEAC decision. The documents with the appeal must include specific reference(s) to where the information or documentation is available in SAR and other records accessible to PRT at the time of review.

7.4 Board of Appeal

The NBEAC Chairman shall form a three (3) member “Board of Appeal” after receiving a written application for review of an accreditation status decision within the stipulated time. The Chairman shall draw members of the board from amongst NBEAC Council members to hear the appeal and make recommendation. Needless to mention, the board does not include any PRT member involved in the site visit or anyone with a conflict of interest. The nominated board members shall select one of the members as a Chair. The final recommendation of the board of appeal shall be with a majority vote.

7.4.1 Scope of Authority of the “Board of Appeal”

- The “Board of Appeal” shall only consider information, data, record, evidence or documents available to PRT, AAC and NBEAC Council at the time of recommendation, approval and endorsement of the decision, respectively;
- The board shall disregard any new or old information, data, record, evidence or documents that was not available to PRT, AAC and NBEAC Council at the time of recommendation, approval and endorsement of decision, respectively;
- The “Board of Appeal” is only a recommending body and the final decision rests with NBEAC Council;

- The board shall make such recommendation to the Council as it shall deem appropriate, consistent with the rules and procedures along with a statement of arguments for such recommendation;
- The “Board of Appeal,” through a majority vote, shall recommend to NBEAC Council to:
 - i. Uphold the previous decision; or
 - ii. Amend the previous decision; or
 - iii. Appoint a new team to visit the site and submit a fresh report.

7.4.2 Hearing Procedure of the “Board of Appeal”

- The “Board of Appeal” provides an opportunity to the appealing business school to present their case through a representative;
- The Chair of board shall determine the date of hearing and notify the business school at least two (2) weeks in advance of the hearing;
- The appealing business school must provide NBEAC secretariat with the names, titles and contact information of all representatives who shall appear on their behalf at least one (1) week in advance of the hearing; and
- The hearing of the board shall take place at a mutually agreed location between the NBEAC secretariat and appealing business school and shall last no more than one (1) day.

7.5 Review of Decision

The NBEAC Council through a majority vote shall endorse the decision of “Board of Appeal” or constitute a new “Board of Appeal” should the Council through a majority vote discover any flaw in the review of appeal.

Section VIII: Accreditation Revisit

Business schools with a “Deferred Accreditation Status” decision would require a revisit after the expiry of the deferment period. A business school may apply for revisit at least six (6) months prior to the deferment period. It must follow the same registration process as mentioned in Section II. Once the registration process is successfully completed, the ESC recommends the business school to submit a SAR. Similar process for the preparation of SAR will be followed as mentioned in Section IV, however a revisit fee will be applicable. On the completion of self-assessment process, NBEAC secretariat, in consultation with the business school nominates a PRT to conduct a 2.5 days peer review revisit.

8.1 Progress Report (PR)

A business school of an applicant degree program requesting a revisit for accreditation must prepare and submit a Progress Report (PR) (Annex-6) along with SAR to NBEAC secretariat. The PR is a concise compilation of overall progress since the submission of previous SAR in all nine foundational areas of NBEAC standards. Moreover, the report includes the progress of specific recommendations including the standards found to be less/not meeting the requirements during the last accreditation visit. The business school must dispatch a final SAR and a PR to NBEAC secretariat at least three (3) weeks before a proposed revisit.

8.2 Revisit Team

The qualification, role and responsibilities of the revisit PRT remains the same as the ones for a regular one. Similarly, the relevant committee of NBEAC grants the final approval of PRT for revisit. The composition of PRT remains the same as mentioned in Section V.

8.3 The Revisit

The revisit shall last 2.5 days according to a standard peer review visit schedule (Annex-2). The NBEAC secretariat sets the dates of revisit in consultation with PRT members and host institution. The process of conducting a revisit remains the same as for a normal visit explained in Section VI.

The purpose of revisit is a complete review with some additional attention to the progress of specific designated actions and their impact on the performance of a business school of an applicant degree program. The protocol for review during the revisit remains the same as in the initial visit.

The revisit PRT conducts debriefing and writes a revisit report following the same process of a regular visit. The report describes the performance of the business school and degree program under review in accordance with the accreditation standards of NBEAC. Also, the report writes observations regarding the pace and impact of implementation of specifications. Furthermore, the report makes binding recommendations and non-binding suggestion and ends with a recommendation for an award of accreditation status to the business degree program under review. The process followed for the decision of accreditation revisit is the same as the process explained in the case of accreditation in Section 7.1.

Section IX: Reaccreditation Process

A business school with a “Full Accreditation Status” or “Provisional Accreditation Status” for a business degree program awarded by NBEAC may apply for reaccreditation at least six (6) months prior to the expiry of the accreditation period. It must follow the same registration process as mentioned in Section II. Once the registration process is successfully completed, the ESC recommends the business school to submit a SAR. Similar process for the preparation of SAR will be followed as mentioned in Section IV and a program applying for reaccreditation is subject to same fee as a program undergoing accreditation for the first time. On the completion of self-assessment process, NBEAC secretariat, in consultation with the business school nominates a PRT to conduct a 2.5 days peer review reaccreditation visit.

9.1 Continuous Improvement Report (CIR)

A business school of an applicant degree program requesting a reaccreditation must prepare and submit a continuous improvement report (CIR) (Annex-7) along with SAR to NBEAC secretariat. The CIR should include improvements in the strategy, design, planning, implementation, delivery and outcomes of the accredited degree program since the last accreditation visit.

9.2 Reaccreditation Team

The qualification, role and responsibilities of the reaccreditation visit PRT remains the same as the ones for a regular one. Similarly, the relevant committee of NBEAC grants the final approval of PRT for reaccreditation. The composition of PRT remains the same as mentioned in Section V.

9.3 Reaccreditation Visit

The reaccreditation visit shall last 2.5 days according to a standard peer review visit schedule (Annex-2). The NBEAC secretariat sets the dates of reaccreditation in consultation with PRT members and host institution. The process of conducting a revisit remains the same as for a normal visit explained in Section VI.

The PRT conducts debriefing and writes a reaccreditation report following the same process of a regular visit. The report describes the performance of the business school and degree program under review in accordance with the accreditation standards of NBEAC. Also, the report writes observations regarding the pace and impact of implementation of specifications. Furthermore, the report makes binding recommendations and non-binding suggestions and ends with a recommendation for an award of accreditation status to the business degree program under review. The process followed for the decision of accreditation revisit is the same as the process explained in the case of accreditation in Section 7.1.

Furthermore, a business school may not qualify for an extension or may face a downgrade of the accreditation status if the program fails to maintain the required standards or fails to satisfactorily address recommendations of previous PRT.

Annexures

A.1 Eligibility & Screening Policy



**National Business Education Accreditation
Council (NBEAC), Islamabad
(A program of Higher Education Commission)**

201, 2nd Floor, HRD Division, Higher Education Commission,
Sector H-8, Islamabad



Tel: +92-051-90800206/ +92051--908002078, Fax: +92-051-90800208

Email: nbeac@hec.gov.pk, <http://www.nbeac.org.pk>

Universities/business schools who are applying for accreditation, reaccreditation or revisit must complete and submit a Registration Form (either online or word format) before the submission of Self-Assessment Report (SAR). Universities/business schools must fulfill certain criteria to be considered by the Eligibility Screening Committee (ESC) and proceed for further process of accreditation. The following criteria is a pre-requisite of getting registered with NBEAC.

I. Program start date

Those programs shall be considered for which at least three batches of students have graduated.

- a. BBA after 5.5 years from the start date of the program
- b. MBA 1.5 after 2.5 years from the start date of the program
- c. MBA 2.5 after 3.5 years from the start date of the program
- d. MBA 3.5 after 5 years from the start date of the program

II. Mission and Vision Statement

- a. The business school/department should have a vision and mission which should be realistic and shared amongst all stakeholders. The mission statement of the business school should be clear, current and aligned with its vision statement.
- b. There should be documentary evidence that vision and mission are approved by a relevant statutory body (not from an individual competent authority).
- c. The vision and mission should be displayed on the department's webpage. There should be synchronization between both versions i.e. the one presented to NBEAC and the one displayed on the webpage.

III. Strategic plan

A strategic plan of 03-05 years should be provided along with the documentary evidence of approval by a relevant statutory body that includes the Dean, Rector and/or Vice Chancellor of the university/business school (not from an individual competent authority).

IV. Faculty

- i. There should be a minimum of 15 full time faculty members with education and experience in teaching courses in Management Sciences and Business Administration.
- ii. There should be 02-03 faculty members (in total) at Professor and Associate Professor Level, and a minimum of 03 faculty members at Assistant Professor Level to become eligible for NBEAC accreditation process.
- iii. In breeding of faculty should be less than 25%
- iv. At least 20% faculty should have international exposure
- v. Full time to Part time faculty ratio should be 70:30

V. Student to computer ratio and bandwidth

- i. Bandwidth Internet service: 1 MB access rate (preferable)
- ii. Student to Computer ratio: 1:20

VI. Student to Teacher Ratio=25:1 (undergraduate) 20:1 (graduate)

VII. Recommended Course load should be:

- i. Lecturer= 3-4 per semester/ 6-8 per annum
- ii. Assistant Professor= 3 per semester/6 per annum
- iii. Associate Professor/ Professor=2-3 per semester/4-6 per annum

VIII. Student Enrollment: Class size should be maintained at 20-50 students per semester at the undergraduate level and 15-35 students per semester at the graduate level.

Universities/business schools must provide complete information and should not leave any field incomplete in the application form. It is important that the registration application contains information regarding all the dimensions. A business school may not be able to move forward with the accreditation process in case it shows any negligence in providing information.

A.2 Standard Schedule

Peer Review Visit – Sample schedule of meetings for NBEAC accreditation

NAME_ Business School

Date

Day 0: Date

Time	Activity	Venue	Attended by
08.00 pm- 09.00 pm	Preliminary meeting		Peer Review Team (PRT) only

Day1 : Date

Time	Activity	Venue	Attended by
09.00 am	Arrival of PRT		HoD (business School/dept.) and Focal person
09.30 am- 10.00	Meeting with Rector/ VC		PRT, Rector/VC, Dean, HoD, and Focal Person
10.00 am- 10.30 am	Briefing presentation on business school's current situation and future vision		PRT, Rector/VC(optional), Dean, HoD, Registrar, Director Exams, Director Academics, Director Finance, Focal person
10.30 am- 12.30 pm	Session 1: Discussion of SAR forms F-01:Strategic Management, F-07: Resources, F-09: Admission Policy		PRT, Dean, HoD, Registrar, Director Exams, Director Academics, Director Finance, Director Technical, Director Library, Head QEC and Focal person
12.30 pm -01.15 pm	Business school tour (Examinations office, Admissions office, Student affairs, Placement office, Library, Labs, Faculty offices, Executive Development Center, Research Center...)		PRT, Dean, HoD and Focal person
01.15pm- 02.00pm	Lunch/Prayer break		PRT, Dean, HoD and Focal person
02.00pm- 03.30pm	Session 2: Discussion of SAR form F-02:Curriculum (working tea/coffee)		PRT, Dean, HoD, Head QEC, Business Education Curriculum Review Committee(one or two members),Program Coordinators, Cluster Heads and Focal person
03.30pm- 04.30pm	Session 3: Discussion of SAR forms F-08:External Linkages and Student Placement, F-06:Social Responsibility		PRT, Dean, HoD, Incharge Corporate Liaison, Representatives from Students' Clubs, and Societies, Director Students Affairs and Focal person

04.30pm-05.00pm	Peer review team consult the relevant documentary evidences provided during the visit.		PRT only
05.00pm - 06.00pm	Meeting with Alumni & Employers		PRT, Dean, HoD, Alumni (Business School/dept.), Employers, Incharge Corporate Liaison and Focal person
06.00 pm	PRT departs to hotel		

Day2 -Date

Time	Activity	Venue	Attended by
09.00 am	Arrival of PRT		HoD and Focal person
09.00 am-01.00 pm	Session 4: Discussion of SAR Form F-04: Faculty, Students, R&D (working tea/coffee)		PRT, Dean, HoD and Focal person
01.00 pm-02.00 pm	Session 5: Interviews with random groups of faculty members		PRT and selected faculty members
02.00 pm-02.45 pm	Lunch/Prayer Break		PRT, Dean, HoD, Focal person
02.45 pm-03.00 pm	Session 6: PRT visit to classrooms (flexible according to timetable)		PRT Only
03.00 pm-03.45 pm	Session 7: Interviews with BBA students, interviews with MBA students		PRT and selected students
03.45 pm-04.30 pm	Peer review team consult the relevant documentary evidences provided during the visit.		PRT only
04.30 pm	PRT departs to hotel		

Day3 -Date

Time	Activity	Venue	Attended by
10.00 am-12.00 pm	PRT Report preparation and Chairman PRT's feedback to business school		PRT, Rector/VC, Dean, HoD, Registrar, Director Academic, Director Exams, Director Finance, Head QEC and Focal person
	Tea/Coffee		
12.00 pm	PRT departs		
PRT departs according to their individual flight schedules.			

A.3 Confidentiality Agreement
Contract of Agreement of Confidentiality

"Confidential Information" shall mean all information and data, which may be disclosed to or acquired by the "Peer Reviewer," with respect to the business and operation of an institution. All reviewers or participants of mentoring exercise and peer review team will sign a confidential statement regarding the information obtained from a review assignment of degree program of a business school.

1. I am a participant as reviewer of NBEAC established by Higher Education Commission vide Notification No. 1-2/BAC/QAA/2007 dated March 2007. As a participant, I will have access to the information and documents of the institution including business school, institute and department. Moreover, I have reviewed the agreement for sharing of peer review data regarding the use and disclosure of information and hereby agree to comply with the terms and conditions.

2. Without restricting the foregoing clause 1, I hereby agree not to disclose voluntarily or involuntarily, or make available to anyone, or to use review data, or quality improvement information, other than as a participant of a review process or in the performance of my responsibilities and duties. I further agree:
 - a. Not to make copies of peer review data or confidential information, except to the extent necessary to fulfil my job responsibilities as a participant in the accreditation review team or committee;
 - b. To safeguard all peer review data or confidential information at all times so it is not made available to, or taken by, any unauthorized persons, and to use my best efforts to ensure its safekeeping; and
 - c. Upon termination of my participation in the review team, to deliver to NBEAC secretariat all material relating to the review data or confidential information including reproductions, personal notes, summaries and abstracts in my possession and control.

I do hereby agree, I have read the aforementioned contents and clauses of the agreement. Also, I shall do my level best to abide by the preceding clauses of the agreement. Nevertheless, if there is any infraction or breach of agreement on my part, I understand the accreditation body shall take a necessary action as per the decision of the NBEAC Council.

Signature

Date Signed

Return to: Secretariat

A.4 NBEAC Performance Evaluation Policy

NBEAC Performance Evaluation Policy v 1.1

Purpose & Scope

The Performance Evaluation System is designed to serve two key purposes. Firstly, it will gather the feedback of panelists from their peers to improve their evaluation skills and to utilize their particular expertise for NBEAC functions. Secondly, feedback will be taken from the Business Schools about their experience of the peer review visit to strengthen the entire accreditation process.

The Performance Evaluation Method

The evaluation is based on three forms. Two forms are for Intra-team evaluation and one form is filled by the Business School to provide feedback about the peer review panel.

Process:

Forms will be filled at the end of each peer review visit. The following process is required for the distribution and return of the forms.

Distribution of the forms

Form-A is a Peer Review Panel form which would be forwarded to all the panel members along with SelfAssessment Report. It is completed by all individual panel members.

Form-B is about the Chairperson and is forwarded to all the panel members along with Self-Assessment Report. The form is filled by individual panel members about the Chairperson.

Form-C is sent to the Business School immediately after the visit. Form-C is filled by the Business School about the Peer Review Panel. Following individuals from Business School are expected to complete Form-C:

- a. Dean or Head of the Department of the Business School (the person most actively involved with the team during the visit)
- b. Focal person nominated for the peer review process
- c. Two dept. /cluster heads/ senior faculty members actively involved in the peer review process
- d. One senior administrative head e.g. Registrar, Director QEC etc.

Return of the forms

Form-A: The panel members will return the completed form by email to NBEAC representative after the receipt and the Council approval of the final peer review report.

Form-B: The panel members will return the completed form by email to NBEAC representative after the receipt and the Council approval of the final peer review report.

Form-C: The individual members of the Business School will return the forms to NBEAC within ten days of the visit.

Distribution of the feedback report

The purpose of Form-A is to provide feedback to the individual evaluators so they can understand and improve the peer evaluation skills. It also helps to maintain profile of each evaluator at NBEAC secretariat. The feedback report will include average score obtained by the individuals on seven criteria. The purpose of Form-B is to provide feedback to the Chairpersons. The feedback report will include average score obtained by the Chairperson on eleven criteria. The obtained score will be compared with the average score of other evaluators and chairpersons respectively who have participated in various visits.

The main purpose of Form-C is to provide opportunity to the institution to share their opinion about the experience of the visit with NBEAC Secretariat and the Council. The feedback report is shared along with the Peer Review Report with the Council members. The feedback of the School is also shared with the Chairperson and panel members.

A.5 Rules of Business for Accreditation Award Committee (AAC)

Rules of Business of the Accreditation Award Committee

The National Business Education Accreditation Council (NBEAC) has a charter to monitor and maintain minimum standards in business education and promote excellence following the international best practices. The Council has delegated the role of granting recognition to the Accreditation Award Committee (AAC) through notification no NBEAC/AAC/2017-02 dated February 22, 2017.

The committee held its first meeting on June 08, 2017 and approved the following rules of business of AAC.

1. The AAC shall consist of Six (6) to Eight (8) members to be notified by NBEAC Council.
2. The Council shall nominate a member, who is serving (or previously served) as a Dean or Director of a fully accredited business school¹ by NBEAC or equivalent international accreditation body. No appointed member is permitted to nominate a replacement.
3. The “NBEAC Conflict of Interest Policy” applies to all AAC members and decisions.
4. AAC expect all members to have some experience of a service as a chair of a Peer Review Team (PRT) of NBEAC or equivalent accreditation body. However, on request of a member without prior accreditation experience, AAC may assign a mentor for an initial orientation.
5. The NBEAC secretariat with the consent of AAC Chair shall assign one (or two) members by rotation to review the PRT report for language, consistency and outcome and provide a brief (one page or less) summary for the AAC meeting. Moreover, the report of the assigned member shall make one of the following three recommendations.

Endorse recommendation:

Agreement with recommendations of the PRT.

Minor review:

Recommend changes in the language or consistency of the report with no changes in recommendations of the PRT.

Major review:

Recommend changes in the language or consistency of the report and/or changes in recommendations of the PRT.

6. In case of difference in the recommendation with regard to the award, the secretariat shall follow up with the NBEAC Council for a decision and inform the AAC accordingly.
7. The NBEAC secretariat, on the advice of the assigned member of AAC, shall work with the Chair of the PRT of institution under review to revise the language, consistency or format within one week.
8. The secretariat with consent of Chair AAC shall call a meeting of members roughly four weeks before the Council meeting with confirmation of at least 60 percent of members (a fraction is counted as a whole).

¹ The “Business School” broadly refers to all departments, schools or colleges offering a degree in business administration, management sciences, commerce, public administration or related areas.

9. AAC shall meet¹ on the previously announced date and time and review all cases of the award of accreditation usually through a consensus (or a majority vote in case of an impasse) and make one of the following decision regarding each case under review.
 - a. Endorse recommendation (agreement with recommendations of the PRT);
 - b. Provisional recommendation (approval after completing changes in the language or consistency of the report, but no changes in recommendations of the PRT); or
 - c. Revise recommendation (recommend changes in the language or consistency of the report and/or endorse revision in the PRT recommendations).
 10. The NBEAC secretariat shall work with respective assigned members of AAC to make changes in consultation with Chair PRT of the institution under review to make all approved changes. The Chair of AAC, on behalf of the members, shall approve the final report in all of the above outcomes to ensure compliance of AAC decision.
 11. The secretariat shall share the (revised) PRT report and decision of AAC with the institution under review in case of full or provisional recommendation.
- The rules of business shall be in place unless revised by a competent authority (AAC and/or NBEAC Council).

¹ The meeting shall take place through usual mode including video and voice link.

A.6 Progress Report (PR)

**Progress Report
(Name of the DAI)
(Date of Revisit)**

1. Introduction:

2. Findings on Progress Report on Specifications:

Strategic Management	
Specifications (Reported in Initial Peer Review Report)	Findings on Progress on Specifications (With Evidence)
1.	
2.	
3.	
Curriculum	
1.	
2.	
3.	
Students	
4.	
5.	
6.	
Faculty	
1.	
2.	
3.	
Research & Development	
4.	
5.	
6.	
Social Responsibility	
7.	
8.	
9.	
Resources	
10.	
11.	
12.	
External Linkages & Student Placement	

13.		
14.		
15.		
Admissions & Examination		
16.		
17.		
18.		
<p>3. Commendations</p> <p>4. Recommendations</p>		

A.7 Continuous Improvement Report (CIR)

BDS
Continuous Improvement Report
RE- ACCREDITATION VISIT
(21-24 Jan 2017)

1. Introduction to BDS

(1 paragraph on introduction of the business school – introduction, programs information and snapshot of key achievements over the years)

2. Outcome of previous visit and Recommendations

BDS underwent its first accreditation visit by National Business Education Accreditation Council (NBEAC) in December 2010 for its flagship programs of BBA and MBA. The three day visit included which analyzed the school and made its notes on the basis of observations as well as the data provided by the school prior to the visit. After relevant deliberations, BDS was awarded with “X” category and partially accredited for 02 years as per the decision of Accreditation Awarding Committee in 10th Council meeting held on XXX (Letter attached appendix A).

Some of the key strengths and recommendations of BDS highlighted by the PRT included

KEY STRENGTHS	KEY RECOMMENDATIONS

3. Recommendations – Strategic Management

NBEAC Observation No.1 – *Program level vision and mission are not in place and the related processes to review and improve programs are also missing.*

In light of the strategic direction, at the time of the first visit, the school lacked a decisive strategic vision and mission to guide its future endeavors. As explained in NBEAC F.01 Strategic Management, the school made substantial progress in the last year towards

updating its Vision and Mission to reflect its future goals of developing intellectual thinkers, gaining international acclaim, impacting business through entrepreneurial spirit and knowledge creation. For this purpose, BDS has also been continuously engaged in reviewing and updating its various programs to enhance their value addition.

NBEAC Observation No.2 – xxxxxxxx

(Response with reference to SAR form explicitly)

4. Recommendations – Curriculum

NBEAC Observation. No. 1 – *Standards related to delivery of programs need improvement through focus on faculty development in teaching skills.*

BDS has taken a number of steps to enhance processes related to its faculty. As explained in NBEAC F.0 F2 xxxxxxxx

NBEAC Observation. No. 2

(Continue to respond to all recommendations as given in the accreditation visit report. Related recommendations for which responses can be clubbed, can be placed together and responded collectively)

12. BDS Today and Future Plans

(A couple of paragraphs on present status and plans for the next 3-5 years)

A.8 NBEAC Disclosure of Accreditation & Promotional Protocol

In response to inquiries from the public, NBEAC will only disclose whether a program i.e., BBA, MBA is accredited or not accredited. Information regarding Universities' progress in the initial accreditation process, or issues of concern for an accredited member on review is not made public by NBEAC.

Accredited institutions are encouraged to make their accreditation known in accordance with the Practices. An institution may make public information about its accredited status or any portion of a visit team's report. If only a portion of the Peer Review team report or notice from NBEAC is made public, the member must indicate that the full report is available. If the portion made public presents a biased or distorted impression, NBEAC may disclose information to correct the distortion or inaccuracy.

Misrepresentation

Educational institutions should ensure the use of accurate descriptions of programs or degrees offered. In addition, members are responsible for the accuracy of any data and information requested by the corporation. Any reference to membership or accreditation, institutional or otherwise, which implies NBEAC accreditation in Business Administration/ Management Sciences/ Public Administration/Commerce by institutions which have not achieved accreditation for those programs or levels, is prohibited.”

Members should only state the status of their school regarding accreditation. Members that are not accredited may state that they are working to achieve accreditation if they are officially engaged in the accreditation process. They must have standards alignment plan that has been approved by the Accreditation Guidance Committee. They may not state or imply that they will achieve accreditation within a designated time period.

Members that are not accredited should not state that their curriculum or other features conform to NBEAC accreditation standards.

A member school whose programs are not accredited by NBEAC should not state its membership affiliation in proximity or in conjunction with statements of other accreditations.