



May 24, 2017

Elizabeth B. Davis
Dean
University of San Francisco
School of Management
2130 Fulton Street, Malloy Hall
San Francisco CA 94117-1045

Email: ebdavis@usfca.edu

Dear Dean Davis:

It is my pleasure to inform you that the CIR2 team recommendation to extend accreditation for the Bachelor and Master's programs in business offered by the University of San Francisco is concurred with by the Continuous Improvement Review Committee (CIRC) and ratified by the Board of Directors. Congratulations to you, the faculty, the students, the staff, and all supporters of the School of Management.

Additionally, the School should begin to address the following concerns identified by the CIR2 team and the CIRC. As part of the next Continuous Improvement Review Application, the University of San Francisco will be asked to update the CIRC on the progress made in addressing these concerns.

1. In reviewing the CIR2 report, it was not clear how other stakeholders besides School of Management (SOM) faculty and staff members were included in the strategic planning process. The school should consider the appropriate role for students, alumni, the professional community, and other stakeholder groups in the strategic planning process. (Standard 1: Mission, Impact and Innovation)
2. The School should continue to implement the planned Assurance of Learning assessment activities as scheduled. It is important that the School be able to show evidence of curricular changes that were implemented to address learning outcomes deficiencies. (Standard 8: Curricular Management and Assurance of Learning)
3. Along with item two, the SOM should continue to foster faculty involvement in the management of the curriculum through appropriate governance of the AoL process. (Standard 8: Curricular Management and Assurance of Learning)
4. If you have not already done so, post student achievement information on your school's web site. In addition, it is advisable to make this information available to the public through other means, such as brochures and promotional literature. Examples of student performance information include but are not limited to: attrition and retention rates; graduation rates; job placement outcomes; certification or licensure exam results; and employment advancement. (Standard 4: Student Admissions, Progression and Career Development)

The University of San Francisco has achieved accreditation for five additional years from the time of the original visit. The next on-site continuous improvement review occurs in the fifth year, 2020-2021, a timeline specific to the School's visit year is attached.

Please note the Continuous Improvement Review application is due on July 1, 2018, two years prior to the review year. This application initiates the continuous improvement review process. In this application, please provide an update on progress in addressing the concerns state above in addition to other relevant information for initiation of the next continuous improvement review.

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Please refer to the [Continuous Improvement Review Handbook](#) for more information regarding the processes for continuous improvement reviews. The handbook is evolving and will be updated frequently to provide the latest revisions to the CIR process. Continue to monitor the website for the most current version of the handbook.

Again, congratulations from the Accreditation Council and AACSB International - The Association to Advance Collegiate Schools of Business. Thank you for participating in the continuous improvement review process and for providing valuable feedback that is essential to a meaningful and beneficial review.

Sincerely,



Santiago Iñiguez de Onzoño,
Chair
Board of Directors

cc: Peer Review Team
Joseph M. Phillips, CIR2 Chair
Irineu G. N. Gianesi, CIR2 Member

SCOPE OF ACCREDITATION
Continuous Improvement Review – April, 2017

Name of Institution: University of San Francisco

Name of Business Academic Unit: School of Management

List of Degree Programs Reviewed:

Bachelor of Science in Business Administration (BSBA)
Bachelor of Science in Management (BSM)

Asia Pacific Studies/Master of Business Administration (MAPS/MBA)
Doctor of Dental Surgery/Master of Business Administration (DDS/MBA)
Environmental Management/ Master of Business Administration (MBA/MSEM)
Financial Analysis/ Master of Business Administration (MBA/MSFA)
Juris Doctor/ Master of Business Administration (JD/MBA)
Master of Business Administration (MBA)
Master of Global Entrepreneurship and Management (MGEM)
Master of Business Administration for Executives (EMBA)
Master of Science in Financial Analysis (MSFA)
Master of Science in Organization Development (MSOD)

CONTINUOUS IMPROVEMENT REVIEW TIMELINE 2020-2021 Visit Year

The Continuous Improvement Review Process is displayed below as a timeline. This five-year review cycle remains constant throughout the cycle of consecutive review for a school, irrespective of whether a continuous improvement review 2 is required. Therefore, Year 1 represents the academic year immediately following an on-site review, regardless of whether or not an accreditation decision has been made. The next visit will occur in Year 5. The Continuous Improvement Review Committee is responsible for oversight of the Continuous Improvement Review process for review.

Year 1 (July 1, 2016 – June 30, 2017)	Year 2 (July 1, 2017 – June 30, 2018)	Year 3 (July 1, 2018 – June 30, 2019)	Year 4 (July 1, 2019 – June 30, 2020)	Year 5 (July 1, 2020 – June 30, 2021)
<ul style="list-style-type: none"> Review and Refine Strategic Management Plan 	<ul style="list-style-type: none"> Review and Refine Strategic Management Plan 	<ul style="list-style-type: none"> Review and Refine Strategic Management Plan 	<ul style="list-style-type: none"> Review and Refine Strategic Management Plan 	<ul style="list-style-type: none"> Review and Refine Strategic Management Plan
<ul style="list-style-type: none"> Complete Key Data and Accreditation Data Sections of the <i>Business School Questionnaire</i> for prior academic year 	<ul style="list-style-type: none"> Complete Key Data and Accreditation Data Sections of the <i>Business School Questionnaire</i> for prior academic year 	<ul style="list-style-type: none"> Complete Key Data and Accreditation Data Sections of the <i>Business School Questionnaire</i> for prior academic year 	<ul style="list-style-type: none"> Complete Key Data and Accreditation Data Sections of the <i>Business School Questionnaire</i> for prior academic year 	<ul style="list-style-type: none"> Complete Key Data and Accreditation Data Sections of the <i>Business School Questionnaire</i> for prior academic year
		<ul style="list-style-type: none"> July 1, 2018 - Submit CIR Review Application via myAccreditation, which includes preferred visit season, list of degree programs for review, any program exclusions and list of Comparison Groups (Peer, Competitive, and Aspirant). CIR applications will be available in myAccreditation early January of submission year 	<ul style="list-style-type: none"> Work with AACSB to review proposed Peer Review Team for potential conflicts of interest. See Accreditation Policies & Procedures for Volunteer Deployment and Selection 	<ul style="list-style-type: none"> Submit Continuous Improvement Review Report via myAccreditation at least 60 days prior to start of visit. CIR Reports will be available in myAccreditation approximately 12-16 months prior to visit date
		<ul style="list-style-type: none"> Committee on Accreditation Policy (CAP) rules on exclusions and the scope of the accreditation visit 	<ul style="list-style-type: none"> Begin communications with the team 	<ul style="list-style-type: none"> Accreditation Statistical Reports will be distributed to applicant and team members by AACSB at least 60 days prior to visit date upon request only
		<ul style="list-style-type: none"> Submit Date and Team Suggestions as Requested 		<ul style="list-style-type: none"> Work with Peer Review Team Chair to finalize the Visit Schedule Peer Review Team Visit