**CIR Report Template - 2020 (Business) Outline and Guidelines**

The Continuous Improvement Review process is a holistic review, principles-based review centered around the themes of the accreditation standards **– Engagement – Innovation – Impact**. The Continuous Improvement Review report is not intended to be a standard-by-standard review, but rather the report is organized around an institutional overview to establish the current context in which the business school exists and the following three areas of the business accreditation standards:

* Strategic Management and Innovation
* Learner Success
* Thought Leadership, Engagement, and Societal Impact

Each of the items below is a separate PDF upload in myAccreditation. Following is more information about each of the six items.

1. Executive Summary
2. CIR Report (between 25 and 50 pages – appendices are uploaded in #6 below, Addendum)
3. Faculty Qualifications/Sufficiency Criteria
4. Tables (2-1, 3-1, 3-2, and 8-1; 5-1 and 9-1 are optional)
5. Strategic Plan
6. Addendum
   1. [COVID-19 Addendum](https://www.aacsb.edu/-/media/documents/accreditation/policies/covid-19_addendum.pdf?rev=e32fca09c3be4b56a44748e869558e56&hash=82E0AECAB1E0A6E56914254101D10782)

# SUBMISSION GUIDELINES FOR YOUR CIR REPORT

* Prior to submitting your report and supporting documentation, please review the school’s scope as listed on the Scope tab in myAccreditation. If changes are necessary, please contact your AACSB Accreditation Staff Liaison.
* Upon electronic submission of the school’s documents via myAccreditation, you will receive an immediate display notification in a green banner, “The project was successfully submitted.” In addition, your CIR project status will move from “Not Submitted” to “Submitted.” **Note that only the official representative can submit the report.**
* With the implementation of myAccreditation, one of AACSB’s goals is to become more sustainable. Therefore, you are no longer required to provide hard copies of submitted items to the peer review team. However, should a peer review team member make such a request, the school should work directly with the team member making the request.
* If a school also holds supplemental accounting accreditation, a separate [accounting CIR](https://www.aacsb.edu/educators/accreditation/accounting-accreditation/review)report must be submitted via myAccreditation.
* Should you have any questions, reach out to your AACSB staff liaison, whose name is noted in myAccreditation on your “Contacts” tab.

**Item #1: EXECUTIVE SUMMARY**

The school should prepare an executive summary (five page maximum). The executive summary should include the information below.

* Address how the school adheres to the Guiding Principles set forth in the [2020 Standards for Business Accreditation](https://www.aacsb.edu/accreditation/standards).
* Provide a succinct description of the clear and focused mission of your school and your major strategic initiatives.
* Provide a concise summary of how the school aligns with the spirit and intent of each of the three sections of the standards – i.e., Strategic Management and Innovation (Standards 1-3), Learner Success (Standards 4-7), and Thought Leadership, Engagement and Societal Impact (Standards 8-9). Also address how the school exemplifies the themes of engagement, innovation, and impact.
* Provide a description of the school’s strategy around diversity and inclusion and how the school seeks to represent diverse people and ideas in the life of the school.
* Summarize how the school makes a positive societal impact in curriculum, thought leadership, and society as a whole. Please be sure to address all three areas.

**Item #2: CIR REPORT TEMPLATE**

Between 25 and 50 pages is usual and customary - no more than 50 pages. Any appendices to the report should be uploaded into the Addendum section of myAccreditation. Because there are specific places to upload the strategic plan, executive summary, and faculty qualifications and sufficiency definitions, it is expected that the number of appendices will be small. Ensure that while the report tells the story since the school’s last peer review visit, significant attention is paid to forward-looking challenges and opportunities.

# OVERVIEW

1. Provide a concise (1-2 pages) situational analysis that allows the peer review team to better understand the context, organizational structure, current environment, and specific challenges relative to your business school.
2. Describe how the school has addressed any issues identified in the prior peer review visit. Please cite the specific standard you were asked to address. Indicate N/A if there were no such issues identified in the prior visit.
3. If the school filed any substantive change request(s) since the last peer review visit, please provide a concise summary of the request and current status of the situation, including how the school incorporated the advice given by the Continuous Improvement Review Committee (CIRC). Indicate N/A if the school has not filed a substantive change request since the last peer review visit.
4. **Consultative Guidance:** A great advantage to having a peer review visit is the host school may seek advice from the peer review team on specific challenges the school is facing. In this section, identify any such areas the school would like the peer review team to provide consultative advice on. The peer review team may or may not have direct experience with the challenge identified by the school but may give the school guidance on other resources the school could consult.
5. **New Degree Programs:** Provide a list of degree programs, including level of degree, begun since the previous accreditation review.

# Three Areas of the BUSINESS ACCREDITATION STANDARDS – PAST AND FUTURE LOOK

## Strategic Management and Innovation

1. Describe the strategic management planning process of the school, including:

* Identification of the school’s mission statement and major strategic initiatives,
* How the strategic plan is used to inform the school’s decision-making processes.
* The process for monitoring success towards planned initiatives.
* How regularly the plan is updated, by whom, and when.
* A risk analysis and remediation plan for any major risks.
  + The risk analysis should be uploaded as a separate PDF in the addendum tab within myAccreditation.
* How the school strategically intends to make a positive societal impact.
* What the school is doing to advance diversity and inclusion, consistent with its mission.

1. Complete Table 2-1 and provide an accompanying narrative that describes the school’s financial situation, including any particular challenges in funding, how the school will meet those challenges, and how the school will provide resources to meet their strategic initiatives.
2. Complete Tables 3-1 and 3-2 and describe the following aspects of faculty qualifications, sufficiency, and deployment:

* Provide an overview of faculty management policies. Describe any particular forward-looking challenges in hiring of faculty and administrators.
* Provide your criteria guiding identification of faculty as Participating and Supporting and discuss any particular environmental, cultural, or regulatory constraints that may impact your ability to have sufficient participating faculty.
* In instances where recommended faculty sufficiency and qualifications ratios are not met, address how outcomes for these programs are of high-quality to support the school’s faculty staffing model.
* Provide a narrative to accompany Table 3-2 describing the school’s strategy for deployment of faculty.
* Describe how the school ensures faculty maintain currency and relevancy in their area of teaching. Include a discussion of how faculty are regularly and meaningfully engaged with practitioners to maintain currency and relevancy.

## Learner Success

1. Describe the school’s processes for ensuring the curriculum is current, relevant, forward-looking, and globally oriented. When was the core, or base curriculum last updated and how?
2. Include a description of how current and emerging technologies are incorporated into the curriculum as appropriate. What are the school’s plans for incorporating future technologies?
3. Provide an overview of major curricula revisions that have occurred since the last review. What curriculum revisions are planned for the future?
4. Describe how the school’s curricula promote a positive societal impact. The report should provide examples of curricular elements that promote societal well-being.
5. Describe the school’s strategies to recruit and retain diverse learners.
6. Provide a robust description of the school’s assurance of learning (AoL) program, including:

* When and how measures are collected,
* How faculty are meaningfully involved in assurance of learning,
* A description of where the school uses direct vs. indirect measures,
* Describe how the curriculum was revised due to the school’s AoL process,
* Discuss areas where learners have not met the competency goals set and how the school takes action in such cases,
* Be prepared for the peer review team to spot check on site AoL plans for any given degree program, competencies, and measures of success. AoL plans should exist for each degree program.

1. Describe how your learner demographics and enrollment trends have changed over time. What are the implications for your future strategies in recruitment and retention of learners?
2. Describe how the school identifies, provides intervention and support for learners who are not progressing adequately, including underrepresented or otherwise at-risk populations.
3. Summarize how high-quality teaching is encouraged, supported, and developed. Summarize continuous improvement activities for faculty focused on teaching enhancement.
4. **Thought Leadership, Engagement, and Societal Impact**
5. Complete Table 8-1. Describe processes to encourage faculty to produce high-quality and *impactful* intellectual contributions. Describe how the school collaborates with external stakeholders to create scholarship that informs theory, practice and/or teaching of business. Provide exemplars of research that have had a positive societal impact.
6. Provide examples of school-supported activities (beyond research) that demonstrate a positive societal impact, as described in Standard 9.

# Item #3: FACULTY QUALIFICATIONS AND FACULTY SUFFICIENCY CRITERIA

Please provide the criteria the business school uses to define Participating and Supporting faculty, as well as Scholarly Academic (SA), Scholarly Practitioners (SP), Practice Academics (PA), and Instructional Practitioners (IP), consistent with Standard 3.

Provide the criteria as a PDF upload in myAccreditation.

# Item #4: AACSB TABLES

Attach the following AACSB tables as separate PDF uploads in myAccreditation.

* Table 2-1
* Table 3-1
* Table 3-2
* Table 5-1 (optional)
* Table 8-1
* Table 9-1 (optional)

# Item #5: STRATEGIC PLAN

Attach your current strategic plan as a separate PDF upload in myAccreditation.

# Item #6: ADDENDUM

In addition to the required risk analysis described above, the school may upload supplemental documentation into the Addendum Tab at the top of the school’s dashboard. Examples may include AoL artifacts, CVs, and any other pertinent information. Such artifacts may also be linked here within a document as opposed to the actual document(s) living here (for example, CVs can be maintained on the school’s website and a link provided herein to that location for the peer review team). Please note that faculty CVs are expected to be available for PRT review.

Attach addendum documentation as separate pdf uploads in myAccreditation.

* **Item #6a**: [The COVID-19 Addendum](https://www.aacsb.edu/-/media/documents/accreditation/policies/covid-19_addendum.pdf?rev=e32fca09c3be4b56a44748e869558e56&hash=82E0AECAB1E0A6E56914254101D10782) - Schools with continuous improvement review visits beginning July 1, 2021 and going forward are asked to address the impact that COVID-19 has had on the school. This section should be 2-5 pages in length.

The COVID-19 section of the report should address the following:

* Describe the impact of COVID-19 on the school to-date (e.g. enrollment, finances, faculty and staff hiring, instructional delivery, assurance of learning, etc.);
* Describe actions taken by the school to address current challenges related to COVID-19;
* Explain how the school is supporting students and faculty;
* Describe whether COVID-19 has impacted the school’s ability to align with accreditation standards.