



NCU
Northcentral University

Northcentral University
2013 ACBSP Quality Assurance Report

January 30, 2013

Master Document

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**Accreditation Council for Business Schools and Programs (ACBSP)
Quality Assurance (QA) Report
for
Baccalaureate/Graduate Degree Programs
Current as of December 2012**

Overview (O) 1. Complete all information requested.

Submit your report as an attachment to reports@acbsp.org on or before February 15th or September 15th.

This report should be limited to maximum of 50 pages. The average length of most good reports is 30 pages. To help reduce the page numbers you can remove the ACBSP examples used in this report template to help you complete the report.

O 2. Institution Name: Northcentral University Date January 30, 2013
Address: 10000 E University Dr., Prescott Valley, AZ 86314

O 3. Year Accredited: 2007 This Report Covers Years: 2011-2012

O 4. List All Accredited Programs (as they appear in your catalog):

Bachelor of Business Administration (BBA)
Master of Business Administration (MBA)
Doctor of Business Administration (DBA)
Doctor of Philosophy in Business Administration (PhD)

O 5. List all programs that are in your business unit that are not accredited by ACBSP and how you distinguish accurately to the public between programs that have achieved accredited status and those that have not.

Does not apply

O 6. List all campuses that a student can earn a business degree from your institution:

100% Online University with Headquarters at 10000 E University Dr., Prescott Valley, AZ 86314

O 7. Person completing report Name:

Dr. Robert A. Fleck, Jr., Ph.D. Business Faculty Professor, School of Business & Technology Management

Phone: 928-771-6840

E-mail address: rfleck@ncu.edu

ACBSP Champion name:

Dr. Arthur Lee Smith, Ph.D., Dean School of Business and Technology Management

ACBSP Co-Champion name:

Dr. Robert A. Fleck, Jr., Ph.D

O 8. Conditions or Notes to be Addressed: You do not need to address Opportunity for Improvement (OFI).

Does not apply.

Are you requesting the Board of Commissioners to remove notes or conditions (if the justification for removal is lengthy consider attaching an appendix to QA report):Remove Note:

Does not apply.

Remove Condition:

Does not apply.

O 9. The business unit must routinely provide reliable information to the public on their performance, including student achievement.

Describe how you routinely provide reliable information to the public on your performance, including student achievement.

Northcentral reports Regional and Professional accreditation status as well student achievement on its public website www.ncu.edu. Northcentral complies with all Federal, State, and Accrediting requirements for disclosures.. Because Northcentral did not have any Full Time In Any College (FTIAC) during the reporting years, graduation rates for that cohort are not applicable.

Northcentral University has voluntarily reported student performance data to IPEDS since 2007. Indicators of both student and institutional performance reported to IPEDS annually include:

Fall Submission:

- Institutional Characteristics: General contact information, Estimated Fall Enrollment, Student Services, Student Charges
- Completions: Conferred Degrees
- 12 Month Headcount: Unduplicated Headcount by Race/Ethnicity/Gender, Instructional Contact Hours, Full-time Equivalent

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Winter Submission:

- Human Resources: HR information on faculty and staff
- Financial Aid: Assessment of student aid usage and types

Spring Submission:

- Fall Enrollment: Finalized Fall Enrollment by Race/Ethnicity/Gender/Age
- Finance: General Accounting information

These statistics are published on the Department of Education's website, <http://nces.ed.gov/ipeds/>; specifically <http://nces.ed.gov/collegenavigator/?q=northcentral+university&s=all&id=444130> for public viewing.

In addition, in compliance with the Student Right to Know (SRTK) Act, passed by Congress in 1990, Northcentral University's public website is updated annually disclosing graduation rates as defined by the Department of Education to prospective and active Students. Please see <http://www.ncu.edu/northcentral-global/consumer-information/graduation-rate>. Completions by award are also reported to the public here. These student performance data are also published on the Higher Learning Commission's website; disclosing degrees conferred in the last year: http://www.ncahlc.org/component/com_directory/Action,ShowBasic/Itemid,/instid,2162/

Inquiries from prospective and active Students are also routinely fielded by Northcentral University Enrollment Specialists and Academic Advisors regarding student performance measures such as retention, enrollment, and graduation rates specific to the School of Business and Technology Management. Please see [Standard 6 Organizational Effectiveness](#) for recent results of these performance indicators.

Standard #1 Leadership**Organization**

- a. List any organizational or administrative personnel changes within the business unit since your last report.

Additions:

Dr. Robert Fleck, Jr. – Hire date: January 3, 2011
Dr. Beverly Muhammad – Hire date: November 1, 2010
Dr. Francis Maffei – Hire date: January 9, 2012
Dr. Nahmee Kim – Hire date: August 21, 2012
Dr. Donna Montgomery – Hire date: August 20, 2012

Resignations:

Dr. Samuel Imarhiagbe – August 8, 2011
Dr. Barbara McKenzie – November 28, 2011
Dr. James Savard – April 20, 2012
Dr. Ralph Kuehn – September 2, 2011

Transfers:

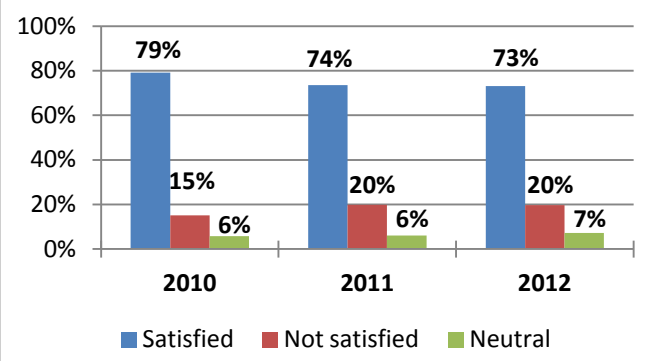
Dr. Cynthia Loubier – Transferred to the Graduate School October 3, 2011

- b. List all new sites where students can earn an accredited business degree (international campus, off-campus or on campus, on-line) that have been added since your last report?

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Standard #2 Strategic Planning (this standard not typically addressed in the QA report) This is used as a place holder to allow all the other standards to be addressed in the QA report and keep the numbering system consistent with self-studies and QA reports.

Standard #3 Student and Stakeholder Focus

		Analysis of Results																			
Performance Measure	What is your measurement instrument or process?	Current Results	Analysis of Results	Action Taken or Improvement made	Insert Graphs or Tables of Resulting Trends (3-5 data points preferred)																
Measurable goal	(Indicate length of cycle)	What are your current results?	What did you learn from the results?	What did you improve or what is your next step?																	
What is your goal?																					
Increase overall student satisfaction ratings by 10% EOY 2012: <i>The baseline for this measure is 79% reported in the 2010 Priorities Survey for Online Students.</i>	Noel Levitz' Priorities Survey for Online Students (PSOL); Setting 2010 as the baseline for this yearly measure will enable comparative year-to-year trending, both internally and nationally.	Seventy-three percent of students across all program offerings in the School of Business & Technology Management responded to the question, "Rate your overall satisfaction with your experience here thus far", as "satisfied" (see Chart, right).	Student satisfaction levels indicate a downward trend from 79% in 2010 to 73% in 2012.	As part of Northcentral's 2012 Strategic Plan to "continuously improve our students' experience," we created a new Office of Compliance Management to oversee the compliance of performance in all functional areas to include student complaint management, regulatory program	<div style="text-align: center;"> <h3>PSOL Overall Satisfaction for SBTM</h3>  <table border="1"> <caption>PSOL Overall Satisfaction for SBTM Data</caption> <thead> <tr> <th>Year</th> <th>Satisfied</th> <th>Not satisfied</th> <th>Neutral</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>79%</td> <td>15%</td> <td>6%</td> </tr> <tr> <td>2011</td> <td>74%</td> <td>20%</td> <td>6%</td> </tr> <tr> <td>2012</td> <td>73%</td> <td>20%</td> <td>7%</td> </tr> </tbody> </table> </div>	Year	Satisfied	Not satisfied	Neutral	2010	79%	15%	6%	2011	74%	20%	6%	2012	73%	20%	7%
Year	Satisfied	Not satisfied	Neutral																		
2010	79%	15%	6%																		
2011	74%	20%	6%																		
2012	73%	20%	7%																		

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				<p>management and program improvement. In addition a separate graduate school to oversee graduate programs with an emphasis on doctoral programs was formed in early 2012. All dissertation chairs are full-time. In 2011, we created a new Center for Faculty Excellence Department whose focus is to improve student/faculty engagements. All courses are currently under review by faculty and modified to comply with Applied Experiential Learning (AEL) model. This model creates greater opportunities for student faculty</p>	
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				<p>interactions. A new <i>course room</i> with even greater interaction is scheduled for release in 2013. NCU has also developed a Virtual Academic Center (VAC) to further increase interactions with students. The VAC is in the implementation and testing stage. NCU has also moved to full-time faculty for the foundation courses and has established guidelines for frequent faculty-student interactions. Full-time faculty are also in place as dissertation chairs. By mid-2012 all faculty non-salaried (part-time) possessed the appropriate</p>	
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				<p>terminal degree in their academic discipline regardless of teaching responsibilities (e.g., BBA, MBA, PhD). We believe that some of the downturn in "Satisfaction" may be attributable to faculty changes, increased rigor from more highly qualified faculty, moving all courses to an eight-week format with a more stringent activity submission policy. In addition, Academic Leave policy was enhanced to maximize degree completion potential. We believe that all these aforementioned actions are making NCU</p>	
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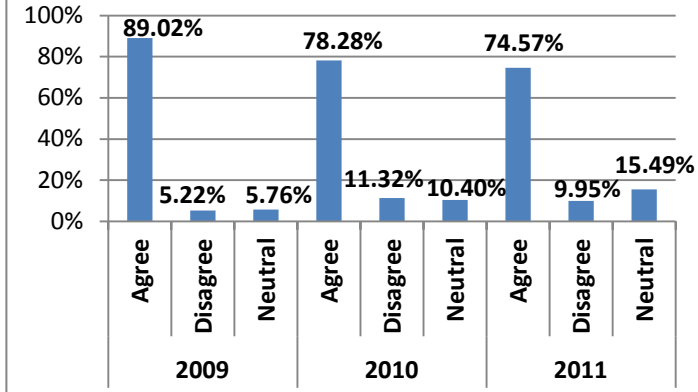
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				academically stronger. We also realize we need to continue to improve communications with stakeholders regarding these changes.	
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Standard #3 Student and Stakeholder Focus (cont'd)

Performance Measure	What is your measurement instrument or process? (Indicate length of cycle)	Analysis of Results			Insert Graphs or Tables of Resulting Trends
		Current Results What are your current results?	Analysis of Results What did you learn from the results?	Action Taken or Improvement made What did you improve or what is your next step?	
Increase overall graduate satisfaction ratings by 10% by EOY 2011; Graduate Satisfaction Survey	Northcentral University proprietary Graduate Satisfaction Survey is modeled after Keaveney and Young (1997) and Kara and DeShields	An average of 75% of all BTM 2011 Graduates responded agree or strongly agree to the 10 items designed to measure	Strengths: Effective one-to-one mentoring model between student and mentor; Academic needs of student are being met;	In support of our 2012 Strategic Plan to "build and maintain excellent relationships with our students," we launched our new student and alumni newsletter, Higher Degrees (Spring 2012), to	

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	<p>(2004). The Graduate Satisfaction Survey is a yearly assessment.</p>	<p>overall satisfaction.</p>	<p>Institutional resources meet expectations. Some of the changes that took place during 2010 and 2012 could have been communicated more effectively.</p> <p>Some of the changes included more stringent assignment submission policies, a stronger and more explicit Academic Leave Policy, and moving to 100% terminally qualified faculty. These changes permeated all degree levels and more so in the doctoral</p>	<p>better communicate university initiatives, inspire student success and continuously improve our reputation with all constituencies. In 2012, we have increased the number of full-time faculty that Chair the committees for doctoral students, and launched the Graduate School in late 2011 to better facilitate dissertation completion for all doctoral students.</p>	<h3 style="margin: 0;">2009 - 2011 Overall Graduate Satisfaction (SBTM)</h3>  <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <thead> <tr> <th>Year</th> <th>Agree</th> <th>Disagree</th> <th>Neutral</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>89.02%</td> <td>5.22%</td> <td>5.76%</td> </tr> <tr> <td>2010</td> <td>78.28%</td> <td>11.32%</td> <td>10.40%</td> </tr> <tr> <td>2011</td> <td>74.57%</td> <td>9.95%</td> <td>15.49%</td> </tr> </tbody> </table>	Year	Agree	Disagree	Neutral	2009	89.02%	5.22%	5.76%	2010	78.28%	11.32%	10.40%	2011	74.57%	9.95%	15.49%
Year	Agree	Disagree	Neutral																		
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2011	74.57%	9.95%	15.49%																		

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			program. However the summative data on dissertation quality indicates considerable improvement in dissertation quality.		
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Standard #3 Student and Stakeholder Focus (cont'd)

Performance Measure	What is your measurement instrument or process? (Indicate length of cycle)	Analysis of Results			Insert Graphs or Tables of Resulting Trends (3-5 data points preferred)
		Current Results What are your current results?	Analysis of Results What did you learn from the results?	Action Taken or Improvement made What did you improve or what is your next step?	
Increase Student Retention (NSR) by 5% by EOY 2011.	The yearly performance measure (left) was adopted into Northcentral University's 2010 Strategic Plan.	Our new student retention rate is 47% for the year 2012 Appendix A .	Continuous Enrollment and Leave of Absence policies were amended to meet federally mandated DOE Title IV federal aid regulations. These policy changes	As part of our 2012 Strategic Plan to "achieve efficient growth by meeting demands from professionals throughout the world," our next steps are to revise the first two to	

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			<p>in Sept. 2009 should be considered when analyzing the new student retention trend results from 2009 and 2010.</p> <p>By enhancing academic engagement and curricular quality with particular focus on the first three courses will improve the overall student experience, and thus improve retention rates.</p>	<p>three foundations courses in all Schools and programs according to best practices to further enhance student engagement, retention and establishing skills for ongoing academic success.</p> <p>Based on assessment results (see MBA Assessment Standard 4) the School of Business and Technology Management is planning on incorporating a descriptive writing component in the master's and doctorate programs.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #003366; color: white;"> <th colspan="5">School of Business & Technology Management: New Student Retention Rate</th> </tr> <tr style="background-color: #003366; color: white;"> <th>Degree Program</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>2012</th> </tr> </thead> <tbody> <tr style="background-color: #e6f2ff;"> <td>Overall BTM</td> <td>45%</td> <td>59%</td> <td>47%</td> <td>47%</td> </tr> <tr> <td>BBA</td> <td>40%</td> <td>67%</td> <td>52%</td> <td>43%</td> </tr> <tr> <td>MBA</td> <td>51%</td> <td>58%</td> <td>45%</td> <td>47%</td> </tr> <tr> <td>DBA</td> <td>44%</td> <td>48%</td> <td>43%</td> <td>47%</td> </tr> <tr> <td>PhD-BA</td> <td>43%</td> <td>61%</td> <td>49%</td> <td>51%</td> </tr> </tbody> </table>	School of Business & Technology Management: New Student Retention Rate					Degree Program	2009	2010	2011	2012	Overall BTM	45%	59%	47%	47%	BBA	40%	67%	52%	43%	MBA	51%	58%	45%	47%	DBA	44%	48%	43%	47%	PhD-BA	43%	61%	49%	51%
School of Business & Technology Management: New Student Retention Rate																																								
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PhD-BA	43%	61%	49%	51%																																				

Standard #4 Measurement and Analysis of Student Learning and Performance

a. Program Outcomes

List outcomes, by accredited program. Many of the program outcomes should be used as part of a student learning assessment plan and be measurable.

State the learning objectives for each program (MBA, Ph.D., BBA, AA, etc.) accredited. A program is defined as follows: a plan of study is considered a program when it requires a minimum of 12 credit hours of coursework beyond the CPC and/or is recorded on a student's transcript (ex. Business Administration: major/concentration/option/specialization in Accounting, Finance, Marketing, etc.) Specialization Learning Outcomes appear in [Appendix B](#) and are aligned with Program Learning Outcomes.

Bachelor of Business Administration Program Learning Outcomes

The program learning outcomes of the Bachelor of Business Administration degree are:

- assess the decision role and responsibilities of operations in relation to the student's specialty;
- formulate effective application of business theories to business practice needs;
- demonstrate effective written communication skills using various online communication mechanisms;
- apply researching skills to validate factual information; and
- apply general principles or methods to specific business situations.

Master of Business Administration Program Learning Outcomes

The program learning outcomes for the Master of Business Administration degree are:

- apply theoretical knowledge of business to meaningful personalized professional needs;
- interpret the principles and dynamic nature of markets, organizations, and public and private sectors;
- analyze ethical roles of business within a global society;
- evaluate and implement existing research into professional practice; and
- formulate effective written communication skills using various online communication mechanisms.

Doctor of Business Administration Program Learning Outcomes

The program learning outcomes of the Doctor of Business Administration degree are:

- support effective research methods and strategies as part of dissertation manuscript development;
- interpret and evaluate conclusions derived from research in business administration and the student's specialization;
- adapt qualitative and quantitative tools to perform effective business analysis;
- formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- apply skills in relation to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

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Doctor of Philosophy in Business Administration Program Learning Outcomes

The program learning outcomes of the Doctor of Philosophy in Business Administration degree are:

- support effective research methods and strategies as part of dissertation manuscript development;
- interpret and evaluate conclusions derived from research in business administration and the student's specialization;
- adapt qualitative and quantitative tools to perform effective business analysis;
- formulate research dissertations that contribute scholarly solutions to business issues, problems, and challenges within the global society; and
- apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

b. Performance Results

Complete the following table. Provide three or four examples, reporting what you consider to be the most important data. It is not necessary to provide results for every process.

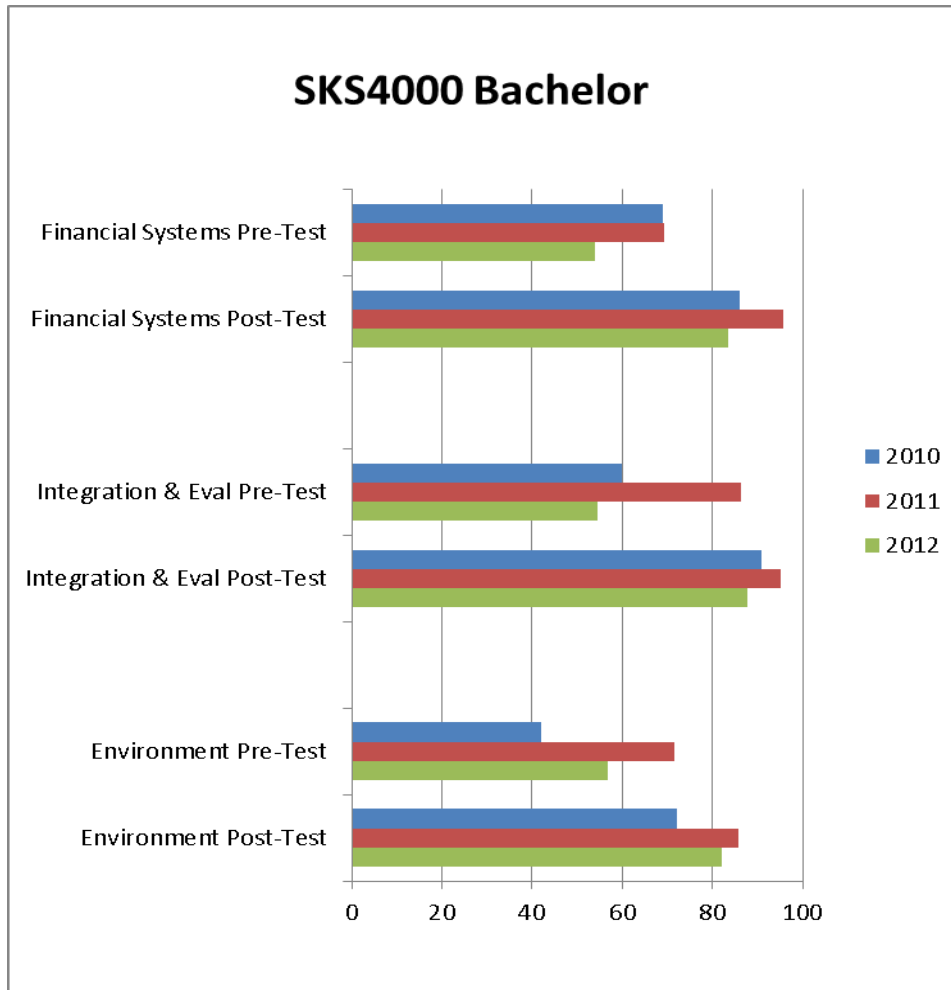
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Student Learning Results (Required for each accredited program, doctorate, masters, and baccalaureate)

Performance Measure (Competency)	Description of Measurement Instrument	Areas of Success	Analysis and Action Taken	Results of Action Taken (occurs in the following year)
<p>Pre- and Post-Tests to measure understanding of ACBSP Core Competencies in Strategic Knowledge Studies (SKS) required courses.</p>	<p>Direct; internal. Students take a Pre- and Post-Test for each subject within the course (3 components). Students are able to see the results of their test and to see which questions they missed. This is what Students asked for and Faculty use for further instruction.</p> <p>SKS4000 is taken as the capstone course in the BBA program while SKS5000 and SKS7000 are taken early in the degree programs. Thus each SKS course provides uniquely different information.</p> <p>SKS4000 provides summative data while the other SKS courses provide formative data.</p> <p>Questions are randomly drawn from a test bank to assure test security.</p> <p>The level of complexity of the test bank increases with the course level. Thus questions in SKS7000 are more difficult than in SKS5000</p>	<p>Measurement in SKS Courses began Nov. 1, 2010. Post-Test scores have consistently exceeded Pre-Test scores across all three SKS courses measuring ACBSP Core Competencies for all degree levels.</p> <p>In addition, there seems to be some overall improvement in scores with the exception of doctoral-level courses.</p>	<p>Each SKS course contains 3 core components. Each component and contain a Pre- and Post-Test to measure the Student's level of competency at the completion of the course.</p>	<p>Continue to monitor to see where improvements can be made.</p> <p>The School of Business and Technology management is evaluating moving the pre-test to the first course and the post-test to the last course within each degree program. This should provide a better image of progress and areas for improvement.</p>

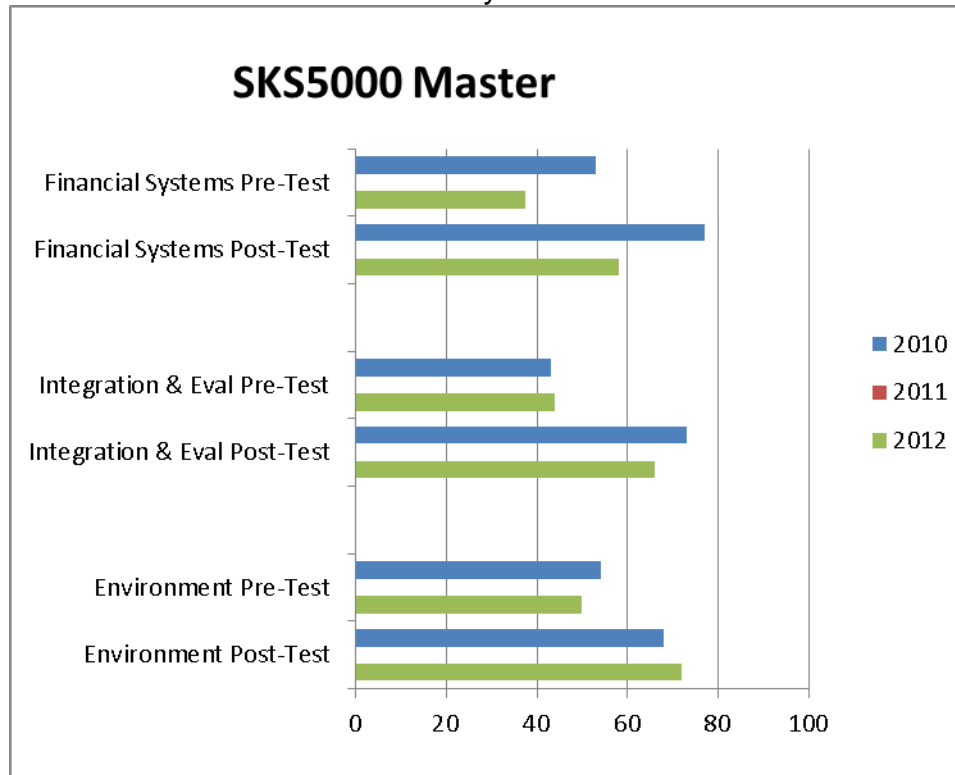
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Insert Graphs or Tables of Resulting Trends for 3-5 Years (please graph all available data up to five years)

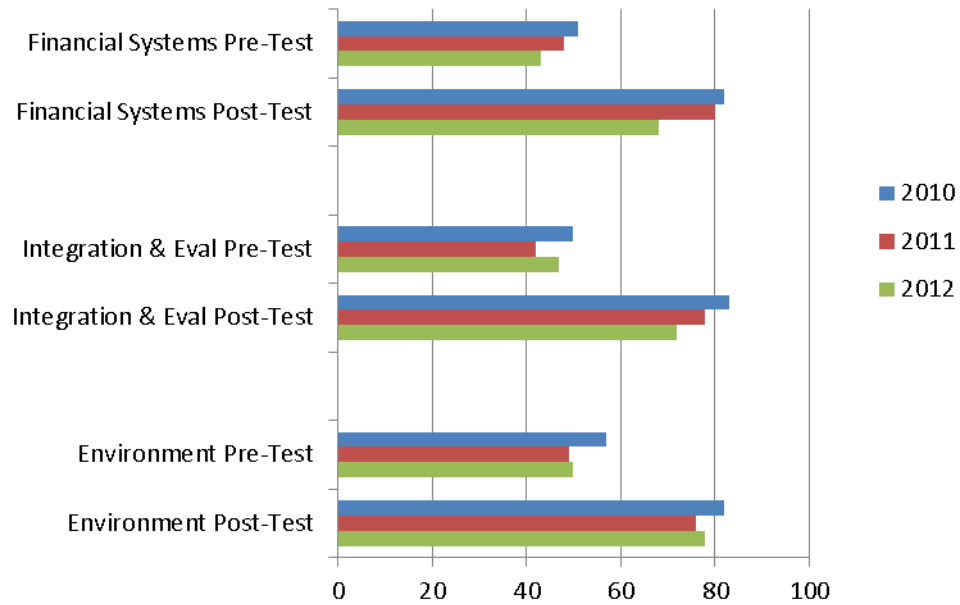


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2011: Insufficient data for analysis. Historical file inaccessible.



SKS7000 Doctoral



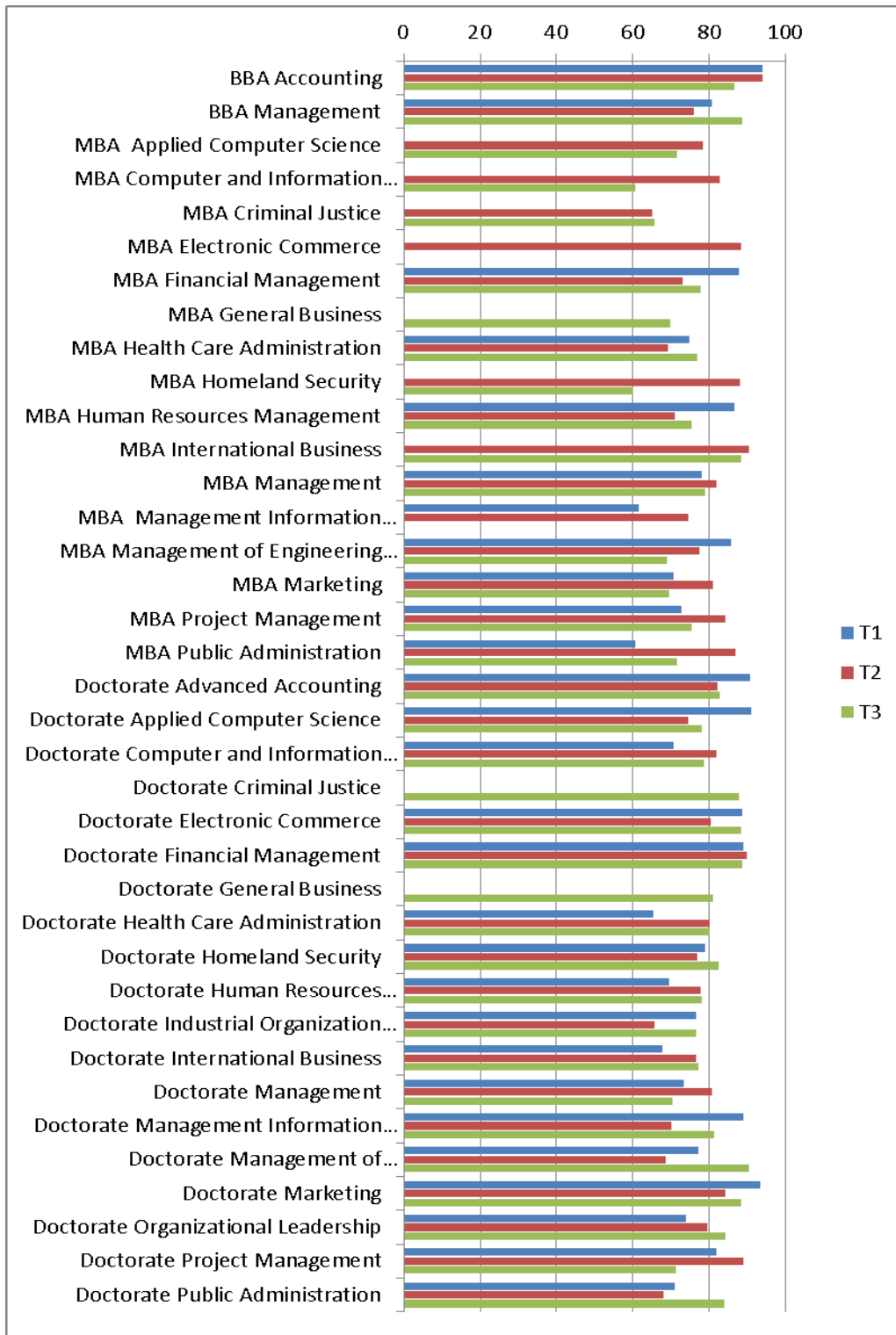
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Performance Measure (Competency)	Description of Measurement Instrument	Areas of Success	Analysis and Action Taken	Results of Action Taken (occurs in the following year)
<p>Course scores in SKS courses.</p>	<p>Specialization Learning Outcomes (Appendix B) are closely aligned with both the Program Learning Outcomes (PLOs) and SKS areas (Financial, Environmental, and Integrative). All SLOs reflect at least two of the three SKS areas of emphasis; a standardized exam is used in each course and each Faculty Member adheres to a standard grading rubric.</p> <p>Northcentral uses a prescribed rubric for assigning grades as shown below. Course letter grades were converted to numeric scores using the bottom value for each grade range. Note that undergraduates may receive points for grades less than C while graduate students may not.</p> <p>Scores were subdivided by time period (T1-T3) with each time period representing eight months starting January, 2011. Specializations are not offered at all degree levels. Specializations with two or fewer data points are not included in the analysis. Similarly, students who withdrew are not included in the analysis.</p>	<p>The SKS individual course scores can be a useful measure of performance when looking at specializations and evaluating the usefulness of testing measures.</p> <p>The scoring chart by time period does not show a trend of upward scoring or grade inflation which is a useful conclusion and positive outcome.</p>	<p>If exam questions are appropriately aligned with degree level, it would be expected that grades in all levels of the specialization would be approximately equal. That is not the case. In addition, one would expect the scores in doctoral-level courses to average above the minimum of 73 for passing. This is not the case for all specializations.</p> <p>The grade of F was assigned a value of zero for all programs. This may have skewed the results. However, for the student and the institution, the student did not succeed and therefore a zero was assigned. This skewness has also alerted us to the slight differences in specializations and a desire to find ways for early intervention.</p>	<p>Northcentral employs a test databank developed by Pearson Publishing. At our request, Pearson has updated the test database and improved the data reporting features. These enhancements were not completed until August, 2012, too late for a more refined analysis.</p> <p>Northcentral's School of Business and Technology is also evaluating other scenarios for pre-and post-test assessment separate from the SKS courses.</p>

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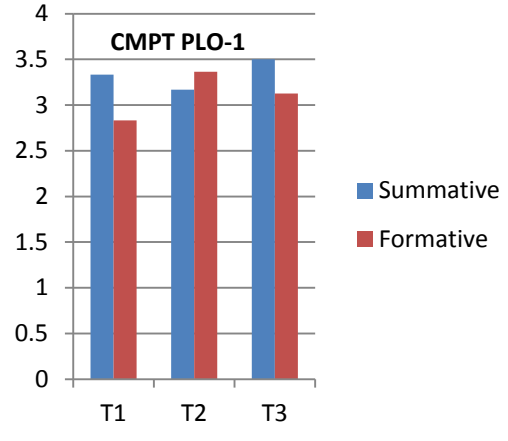
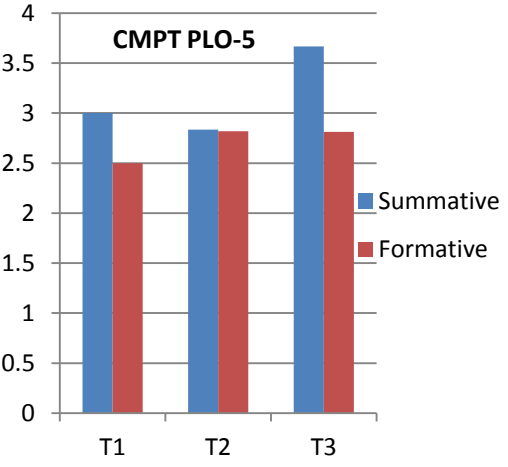
Undergraduate Scoring			Graduate Scoring		
Numerical Points	Letter Grade	Assessment Points	Numerical Points	Letter Grade	Assessment Points
100-94	A	94	100-94	A	94
93-90	A-	90	93-90	A-	90
89-87	B+	87	89-87	B+	87
86-83	B	83	86-83	B	83
82-80	B-	80	82-80	B-	80
79-77	C+	77	79-77	C+	77
76-73	C	73	76-73	C	73
72-70	C-	70	72-0	F	0
69-67	D+	67			
66-63	D	63			
62-0	F	0			

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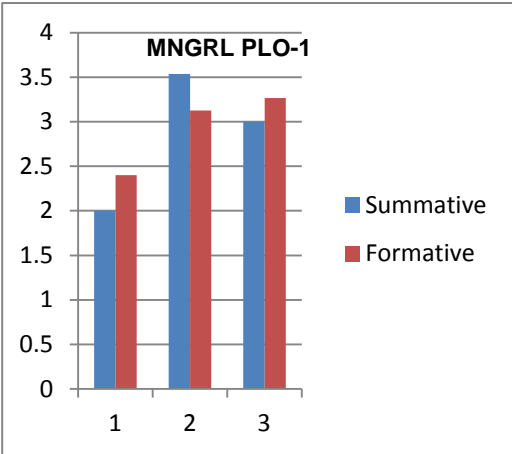


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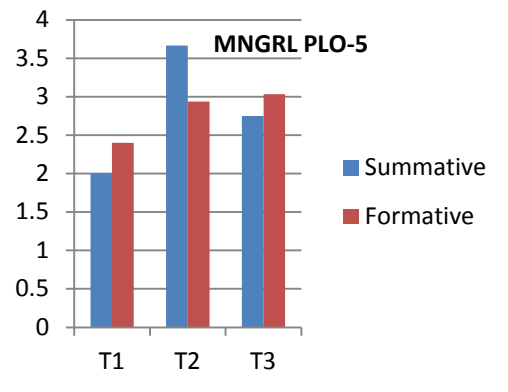
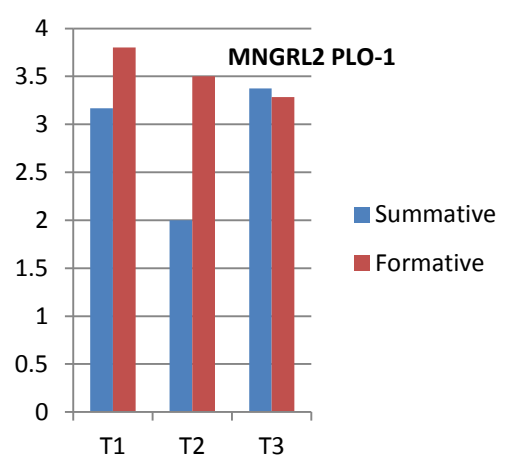
Performance Indicator	Definition
<p>1. Student Learning Results</p> <p>(Required for each accredited program)</p>	<p>A student learning outcome is one that measures a specific competency attainment. <i>Examples of a direct assessment (evidence) of student learning attainment that might be used include: capstone performance, third-party examination, faculty-designed examination, professional performance, licensure examination).</i></p> <p>Add these to the description of the measurement instrument in column two:</p> <p>Direct - Assessing student performance by examining samples of student work Indirect - Assessing indicators other than student work such as getting feedback from the student or other persons who may provide relevant information. Formative – An assessment conducted during the student’s education. Summative – An assessment conducted at the end of the student’s education. Internal – An assessment instrument that was developed within the business unit. External – An assessment instrument that was developed outside the business unit. Comparative – Compare results between classes, between online and on ground classes, Between professors, between programs, between campuses, or compare to external results such as results from the U.S. Department of Education Research and Statistics, or results from a vendor providing comparable data.</p>

Analysis of Results MBA																													
Performance Measure Summative Assessment results on selected MBA Program Learning Outcomes in specializations will increase 10% compared to Formative Assessment results.	What is your measurement instrument or process? All (Census) Signature Assignment artifacts were pulled for thirteen MBA specializations. Specializations with 10 or enrollees as of March 2012 were included. Artifacts were redacted of all identification and submitted to trained assessor for scoring according to five-point Likert scale (with 5 the highest positive score. MBA Program Learning Outcomes 1 (Critical Thinking) and 5 (Effective Writing) were scored. Artifacts were sorted by date of submission and categorized (T1: 1/1/2011-7/31-2011; t2: 8/1/2012-1/31/12; T3: 2/1/2012-8/15/2012) for	Current Results Two hundred thirty artifacts were included in the study. Because of the limited number of artifacts and large number of specializations, Specializations were grouped for study. CMPT consists of MIS, CS and Computer Information Security (49); MNGRL consists of MKT, MGT, Public Administration, and Management of Engineering Technology (82); MNGRL2 consists of Human Relations,	Analysis of Results 1. While the entire population (all specializations with 10 or more enrolled students March 2012) was analyzed, the small size of the population and the large number of specializations (13) may not be generalizable. 2. The smallest sample sizes were from T1 and in some cases only one artifact was available for summative scoring. 3. Formative courses were defined as the first three courses taken	What did you improve or what is your next step? 1. The distance between formative and summative data may be too short to assess student improvement in a specialization during a time period. We will continue to expand our data collection and analysis with time so that longitudinal analysis will be more precise. 2. The general upward direction from T1 to T3 in some disciplines may be a result of changed policies on attendance and work submission. If so, we expect that trend to continue. 3. The University has implemented new course structures based on the Applied Experiential Learning Model (AEL). This model creates more opportunities for student faculty interactions and brings a richer, added dimensional experience to the course room. It is expected that this will improve outcomes. 4. NCU is in the process of	<div style="text-align: center;">  <p>CMPT PLO-1</p> <table border="1" style="margin: auto; border-collapse: collapse;"> <caption>CMPT PLO-1 Data</caption> <thead> <tr> <th>Time Period</th> <th>Summative</th> <th>Formative</th> </tr> </thead> <tbody> <tr> <td>T1</td> <td>3.3</td> <td>2.8</td> </tr> <tr> <td>T2</td> <td>3.2</td> <td>3.3</td> </tr> <tr> <td>T3</td> <td>3.5</td> <td>3.1</td> </tr> </tbody> </table> </div> <div style="text-align: center; margin-top: 20px;">  <p>CMPT PLO-5</p> <table border="1" style="margin: auto; border-collapse: collapse;"> <caption>CMPT PLO-5 Data</caption> <thead> <tr> <th>Time Period</th> <th>Summative</th> <th>Formative</th> </tr> </thead> <tbody> <tr> <td>T1</td> <td>3.0</td> <td>2.5</td> </tr> <tr> <td>T2</td> <td>2.8</td> <td>2.8</td> </tr> <tr> <td>T3</td> <td>3.7</td> <td>2.8</td> </tr> </tbody> </table> </div>	Time Period	Summative	Formative	T1	3.3	2.8	T2	3.2	3.3	T3	3.5	3.1	Time Period	Summative	Formative	T1	3.0	2.5	T2	2.8	2.8	T3	3.7	2.8
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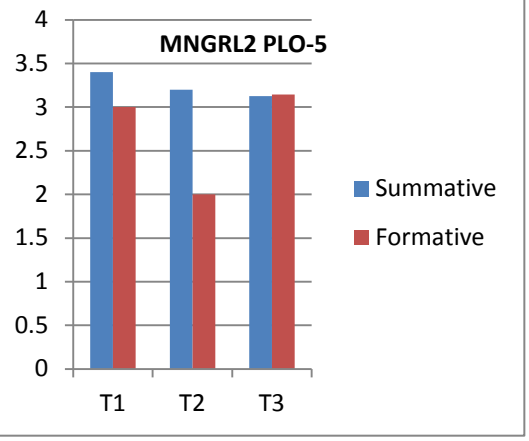
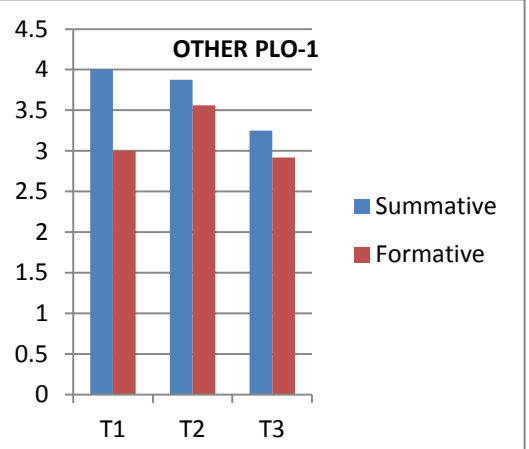
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	<p>reporting and comparison purposes.</p>	<p>Healthcare Administration, and Project Management (47); OTHER includes Criminal Justice, Homeland Security, and Finance (52)</p>	<p>by a student in the specialization. Summative courses were defined as the last two taken in the specialization. Because the specializations do not have a required sequence except for the capstone course, there may be some data contamination based on the order of courses.</p> <p>4. The charts do seem to indicate that writing effectiveness (PLO-5) tends to improve with time. However, the School of Business and Technology is</p>	<p>hiring additional full-time faculty to teach many of its courses. This should bring continuity to teaching methods and greater accountability.</p>	 <table border="1"> <caption>MNGRL PLO-1</caption> <thead> <tr> <th>Category</th> <th>Summative</th> <th>Formative</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>2.0</td> <td>2.4</td> </tr> <tr> <td>2</td> <td>3.5</td> <td>3.1</td> </tr> <tr> <td>3</td> <td>3.0</td> <td>3.3</td> </tr> </tbody> </table>	Category	Summative	Formative	1	2.0	2.4	2	3.5	3.1	3	3.0	3.3
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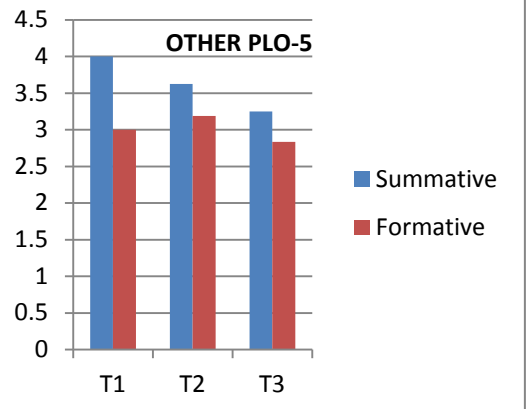
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			<p>not satisfied with the written communication skills of its students and will add a required writing course to the curriculum in 2013. The MBA will become a 33-hour degree program.</p> <p>5. Critical thinking does not chart a clear course. However it seems to have improved from T1 to T3 for most of the aggregated specializations.</p> <p>6. We cannot conclusively state that we have met our goal of a 10% improvement.</p>		<div style="text-align: center;">  <p>MNGRL PLO-5</p> <table border="1"> <thead> <tr> <th>Time Point</th> <th>Summative</th> <th>Formative</th> </tr> </thead> <tbody> <tr> <td>T1</td> <td>2.0</td> <td>2.4</td> </tr> <tr> <td>T2</td> <td>3.7</td> <td>2.9</td> </tr> <tr> <td>T3</td> <td>2.8</td> <td>3.0</td> </tr> </tbody> </table> </div> <div style="text-align: center; margin-top: 20px;">  <p>MNGRL2 PLO-1</p> <table border="1"> <thead> <tr> <th>Time Point</th> <th>Summative</th> <th>Formative</th> </tr> </thead> <tbody> <tr> <td>T1</td> <td>3.2</td> <td>3.8</td> </tr> <tr> <td>T2</td> <td>2.0</td> <td>3.5</td> </tr> <tr> <td>T3</td> <td>3.4</td> <td>3.3</td> </tr> </tbody> </table> </div>	Time Point	Summative	Formative	T1	2.0	2.4	T2	3.7	2.9	T3	2.8	3.0	Time Point	Summative	Formative	T1	3.2	3.8	T2	2.0	3.5	T3	3.4	3.3
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<p>At least 70% of scored summative artifacts will achieve 3.5% or higher on PLO-1 and PLO-5</p>	<p>Summative data collected from the last two courses taken in the MBA Program aggregated by specialization. Any aggregated specialization that scored less than 3.5 for the summative date was reanalyzed and the average of the highest 70% was calculated.</p>	<p>Twenty four combinations of aggregate specializations, time periods, and Learning Outcomes are shown in the table on the right.</p>	<p>Of the 24, seven of the combinations did not meet or exceed the stated criterion for summative data. We are working with the Center for Faculty excellence and our internal curriculum</p>	<p>The AEL model mentioned earlier should improve critical thinking skills. In addition, case involvement consistent with the AEL model is being studied. The Center for Faculty Excellence is also studying writing effectiveness across the university. We intend to collaborate on appropriate solutions.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Aggregate specialization, PLO, and Time</th> <th>Met Criterion without adjustment</th> <th>Met with adjustment</th> </tr> </thead> <tbody> <tr><td>CMPT PLO-1 T1</td><td></td><td>X</td></tr> <tr><td>CMPT PLO-1 T2</td><td></td><td>X</td></tr> <tr><td>CMPT PLO-1 T3</td><td>X</td><td></td></tr> <tr><td>CMPT PLO-5 T1</td><td></td><td>X</td></tr> <tr><td>CMPT PLO-5 T1</td><td></td><td></td></tr> <tr><td>CMPT PLO-5 T1</td><td>X</td><td></td></tr> <tr><td>MNGRL PLO-1 T1</td><td></td><td></td></tr> <tr><td>MNGRL PLO-1 T2</td><td>X</td><td></td></tr> <tr><td>MNGRL PLO-1 T3</td><td></td><td></td></tr> <tr><td>MNGRL PLO-5 T1</td><td></td><td></td></tr> </tbody> </table>	Aggregate specialization, PLO, and Time	Met Criterion without adjustment	Met with adjustment	CMPT PLO-1 T1		X	CMPT PLO-1 T2		X	CMPT PLO-1 T3	X		CMPT PLO-5 T1		X	CMPT PLO-5 T1			CMPT PLO-5 T1	X		MNGRL PLO-1 T1			MNGRL PLO-1 T2	X		MNGRL PLO-1 T3			MNGRL PLO-5 T1		
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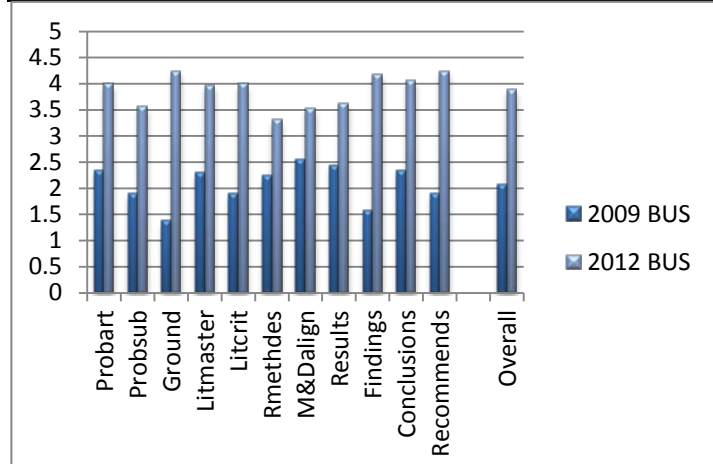
			committee on solutions.		MNGRL PLO-5 T2	X		
					MNGRL PLO-5 T3			
					MNGRL2 PLO-1 T1		X	
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					MNGRL2 PLO-1 T3		X	
					MNGRL2 PLO-5 T1		X	
					MNGRL2 PLO-5 T2			
					MNGRL2 PLO-5 T3		X	
					OTHER PLO-1 T1	X		
					OTHER PLO-1 T2	X		
					OTHER PLO-1 T3		X	
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					OTHER PLO-5 T2	X		
					OTHER PLO-5 T3		X	

Business Doctoral Programs

Performance Measure	What is your measurement instrument or process?	Current Results	Analysis of Results	What did you improve or what is your next step?	Subscale	Year	Mean	t	p-value
Summative. Doctoral dissertations. Results and commentary are from the June 2012	Five Research Specialists conducted the reviews and each dissertation was rated twice (by different reviewers). Eleven criteria, listed below,	Ratings for dissertations within the School of Business were significantly higher in 2012 than they were in 2009, both	The data showed significant quality improvement between 2009 and 2012. Because	The quality of dissertations was demonstrably improved. The quality of dissertations will	Problem Articulated	2009	2.35	-5.028	<.001
						2012	4.00		
					Problem Substantiated	2009	1.90	-6.199	<.001
						2012	3.56		
					Grounded in Theory / Concept	2009	1.38	-9.542	<.001
						2012	4.28		
					Mastery of Literature	2009	2.30	-6.058	<.001
						2012	3.97		
	2009	1.90							

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<p>HLC report.</p> <p>For this study, a stratified sample of 20 dissertations from 2009 and 20 dissertations from 2012 were rated by highly qualified reviewers (research experts, trained in the review of NCU dissertation documents). The stratified sample was based on the relative proportion of dissertations per schools and per type of degree during each year, and were randomly sampled from</p>	<p>were rated on a five item Likert-type scale ranging from Poor (1) to Excellent (5), and any item rated lower than a five (5-excellent) would also receive a short qualitative, open-ended explanation for why it did not meet the criteria of "excellent." The eleven criteria included were:</p> <ol style="list-style-type: none"> 1. The problem is well articulated, worthy of doctoral level research, and within the scope of the discipline. 2. The problem is substantiated by peer-reviewed literature that includes citations from the last 5 years. 3. The work is grounded in relevant theories (for Ph.D.) or conceptual (for Applied) frameworks. 	<p>overall as well as across all subscales.</p>	<p>strategic changes were made in committee formation during 2011 and especial 2012, some of the decrease in student satisfaction could be attributed to those personnel changes. However the move to full-time chairs which began in 2012 appears to have had a positive impact on the quality of dissertations</p>	<p>continue to be assessed with an expectation that quality will improve, but at a slower rate. We continue to improve our internal communications with our students to advise them of both changes and the rationale.</p>	<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td>Critical Literature</td> <td>2012</td> <td>4.00</td> <td>-8.534</td> <td><.001</td> </tr> <tr> <td rowspan="2">Research Methodology</td> <td>2009</td> <td>2.25</td> <td rowspan="2">-3.281</td> <td rowspan="2">.002</td> </tr> <tr> <td>2012</td> <td>3.31</td> </tr> <tr> <td rowspan="2">Method & Design Aligned</td> <td>2009</td> <td>2.55</td> <td rowspan="2">-2.611</td> <td rowspan="2">.013</td> </tr> <tr> <td>2012</td> <td>3.53</td> </tr> <tr> <td rowspan="2">Results</td> <td>2009</td> <td>2.45</td> <td rowspan="2">-3.443</td> <td rowspan="2">.002</td> </tr> <tr> <td>2012</td> <td>3.63</td> </tr> <tr> <td rowspan="2">Findings</td> <td>2009</td> <td>1.58</td> <td rowspan="2">-10.683</td> <td rowspan="2"><.001</td> </tr> <tr> <td>2012</td> <td>4.19</td> </tr> <tr> <td rowspan="2">Conclusions</td> <td>2009</td> <td>2.35</td> <td rowspan="2">-5.305</td> <td rowspan="2"><.001</td> </tr> <tr> <td>2012</td> <td>4.06</td> </tr> <tr> <td rowspan="2">Recommendations</td> <td>2009</td> <td>1.90</td> <td rowspan="2">-8.122</td> <td rowspan="2"><.001</td> </tr> <tr> <td>2012</td> <td>4.25</td> </tr> <tr> <td rowspan="2">Overall</td> <td>2009</td> <td>2.08</td> <td rowspan="2">-10.558</td> <td rowspan="2"><.001</td> </tr> <tr> <td>2012</td> <td>3.89</td> </tr> </table>	Critical Literature	2012	4.00	-8.534	<.001	Research Methodology	2009	2.25	-3.281	.002	2012	3.31	Method & Design Aligned	2009	2.55	-2.611	.013	2012	3.53	Results	2009	2.45	-3.443	.002	2012	3.63	Findings	2009	1.58	-10.683	<.001	2012	4.19	Conclusions	2009	2.35	-5.305	<.001	2012	4.06	Recommendations	2009	1.90	-8.122	<.001	2012	4.25	Overall	2009	2.08	-10.558	<.001	2012	3.89
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<p>all dissertations completed in 2009 and 2012.</p>	<p>4. The literature review reflects mastery of the current state of knowledge in the discipline related to the area of research.</p> <p>5. The literature review presents a critical analysis and synthesis of the literature that provides a context for the dissertation study.</p> <p>6. The research methodology and design, including issues of sampling and sample size, instrumentation, data collection, data analyses, and procedures, are appropriate to answer the research questions and / or test hypotheses.</p> <p>7. The problem statement, purpose, research questions</p>				
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	<p>and/or hypotheses, methodology, and design are aligned.</p> <p>8. Results are accurately presented and are aligned with the research questions and/or hypotheses, design, and analysis.</p> <p>9. Study findings are interpreted in light of the theoretical or conceptual framework and compared to the state of the knowledge described in the literature review.</p> <p>10. Conclusions, limitations, and recommendations are clearly described, are appropriate to the study scope, and are integrated into the state of</p>				
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	<p>knowledge described in the literature review.</p> <p>11. Recommendations for practical applications and for future research are presented and supported by research findings.</p> <p>Interrater reliability was determined using an Intra-class Correlation analysis utilizing SPSS, taking into account different rater combinations for different dissertation documents. Interrater reliability was significantly correlated and calculated at 80.54% within one rating. This is considered substantial agreement.</p>				
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Standard #5 Faculty and Staff Focus

Table 5.1 Standard 5 - Faculty- and Staff-Focused Results

Analysis of Results					
Performance Measure	What is your measurement instrument or process?	Current Results	Analysis of Results	Action Taken or Improvement made	Insert Graphs or Tables of Resulting Trends
Measurable goal	(Indicate length of cycle)	What are your current results?	What did you learn from the results?	What did you improve or what is your next step?	(3-5 data points preferred)
What is your goal?					
Assess and improve employee satisfaction by 5% by 2012: <i>All Staff.</i>	Noel Levitz Campus Employee Satisfaction Survey (CESS)	2010 Overall employee satisfaction averaged 3.78 out of a possible 5. As this was the first year Northcentral administered the CESS, this is Northcentral's new benchmark for this measure.	Commitment of funding and resources to administer national comparative instrument, assess results, and develop action plans for strengths and challenges.	As part of our 2012 Strategic Plan to "build and maintain a highly engaged University team that is passionate about its mission", our action plans are to design and propose formal reward/recognition program; leverage Professional Engagement Program (PEP) Squad to align staff with Strategic Plan and key initiatives; develop formal employee on-boarding experience; and develop performance standards and processes for each department. The MOD Squad was formed consisting of a group of staff members structured for the purpose of recommending solutions, improve communication, coordinate events and initiatives,	2010 CESS Results Strengths: <ul style="list-style-type: none"> • The University's culture is widely perceived as characterized by taking pride in work that is personally fulfilling and valuable to the organization. • Relationships between employees and supervisors are perceived as positive and supportive, with job responsibilities clearly

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				<p>to increase morale, and to engagement at Northcentral University. The MOD Squad maintains an email address to accept staff questions, suggestions and concerns will return the answers to staff.</p>	<p>communicated.</p> <ul style="list-style-type: none"> • Deans, Directors, and Chairs are generally perceived to have just the right level of involvement in planning and decision-making. <p>Challenges: Communication and level of involvement of staff in planning and decision making were identified as challenges.</p>
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Faculty Qualifications

Complete Table 5.2 and 5.3 for new full-time and part-time faculty members since last self-study or QA report. Do not include faculty members previously reported.

NAME (List alphabetically by Last Name)	MAJOR TEACHING FIELD	COURSES TAUGHT	LIST ALL EARNED DEGREES (State Degree as Documented on Transcript, Must Include Major Field)	DOCUMENT OTHER PROFESSIONAL CERTIFICATION CRITERIA	ACBSP QUALIFICATION 1. Academic 2. Professional 3. Exception
Agboto, Vincent	PhD - Statistics	BTM7070, BTM7104, BTM7703, BTM8104, BTM8107, DIS9306B, DIS9321B, DIS9322B, DIS9323B, DIS9324B, DIS9325B, HCA7020, PUB7006, RSH9104B,	PhD - Statistics MS - Statistics	Teaching Experience: Assistant Professor, Meharry Medical College, School of Medicine, Nashville, Tennessee (Nov 2007 - Present Feb 2011). Adjunct Assistant Professor, Department of Biostatistics, College of Public Health, Ohio State University, Columbus, Ohio (Nov 2007-Dec 2008). Professional Presentations/Workshops (refereed only): Authored 13 presentations in biostatistics (2003-2010).	1

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Akhtar, Shakil	PhD -Computer Science	BTM8109, CIS5000, CIS7004, CIS7005, CS4010, CS4017, DIS9321B, RSH9104B,	PhD –Computer Science MS – Electrical Engineering	Teaching Experience: Professor, IT Department, Clayton State University, (July 2007 – Present Apr 2011). Professor, College of Information Technology, UAE University (Sept 2002-Jun 2007). Professional Presentations/Workshops Refereed: Authored 34 presentations in computing systems and technologies (1987-2009).	1
Allen, Rhonda	PhD - Public Admin	MGT7019, MGT5019	PhD - Public Admin MPA - Public Admin BA - Political Science	Teaching Experience: Online Program Director, Graduate level, South University, (2007-2010). Faculty, graduate and undergraduate, CSU Fullerton (1997-2005). Working Experience: Assistant Dean for Faculty Affairs, RWJ Medical School, (2005-2007). Director of Faculty Development, CSU Fullerton (1997-2005). Peer-Reviewed Professional/Scientific Articles: Published eight professional articles relating to law enforcement and social policy (1999-2007).	1

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Bai, Xue	PhD - Industrial Management	BTM7108, CIS8010, CS7013, CS7015, DIS9321B, DIS9325B, MGT5022, MGT5022, MGT5023, MGT7023, MIS6010, PM7004, PM7008, RSH9104B, SKS4000, SKS5000, SKS7000,	PhD - Industrial Management MS- Engineering	<p>Professional Certifications: Certified Professional for Advanced Project Management Sun Certified Programmer for the Java 2 Platform Brian Bench Certification in Java 2 Platform Certificate in Introduction to Oracle Training: SQL and PL/SQL</p> <p>Teaching Experience: Professor (2009 - May 2011), Chair of the Dept. of Computer Information Systems (2007-2010), Associate Professor (Aug 2004-Aug 2009), Assistant Professor (Jan 1999-May 2004), Department of Computer Information Systems, Virginia State University, Petersburg, VA.</p>	1
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Bearden, Frank	PhD-Leadership Studies	HRM4000, HRM5000, HRM7002,	PhD-Leadership Studies MS - Management	Working Experience: Campus College Chair, School of Business, University of Phoenix, Phx, AZ (Dec 2011 - Present Nov 2012). President, Frank C. Bearden Ph.D., Consulting, San Antonio, TX (Oct 2001-Present Nov 2012). Program Manager, School of Business, UoP, Phx, AZ (Aug 2010-Dec 2012). Regional Director, Strategic Academic Alliances, University of Phx, Phx, AZ (Mar 2009-Aug 2010). Campus College Chair, School of Business, University of Phx, Phx, AZ (Mar 2008-Mar 2009).	1
Boucher, Thomas	PhD - Statistics	BTM7104, BTM8104, BTM8106, BTM8107, MGT5028,	PhD - Statistics MS - Mathematics BS - Mathematics	Teaching Experience: Associate Professor, Department of Mathematics, Plymouth State University (2009 to Present May 2012), Assistant Professor (2005-2009).	1

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Bradford, Jannett	PhD - Industrial Engineering	BUS4099, MGT7013, MGT7016, MGT7110, , PM7012, , SKS5000, SKS7000,	PhD - Industrial Engineering MBA - Business Administration BS - Mathematics	<p>Professional Certifications: Certified Government Financial Manager (CGFM), January 2012. OPM Certificate of Executive Qualification for the Senior Executive Service, June 2006.</p> <p>Teaching Experience: Adjunct Assistant Professor, undergraduate and graduate courses, Florida Community College, Jacksonville, FL (Sep 2006-Aug 2007). Adjunct Assistant Professor, undergraduate and graduate courses, Golden Gate University, Walnut Creek, San Jose, CA (Jun 1998-Apr 2000).</p> <p>Work Experience: Budget Officer, Federal Law Enforcement Training Center (FLETC), Brunswick, GA. (Feb 2001 – present July 2012). Lieutenant Colonel, United States Air Force (Mar 1980 - Apr 2000).</p>	1
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Burian, Philip	Doctorate - Management	BTM5000, BTM7000, BTM7001, BTM7101, CIS7007, CIS7008, CIS8010DBA, MET7000, MET8010, PM4000, PM4003, PM4005, PM6000, PM6000, PM6004, PM6012.	Doctorate - Management MA - Management	<p>Professional Certificates: Performance Coaching Certification (PCC) professional certification (2012). Certified Manager (CM) Professional Certification, Institute of Certified, Professional Managers (ICPM), James Madison University (2011).</p> <p>Working Experience: Dean, Business Administration & Management Department, Colorado Technical University, Sioux Falls, SD (Mar 2005 - Current Jan 2011). Director, Information Technology Design, Engineering & Project Management , Gateway, Inc., Lakewood, CO (May 2001-2005). Executive Director, Information Technology, Message Media, Louisville, CO (Apr 2000-2001). Senior Director, Application Development and Program Management, U.S. West, Denver, CO (March 1995-99).</p>	1
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Burton, Sabina	PhD - Social Ecology	CJ4013, CJ5007.	PhD - Social Ecology Irvine Diploma Political Science Ludwig Maxillians University (Germany)	<p>Teaching Experience: Associate Professor (Present Sept 2012), Assistant Professor (Aug 2009-Aug 2012), undergraduate and graduate courses, University of Wisconsin, Dept. of CJ, Platteville, WI. Assistant Professor, East Central College, Union, MO (Jan 2008-May 2009). Lecturer, undergraduate courses, University of California, Irvine, CA (July 1996- May 2007).</p> <p>Work Experience: Consultant for Review of Commercial Equipment Direct Assistance Program (CEDAP) for CSR, Inc., contract with Department of Homeland Security (Nov. 2007, Nov. 2006 & Nov. 2005). Hostage Negotiation Team, Psychological Service of the Bavarian Police, Germany (Jan. 1988 - Jan. 1991).</p>	1
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Bythewood, Craig	PhD - Business Administration, Finance	ACC7010, ACC7015, ACC7035, BTM5000, CMP9200B, CMP9500B, DIS9301B, DIS9302B, DIS9305B, DIS9306B, DIS9307B, DIS9308B, DIS9321B, DIS9322B, DIS9323B, DIS9324B, DIS9325B, DIS9326B, DIS9327B, DIS9505B, DIS9506B, FIN5015, FIN5018, FIN6010, FIN7014, FIN7018, MGT5019, MGT7019, RSH9104B,	PhD-Business Administration, Finance BBA-Finance	Teaching Experience: Assistant Professor, Finance undergraduate and graduate courses, Florida Southern College (Aug 2001-Aug 2011). Working Experience: CFO, Sunshine State Health Center (Sept 1994-July 1996).	1
Callahan, Caryl Ann	PhD - Far Eastern Languages	IB5016,	PhD - Far Eastern Languages MBA - Management AB- History	Teaching Experience: Professor, Chaminade University of Honolulu, Hon, HI (Sept 1988-Present July 2012). Working Experience: Vice President and International Equities Analyst, Merrill Lynch, Tokyo, Japan (Nov 1983-May 1988).	1

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Campagna, Daniel	PhD - Political Science	RSH9104B,	PhD - Political Science MS - Criminal Justice BA - Political Science	<p>Teaching Experience: Academic Dean, College of Business, Education, and Professional Studies, Southwest Minnesota State University, Marshall, MN (June 2010-June 2011). CEO and Dean, Tenured Associate Professor in Political Science, University of Wisconsin, Manitowoc, WI (Aug 2006-Jun 2010). Program Chair, Associate Professor of Justice Studies, Mount Mary College, Milwaukee, WI (Sept 2002-Jun 2006).</p> <p>Professional Organizations: Member, American Council on Education (2005-2011). Member, American Criminal Justice Association (1978-2010).</p>	1
Chatterjee, Amitava	PhD - Business Administration, Finance	FIN5012, FIN5014, FIN7013, FIN7015, FIN7016, HRM5000, HRM5003.	PhD - Business Administration, Finance	<p>Certifications: Certified Treasury Professional (2002) Certified Associate Business Manager (2005)</p> <p>Teaching Experience: Professor of Finance, Texas Southern University, Houston, TX (Aug 2001-) Associate Professor of Finance, Fayetteville State University, Fayetteville, NC (Aug 1996-July 2001).</p>	1

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Chen, Chia	PhD - Financial Economics	ACC7000, BUS4003, FIN6010, FIN7015, MGT5005,	PhD - Financial Economics MS - Financial Economics MS - Management, Finance Analysis BBA - International Trade	<p>Teaching Experience: Adjunct Faculty, undergraduate courses, Richard Stockton College of New Jersey, Galloway, NJ (Sept 2011-Dec 2011). Instructor, University of New Orleans, undergraduate and graduate courses, New Orleans, LA (06/2008-12/2010).</p> <p>Professional Memberships: Member, Financial Management Association, (2010- present Mar 2012). Member, Southwestern Finance Association (2011). Member, Beta Gamma Sigma (2006-present Mar 2012).</p> <p>Professional Presentations/Workshops (refereed): Ten presentations relating to finance and global business (2007-2012).</p>	1
Christensen, Jon	DBA - Management	HCA5014, HCA5019, HCA7012, HCA7014, HCA7019,	DBA - Management MBA - Business Administration BS - Pharmacy	<p>Work Experience: Self Employed, Pharmacy Consultant, Jon Christensen, R.Ph, St. Cloud, MN (Sept 2006-Present). Healthcare Management Consultant, Healthcare Management Initiatives, St. Cloud, MN (Apr 1996-Sep 2006). Clinical Pharmacist, Veterans Administration Medical Center, St. Cloud, MN (Jun 1992-Apr 1996). Vice President, Operations, ARIA Communications, St. Cloud, MN (Oct 1990-June 1992).</p>	1

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Ciemnoczolowski, David	PhD - Industrial and Operations Engineering	BTM7070, BTM7102, BTM7103, BTM7701, BTM7702, BTM8102, BTM8103, CMP9200B, CMP9400B, CMP9500B, RSH9101B, RSH9102B, RSH9102B,	PhD - Industrial and Operations Engineering MS- Engineering, Industrial and Operations Engineering MS - Mineral Economics BS - Engineering	<p>Teaching Experience: Graduate Student Instructor, University of Michigan, Department of Industrial and Operations Engineering, Ann Arbor, MI (1999-2006).</p> <p>Working Experience: Operations Research Analyst, Monsanto Co, Creve Coeur, MO (Dec 2010-Present Jan 2011). System Engineer, Union Pacific Railroad, Omaha, NE (06/2007 to 11/2010).</p>	1
Collins, Matt	PhD - Public Administration, Public Affairs	HS6020, MGT5019, MGT7019,	PhD - Public Administration, Public Affairs MPA - Public Administration BGS - General Studies	<p>Teaching Experience: Faculty Member, Florida State University (Aug 2008 - Jan2012). Faculty, University of Central Florida (Aug 2004-Aug2008).</p> <p>Working Experience: Program Director, MPA, Walden University, Baltimore, MD (2008-2012). County Manager, Emergency Manager, Craig County, Virginia (2002-2004).</p>	1

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Cozine, Keith	PhD - Global Affairs	BTM7101, CJ7004, , HS4001, HS7000, HS7010, HS7013, HS8010,	PhD - Global Affairs MA - Criminal Justice BA - Political Science	<p>Teaching Experience: Assistant Professor, Assistant of Homeland and Corporate Security Department of Criminal Justice and Legal Studies, St. John's University, Queens, NY (2012). Visiting Lecturer , School of Criminal Justice & Division of Global Affairs, Rutgers University, Newark, NJ (2011). Guest Instructor, Federal Law Enforcement Training Center. Glynco, GA (2003-2011).</p> <p>Working Experience: Deportation Officer, (2005-Current 04/2011) Department of Homeland Security, U.S. Immigration and Customs Enforcement.</p>	1
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<p>Crews, Gordon</p>	<p>PhD - Elementary Education</p>	<p>DIS9303B,</p>	<p>PhD - Elementary Education Certificate of Graduate Study in Alcohol and Drug Studies Master of Criminal Justice - Criminal Justice BS - Criminal Justice</p>	<p>Teaching Experience: Marshall University (WV), Department of Criminal Justice, Positions held: Professor of Criminal Justice and Criminology (May 2010 - Current May 2011), Director of Graduate Program (Aug 2009-Aug 2010). Associate Professor of Criminal Justice and Criminology (Aug 2008-May 2010). Washburn University (KS), Associate Professor of Criminal Justice, Department of Criminal Justice (Aug 2006-2008). Chair and Associate Professor of Criminal Justice, Dept. of CJ and Sociology, Cameron University (OK) (Aug2005-July2006). Associate Dean, Associate Professor of Criminal Justice and Director of Graduate Studies and Interim Dean (2004-2005), School of Justice Studies, Roger Williams University (RI), (July 2003-Aug2005). Working Experience: Deputy Sheriff, Calhoun County Sheriff's Office (AL), (Jan 2001-July 2003). Professional and Scientific Articles (referred): Published 8 articles relating to justice studies (1996-2010).</p>	<p style="text-align: center;">1</p>
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Davis, Robert	PhD - Instructional Leadership	BTM8108, CMP9200B, CMP9400B, CMP9500B, MIS7005, RSH9103QLB,	PhD - Instructional Leadership MS - Management MSM - Information Systems BS - Business Administration	<p>Professional Certifications: Accreditation Level III Financial Analyst Comptroller Civilian Career Program Accreditation Level II – Program Management Comptroller Civilian Career Program Accreditation Level I – Program Management Internal Acquisition Auditor Level I</p> <p>Teaching Experience: Adjunct Professor of Management, Athens State University, Athens Alabama (2003-present Aug 2012).</p> <p>Work Experience: Program Analyst, Missile Defense Agency, Redstone Arsenal, Alabama (October 2010 - present Aug 2012). Senior Auditor, U.S. Army Audit Agency, Huntsville, Alabama, GS-0511-12 (1987-2003).</p>	1
Dickinson, Barry	PhD - Business Administration	CMP9200B, CMP9400B, CMP9500B, MET7029, MKT5002, MKT5003, MKT6001, MKT6010, MKT7002, MKT7003, SKS7000,	PhD - Business Administration MBA - Marketing BS - Management	<p>Certifications: American Marketing Association Professional Certified Marketer (PCM).</p> <p>Work Experience: CEO, Interactive Services Group, Inc. Delran, NJ (Jan 1995-Aug 2010).</p>	1

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Enamait, John	PhD - Tech Management	CIS7006, MET7000,	PhD - Tech Management MBA - Business Administration BS - Business Administration	<p>Professional Certification: Website Developer Certificate (2003). Teaching Experience: Instructor, Caldwell Community College and Technical Institute, Hudson, NC (Jan 2003-Jan 2007). Work Experience: Dean, School of Business, Industry, and Technology, Catawba Valley Community College, Hickory, NC (Jan 2007-Present Aug 2012). Manufacturing Engineer, NACCO Materials Handling Group, Inc. (1994-2003).</p>	1
Fife, Leslie	PhD - Computer Science	CS4010, CS5001, CS5003, CS7010,	PhD - Computer Science MS - Higher Education MS - Computer Science BS - Computer Science	<p>Professional Certifications: Certified Computing Professional, ICCP (2001). A+ Certified Computer Technician, CompTIA (2000). Teaching Experience: Associate Professor & Department Chair (tenured 2011), Computer Science Dept., Louisiana State University, Shreveport, LA (Aug 2008-Present Sept 2012). Associate Professor (tenured) & Computer Science Program Chair, Brigham Young University, Computer and Information Systems Dept., Laie, HI (Jan 2002-Jul 2008). Working Experience: Computer Scientist II, Halliburton Services, Research & Development Center, Duncan, Oklahoma (1991-1994).</p>	1

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Fleck, Jr., Robert A.	Ph. D - Business	FMD5100 FMD5126	PhD Business MBA Marketing AB Chemistry	<p>Administrative and Teaching Experience: MS Access Certified, Teaching, Research, and Service awards at Columbus State University. Distinguished Professor, Columbus, State University. Department Chair, Columbus, State University. Academic Vice Chancellor University of Houston. Director Small Business Institute at University of Houston-Victoria. Dean, College of Business, Clarion State University. Interim Department Chair, University of South Carolina and faculty member. Assistant Professor of Management, Eastern Illinois University. Research Programmer, Commuter Center, University of Illinois.</p> <p>Publications: Three textbooks on information systems and over 200 other publications and professional presentations.</p>	1
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Fleck, Ruth	MS - Computer Science	CS4001, CS4011, CS4018,	MS-Computer Science AB - Mathematics	<p>Teaching Experience: Faculty Mentor, Victoria College, Departments of Computer and Mathematics, Victoria, TX (9/1984 to 6/1987).</p> <p>Working Experience: Instructor, Learning Tree International, Reston, VA (June 2007- Mar 2009). Technical Analyst, Total System Services, Inc., Columbus, GA (10/1994-3/2007). System support Analyst, Pratt and Whitney, Columbus, GA (07/1987 to 10/1994).</p>	2
Flynn, Michael	PhD - Organization Development	BUS4019	PhD - Organization Development JD - Law	<p>Working Experience: Acting CEO, Halo Energy Group, LLC, Downers Grove, IL (May 2012 to Current Nov 2012). President, Corporate Consulting & Underwriting Group, LTD. Downers Grove, IL (Mar 2011 - Current Nov 2012). Senior Partner & Attorney, Business & Banking Legal, Downers Grove, IL (Nov 1992-2008).</p>	1

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Fredericks, Elisa	PhD - Business, Marketing	BUS4000, MGT6010, MGT7013, MKT7002,	PhD - Business, Marketing	Teaching Experience: Associate Professor, Northern Illinois University, DeKalb, IL (2001 to Present Oct 2012). Online Adjunct Faculty, University of Phx, Phx Arizona (2005 to Present Oct 2012).	1
Ghormley, Yvette	PhD-Organization and Management, E-Business	BTM7106, BTM7109, BTM8106, , BTM8109, CMP9200B, CMP9400B, CMP9500B, DIS9303B, DIS9304B, DIS9305B, DIS9306B, DIS9307B, DIS9308B, DIS9309B, DIS9321B, DIS9322B, DIS9323B, DIS9324B, DIS9325B, DIS9326B, DIS9327B, DIS9505B, DIS9508B, ECM5001, ECM5004, ECM7000, RSH9101B, RSH9102B, RSH9104B,	PhD - Organization and Management, E-Business MS - Information Technology, Information Security MA-Education & Human Development, Education Technology Leadership BS-Biology	Work Experience: Founder/Manager, Ghormley and Associates, Virginia Beach, Virginia (1997-Present Feb 2011). CEO/Founder, Misook Holdings, Virginia Beach, Virginia (2001-2006).	1

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Grattan, Kelly	PhD - Admin & Leadership Studies, HS	BTM7102, BTM7108, BTM8102, BUS3000, BUS4001, BUS4002, BUS4004, BUS4008, BUS4009, CMP9200B, CMP9500B, MGT5026, MKT5002, RSH9103QLB,	PhD - Admin & Leadership Studies, HS MBA - Business Admin BS - Business Administration	Professional Certifications: Certificate in Nonprofit Management, The Nonprofit Center at La Salle University's School of Business Working Experience: Director of Development, Gesu School, Inc., Philadelphia, PA (Aug 2009-Present Aug 2012). Director of Philanthropy IT, Big Brothers Big Sisters of America, Philadelphia, PA (Apr 2008-July 2009). Director of Development Services, Kimmel Center, Inc., Philadelphia, PA (Sept 2006-Apr2008). Director of Alumni and Development Records, Selinsgrove, PA (Aug 2000-Dec 2005).	1
Greenia, Earl	PhD - Public Administration	CMP9200B, CMP9500B, HCA5012, HCA5013, HCA5014, HCA5017, HCA6010, HCA7014, HCA7019, SKS7000,	PhD - Public Administration MHA - Health Administration BA - Political Science	Teaching Experience: Adjunct Faculty, University of Southern California, Los Angeles, CA (Sep 1999 to current May 2012). Associate Faculty, Dissertation chair and member, University of Phoenix, Phoenix, AZ (Apr 2005- current May 2012). Working Experience: CEO, Gold Coast Health Plan, Oxnard, CA (Nov 2010 - Mar 2012). Regional CEO/COO, Hawaii Health Systems, Kona, HI (Sept 2006-Oct 2010).	1

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Guilbault, Melodi	DBA - Marketing	MKT5002, MKT5003, MKT7000, MKT7001, MKT7003, MKT7106,	DBA - Marketing MBA - BS - Mathematics	Teaching Experience: Associate Professor, Chair, School of Business, Warner University, Lake Wales, FL (Aug 2002- Present June 2011). Faculty, BCIT, Burnaby, BC (Aug 2000-May 2002). Working Experience: General Manager, AT&T, Burnaby, BC (Jan 1980-June 1998).	1
Hajebi, Mojgan	PhD - Science Education, Computer Science	CS5001, CS6010, CS7009,	PhD - Science Education, Computer Science MS - Education, Information Technology	Professional Certifications: ISO Internal Auditor certification (Mar 2012). Teaching Experience: Associate Professor, Northwest Christian College, Eugene, Oregon (Sept 2003- Sept 2008). Instructor, Computer Science Dept., Oregon State University, Corvallis, Oregon (Sept 1998-Sept 2003). Working Experience: Multi-Media Consultant, Faculty Development Lab, Communication Media Center, Oregon State University, Corvallis, Oregon (Mar 1996-Sept 1998).	1

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Halstead, John	PhD - Business Administration, Finance	ACC7015, ACC7020, ACT4040, ACT4065, BUS4003, FIN5012, FIN5014, FIN5016, FIN5018, FIN7012,	PhD - Business Administration, Finance JD MS - Finance BS- Finance	Teaching Experience: Part-Time Faculty, Chancellor University, Cleveland, OH (Dec 2008-Present May 2012). Visiting Professor, undergraduate and graduate courses, DeVry University Online, Naperville, IL (July 2006-Present May 2012). Assistant Professor, AIU Online, Hoffman Estates, IL (June 2006-Present May 2012). Online Instructor, South University Online, Pittsburgh, PA (May '06-Present May '12).	1
Hanson, Robert	PhD - Global Leadership	BUS4020, IB6010, IB7014, MGT7029	PhD - Global Leadership MBA - Marketing	Working Experience: Head of Marketing, International Experts Group, Amman, Jordan (Feb 2011-Feb 2012). Chief Marketing Officer, Roads and Transport Authority, Dubai, UAE (Feb 2007-Feb 2010). Sales Representative, Kellogg, USA (Sep 2002-Jan 2007).	1
Harkiolakis, Nick	PhD - Computer Science	CS5005	PhD - Computer Science	Working Experience: Associate Dean, Higher Colleges of Technology, Abu Dhabi, UAE (Jan 2011-Aug 2012). Senior VP, Director of Research, Executive Coaching Consultants, Athens, Greece, (Nov 2005-Dec 2010). Teaching Experience: Professor, Director of Research, Hellenic American University, Athens Campus, Greece (Oct 2004-May 2008).	1

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Harris, Mark	DBA - Business Administration	HRM5002, MGT5012, MGT5019, MGT7019, MKT7000, MKT7001,	DBA - Business Administration MBA - Finance BS - Business Management	Work Experience: Director of Finance, CP Masters, Inc., Guthrie, OK (Jan 2011-Current Sept 2012). Controller, Brand Energy Solutions, LLC, Swedesboro, NJ (May 2007-Dec 2010). Account Mgr., First Data, Wilmington DE Feb'06-May '07	1
Hartman, Melissa	DBA - Management	MGT7013, MGT7016,	DBA - Management MS - Administration BBA - Management	Working Experience: CEO/President, Melissa Hartman, LLC. (Jan 2012 - Present May 2012). Provost, LA College International, Los Angeles, CA (Apr 2009-May 2012). Provost, Piccolo International University, Scottsdale, AZ (Oct 2007-March '09). Dean of Graduate School, Grand Canyon University, Phoenix, AZ (Dec '05-Oct '07). Faculty Director, School of Business and Technology, Capella University, Minneapolis, MN (June 2001-Dec 2005).	1

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Heinze, Nathan	PhD - Business Administration	BTM8108, CS5012, CS7000, ECM7012, RSH9104B,	PhD - Business Administration MBA BS - Instructional Technology	<p>Teaching Experience: Associate Professor, Information Technology, Saint Petersburg College, St. Petersburg, FL (2009- Present Jan 2011). Full-time Lecturer, undergraduate and graduate courses, California State University, Chico, CA (2007-2009).</p> <p>Work Experience: Learning Consultant, Agilent Technologies, Santa Clara, CA (2001-2002). Corporate Trainer, Ameriquest Mortgage, Orange, CA (2000).</p> <p>Refereed Conference Proceedings: Heinze, N. and Hu, Q. "Why College Undergraduates Choose to Major in Information Technology: A Multi-Theoretical Perspective," Proceedings of the 2007 Americas Conference on Information Systems (AMCIS 2007), August 9-11, 2007, Keystone, CO, USA. Heinze, N. "Interest in Information Technology Careers: Testing a Model," Proceedings of the 2006 Americas Conference on Information Systems (AMCIS 2006), August 4-6, Acapulco, Mexico. pp. 2225-2233.</p>	1
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Hilliman, Charlyn	PhD - Criminal Justice	RSH9104B,	PhD - Criminal Justice MPA - Public Admin BS - Computer Information Systems	Teaching Experience: Research Faculty, Capella University, Minneapolis, MN (2006 -Present Feb 2011). Work Experience: Director, Technology Policy Department, New York Presbyterian Hospital, New York, NY (Aug 2008 - Mar 2010). Manager Info Sys, Dept. of Biomedical Informatics, Columbia University, New York, NY (1998-2008).	1
Hindo, Sandra	PhD - Political Science	BUS4099, PUB5007, PUB7002, PUB7003,	PhD – Political Science MPA- Public Administration BA – Psychology, Political Science	Teaching Experience: Writing Mentor/Graduate Student Assistant, undergraduate and graduate, School of Social Work, Wayne State University, (Feb 2006- June 2008). Working Experience: Principal Investigator, Full-time Researcher for Dissertation Study, Wayne State University (Sept 2008- Nov 2010). Training Assist Coord for the Tutoring and Supp Instruction Programs, Wayne State University (Sept '05-Feb '06)	1
Hogan, Kathleen	PhD-Government	PUB5002	PhD-Government	Teaching Experience: Adjunct Professor, American Public University System, Charles Town, WV (June 2011 - Present Nov 2012). Working Experience: Principle, Hogan Design Group, LLC, Burnsville, NC (Sep 2009-Present Nov 2012). Intelligence Officer, Retired, U.S. Navy (Feb 1983-May 2006).	1

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Igwe, Selwyn	PhD - Computer Science and Engineering	BUS6011, CIS5000, CIS5005, CIS6010,	PhD - Computer Science and Engineering MS - Computer Science BS - Business Administration	<p>Professional Certifications: ORACLE Certified Professional - 9i DBA; – 10g DBA, – 11g DBA, Oracle Certified Application DBA: 11i, Release 11.5.10.2; DBA: 12i, Release 12.1.1.</p> <p>Teaching Experience: Adjunct Faculty, Information Technology, Ivy Tech Community College, Sellersburg, IN (Jan 2012 to Present Aug 2012). Adjunct Faculty, Information Technology, Sullivan University, Louisville, KY (May 2012 to Present Aug 2012).</p> <p>Work Experience: Database Administrator Lead, Louisville Water Company, Louisville, KY (Dec 1989 - Present Aug 2012).</p>	1
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Jaffke, Darlene	DBA - Marketing	BUS4000, BUS4005, BUS4006, BUS4009, MKT5000, MKT6010, MKT7000, MKT7106,	DBA - Marketing MBA - Business Administration BBA - Marketing	<p>Teaching Experience: Online Course Developer, New England College, Henniker, NH (Jan 2012 - Current Mar 2012). Instructor, master's courses, South University, Pittsburgh, PA (May 2011 - Current May 2012). Instructor/Curriculum Development, undergraduate courses, Shorter University, Rome, GA (Apr 2011- Current May 2012). Instructor, Lake Forrest College, Lake Forest, IL (Jan 2010-Current May 2012). Instructor, undergraduate and master's courses, Trident University, Cypress, CA (Jun 2009-Current May 2012).</p> <p>Working Experience: Owner/President Marketing, DJ Jaffke Consulting, Libertyville, Illinois (Feb 2011-current Mar 2012). Product Marketing Manager, Systems & Systems Products, Pioneer Standard Electronics 3-yrs. Marketing Services Coordinator, Greenlee Tool Company, 5 yrs.</p> <p>Professional Organization</p> <p>Memberships: American Marketing Association (AMA) (2007-Current) Marketing Educators Association (MEA) (2008-Current) Marketing Management Association (MMA) (2007-Current) Midwest Business Association (MBAA) (2007-Current) Midwest Academy of Management (MAM) (2007-Current) Society for Case Research (SCR) (2008-Current).</p>	1
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Kabia, Milton	PhD - BA - Computer and Information Security	BUS3003, MIS5005, SKS4000, SKS5000, SKS7000,	PhD - BA - Computer and Information Security MS - Agricultural Environment and Development BS - Agricultural Education	<p>Certifications: Microsoft Certified System Engineer: Security (MCSE 2000/2003) Microsoft Certified System Engineer: Messaging (MCSE 2000/2003) Microsoft Certified Database Administrator (MCDBA) Microsoft Certified Information Technology Professional (MCITP) Enterprise Administrator Microsoft Certified Trainer (MCT) Cisco Certified Design Professional (CCDP) Cisco Certified Network Professional (CCNP) Cisco Certified Network Associate (CCNA) – Voice, Security, and Wireless</p> <p>Teaching Experience: Instructor, Computer Science, Charter College, Anchorage, AK (Dec 1999- Present Sept 2012). Program Head, Information Technology, Charter College, Anchorage, AK (Dec 2004-July 2005). Dean, Information Technology, Charter College, Anchorage, AK (July 2005- Present Sept 2012).</p> <p>Working Experience: Server Administrator, Anchorage School District, Anchorage, AK (July 2006- Jan 2012). Programmer Analyst, Anchorage School District, Anchorage, AK (Feb 2000- July 2006).</p>	1
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Kalbasi Anaraki, Nahid	PhD - Economics	BUS3004, BUS4003, HS6010, MGT5001, RSH9104B,	PhD - Economics MA - Economics	Teaching Experience: Assistant Professor, economics at the master level, Azad University, Tehran, Iran (Aug 2004-Sept 2009). Working Experience: Short-term Consultant, Africa Dept., World Bank, Washington, DC (Jul 2010 - Jan 2011). Financial Advisor, ISACO Co., (Nov 2007- Jun 2009). Financial Advisor, Iran Khodro Investment Co, (Dec 2004-Nov 2007). Economist, Central Bank of Iran (Dec 1993-Aug 1999). Professional Presentations and Workshops, refereed: Authored four presentations relating to economics (2006-2009).	1
Kanyongo, Willmore	PhD - Mass Communication TCom	BTM7102, BTM7103, BTM7104, BTM7106, BTM8106, LS1003,	PhD - Mass Communication Tcom MBA - General Business BBA - Marketing	Teaching Experience: Adjunct Faculty, undergraduate and graduate courses, Grand Canyon University, Arizona, (Aug 2010 - Present May 2012). Associate Faculty, graduate and undergraduate courses, University of Phoenix, Arizona (Aug 2010 - present May 2012). Working Experience: Founder/Owner, BLD Services, Pickerington, OH (Jan 2003-Jan 2011).	1
Kim, Namhee	PhD - Education, Work/Community/Family Education	BTM5000, BTM7101,	PhD - Education, Work/Community/Family Education MED - Education BA - Education	Teaching Experience: Instructor, John F. Kennedy University, Pleasant Hills CA (Apr. 2012 - June 2012). Visiting Professor, Texas A & M University, College Station, TX (Jan 2008-Aug 2011).	1

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Kostopoulos, George	PhD - Engineering	CIS7006, CIS7010, MIS6010, MIS7000,	PhD - Engineering MS - Engineering	Teaching Experience: Professor, Cybersecurity, University of Maryland (Aug 2009-Present Oct 2012). Professor, Electrical and Computer Engineering, New York Institute of Technology (Sept 2009-Aug 2011). Professor, Computer Science, American University of Kuwait (Aug 2005-Aug 2007). Books: Cyberspace and Cybersecurity, CRC Press 2012 Digital Engineering Wiley-Interscience 1975 Greece and the European Economic Community Elefthera Skepsis 1979	1
Kroeten, Terrence	PhD - Business, Marketing	BTM7102, BTM8102, BTM8103, BTM8108, BUS4001, CMP9500B, MKT7000, MKT7001, RSH9103QLB, SKS5000, SKS7000, SKS7000,	PhD - Business, Marketing MBA - Business Administration BA - History	Teaching Experience: Associate Professor, Midland University, Fremont, NE (Aug 2005-June 2012). Assistant Professor, St. Anselm College Manchester, NH (Aug 1999-July 2005).	1

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Labach, Elaine	PhD - Business	BTM7104, BTM7109, BTM8104,	PhD - Business MBA BS - Chemical Engineering	<p>Teaching Experience: Assistant Professor, Fort Lewis College, Durango, CO (Aug 2008 - Present July 2012).</p> <p>Work Experience: Director, Protective Insurance, Chesterfield, MO (July 2006 - July 2008). Manager, Cardinal Health, Albuquerque, NM (Feb 2004-July 2006).</p> <p>Professional Presentations/Workshops (Refereed): Labach, E. (2011). The Impact of Web-based Instruction on Faculty in Higher Education Institutions: New Directions for Research. The Academic Forum Conference, Atlanta, Georgia. Labach, E. J. (2010, March). Preliminary Results of an Evaluation of Statistical Educational Software for Undergraduate Business Students. International Technology, Education and Development Conference, Valencia, Spain. Labach, E. J. (2009, March). Undergraduate Service Operations Professionals: How Should We Prepare Them? Global Business Development Institute Conference, Las Vegas, Nevada. Labach, E. (2011). A Critique of Global Internet-Based Supply Chain Performance. Troy Global Campus Conference, Troy, Alabama. Labach, E. J. (2010, February). Improving Customer Retention Through Service Quality at Call Centers. Troy University Business Research Symposium, Montgomery, Alabama. Labach, E. J. (2009, April). Application of Kaizen Tools for Process Improvement. Troy University Business Research Symposium, Dothan, Alabama.</p>	1
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Northcentral University 2013 ACBSP Quality Assurance Report

<p>Laufersweiler-Dwyer, Deborah</p>	<p>PhD - Public Policy and Administration</p>	<p>CJ4011, CJ4013, CJ4017, CJ7004, CJ7010, DIS9305B, DIS9306B, DIS9321B, DIS9322B, DIS9323B, DIS9324B, DIS9325B, HS7013, HS7013, PUB6010, RSH9104B,</p>	<p>PhD - Public Policy and Administration MA - Applied Sociology BS - Criminal Justice</p>	<p>Teaching Experience: Professor, Dept. of Criminal Justice, University of Arkansas at Little Rock, Little Rock, AR (June 1996-June 2009). Associate Professor, Administration of Justice Dept., Northern Virginia Community College, Annandale, VA (June 1992-June 1996). Working Experience: Assistant Program Director (Present Feb 2011), Professor (Nov 2009-Feb 2011) South University, Columbia, SC .</p>	<p style="text-align: center;">1</p>
<p>Lawrence, Robert</p>	<p>PhD-Business Administration, Management</p>	<p>MGT6010</p>	<p>PhD-Business Administration, Management MBA BA</p>	<p>Teaching Experience: Asst. Professor, Saint Mary College, Leavenworth, KS (Aug 1995 - May 1997) Assoc. Professor, Christian Brothers University, Memphis, TN (June 1997 - Present Nov 2012).</p>	<p style="text-align: center;">1</p>

Northcentral University 2013 ACBSP Quality Assurance Report

Lee, Kwang	PhD - Engineering Science	CMP9200B, CMP9500B, CS5001, ECM7006, ECM7012,	PhD - Engineering Science MS - Computer Science	<p>Teaching Experience: Professor, University of Northern Virginia, Annandale, VA (07/2007 to present Feb 2011).</p> <p>Working Experience: Senior Mobile Software Engineer, Samsung Electronics, Korea (11/2003 to 05/2007). Holds 3 South Korean patents and one US patent in the areas of computer technology. Assistant Manager, Korea Pharmaceutical Manufacturers Association (05/1993-08/1996).</p>	1
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Northcentral University 2013 ACBSP Quality Assurance Report

Lemley, Ellen	PhD - Political Science	CJ4006, CJ4010, CJ4015, CJ5002, CJ5006, CJ6010, HS7000, HS7004, PUB5009,	PhD - Political Science MA - Criminal Justice BA - Social Science	<p>Teaching Experience: Assistant Professor, undergraduate and graduate courses, Arkansas State University (2002-2007). Instructor, undergraduate courses in criminal justice, Washington State University, (1998-2002).</p> <p>Working Experience: Business Representative for regional sales and marketing, Sam's Club (Oct 2009 to current June 2011). Consulting and Training, in Strategic Planning and Organizational Development, Russell Lemley and Associates Consulting, Worcester, MA (June 2007 - Current June 2011). Consultant and Trainer, Central Massachusetts Employers Association, Worcester, MA (June 2008-June 2009).</p> <p>Memberships in Professional Organizations: Academy of Criminal Justice Sciences (1997-2008) American Society of Criminology (1997-2008) American Society of Public Administration (1997-2007) 1998-2003: Chair of membership committee of the Section on Criminal Justice Administration (SCJA) of ASPA 2001- 2003:Executive Board Member of SCJA of ASPA</p>	1
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Northcentral University 2013 ACBSP Quality Assurance Report

Li, Xiaoyan	PhD - Computer Science	CS5013, CS6010, CS7001, CS7002, CS7013, CS8010,	PhD - Computer Science MS - Computer Science	<p>Teaching Experience: Assistant Professor, Mount Holyoke College, (07/2006-06/2008). Published 6 peer-reviewed professional/scientific articles (2001-2008).</p> <p>Working Experience: Research Assistant, University of Massachusetts, Amherst, MA (06/1999-08/2006).</p>	1
Litton, Nathaniel	PhD - Statistics	BTM7103, BTM7104, BTM8103, BTM8104, BTM8107, MGT5028, RSH9101B, RSH9102B,	PhD - Statistics MS - Statistics BS - Engineering	<p>Teaching Experience: Visiting Professor, DeVry University, (2009-Present June 2012).</p> <p>Working Experience: Principal Statistician, Capital One Financial Services, Plano, TX (2010-present Jun 2012). Director of Statistics, N.D. Alan Consulting, Dallas, TX (2008-2010). Statistician, StataCorp, College Station, TX (2007-2008). Statistical Consultant, Texas Transportation Institute, College Station, TX (2005-2007).</p>	1

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Lloyd, Karl	PhD - Business Administration	CMP9200B, CMP9400B, CMP9500B, MET5002, MIS7003, SKS4000, SKS5000, SKS7000,	PhD - Business Administration MS - Information Science BA - Economics	<p>Teaching Experience: Professor, masters courses, University of Maryland University College, Adelphia, MD (2007-Present July 2012). Professor, undergraduate courses, Colorado Technical University Online, Chicago, IL (2005-Present July 2012).</p> <p>Professional Presentations/Workshops/Seminars—Refereed: “A Systems Based, Impasse Reduction Strategy for Supporting Creativity and Comprehensibility in Modeling: The Case of Modeling Experimental and Quasi-Experimental Design,” Lloyd, K. B. and Wibowo, K., in Proceedings of the First Annual IABIT conference, Pittsburgh, PA 05/2001. “A Derivation and Empirical Evaluation of Information System Diagram Clarity Rules,” Jankowski, David and Lloyd, K. B., in Proceedings of the 1998 Information Resources Management Association International Conference, Boston, MA, 1998. “Quantifying and Evaluating Individual Decision Making Under Uncertainty and Equivocality,” Galletta, D., Darcy, D., Lloyd, K. B., Xia, W., in Proceedings of the Eighteenth International Conference on Information Systems, Atlanta, GA, 1997. “DFDs: Evolutionary Status and A Cognitive Based Empirical Investigation of Level 0 DFD Clarity... Implications for Level 0 DFDs and Diagramming,” Lloyd, K. B., in Proceedings of the First Americas Conference on Information Systems, Pittsburgh, PA, 1995.</p>	1
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Lueder, Sandra	PhD - Business	BTM7101, MKT7001, MKT7002,	PhD - Business MBA - Business Admin MCP - Community Planning BA	Teaching Experience: Online Faculty, Argosy University, Pittsburg, PA (Sept 2009-Present May 2012). Adjunct Faculty, Colorado Technical University Online, undergraduate and graduate courses, CO Springs, CO (Jan 2005- Dec 2011). Adjunct , South Univ. Online, Savannah, GA (Jan '08-Aug '09)	1
Maffei, Francis	DM Management	BTM5000, MGT5019, BTM7000, BTM7101, MCT7019	DM – Management MS – Logistics Management BS - Systems Management BS – Industrial Management	Work Experience Colorado Technical University, Program Chair/Director. Adjunct professor at Colorado Technical University and University of Colorado – Colorado Springs. World Com, Inc., Peak Vista Health System, US Army officer, Signal Corps Project Manager. Multiple publications on education and logistics.	1
Magner, Erik	PhD - Global Leadership, Organizational Management	BUS3000, IB7013, MGT7019,	PhD - Global Leadership, Organizational Management MBA	Working Experience: CEO/President, Meister Cook, LLC, Fort Wayne, IN (Sept 2006-Present Oct 2012). President, Merco Savory Inc., Fort Wayne, IN (May 2005-Sept 2006). President, Vent Master Corporation, Toronto, Canada (Sept 2002-Apr 2005).	1

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Main, Charles	MBA - International Management	BUS4006, BUS4007, BUS4008, BUS4099,	MBA - International Management BA - Prelegal	<p>Teaching Experience: Instructor, Northern Arizona University, Flagstaff, AZ. Taught BA level courses (Dec 2010-present Feb 2011). Instructor, Southern State University, San Diego, CA. Taught BA and Master level courses (July 2010- current Feb2011).</p> <p>Working Experience: Financial Consultant, Pacific Capital Financial Services, San Diego, CA. (2003-present Feb 2011). Founder/Account Director, Irwin-Jordan Limited (Advertising Agency), London, England (1986-1996).</p>	2
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McGrath, Robert	PhD - Business Administration - Management	BTM7102, BTM8109, BUS3000, MGT5001, MGT5018, MGT5025,	PhD – Business Administration – Management MBA – Management MA – Social Science – Public Admin BS- Behavior Science	<p>Professional Certifications: Project Management Professional (PMI / PMP,) 2007</p> <p>Teaching Experience: Program Director, University of Maryland University College, Adelphi, MD (Mar 2005-Mar 2007). Associate Professor, Embry-Riddle Aeronautical University, Daytona Beach, FL (Sept 1996-Mar 2005).</p> <p>Working Experience: Owner, M&A Management Trainers (2007-Present Sept 2012).</p> <p>Books Written: McGrath, R.N. Project-Driven Technology Strategy. Project Management Institute, 2012.</p>	1
Medina, Jose	PhD - Business Administration	BUS4000	PhD - Business Administration MBA - General BS	<p>Certifications: Competent Toastmaster/Certificate on International Communication and Leadership.</p>	1

Northcentral University 2013 ACBSP Quality Assurance Report

Montgomery, Donna	PhD – Organizational Psych	BTM5000, BTM7101,	PhD – Organizational Psych Master of Social Work BA – Psychology and Social Welfare	Working Experience: Principal, Development by Design, San Francisco, CA (2001-Present Nov 2012). Teaching Experience: Adjunct Faculty, California College of the Arts, San Francisco, CA (2012 to Present Nov 2012). Adjunct Faculty, Presidio Graduate School (2008-2012).	1
Morvey, Daniel	PhD- Applied Economics	FIN7013	PhD - Applied Economics	Teaching Experience: Instructor of Economics and Business, Piedmont Technical College, Greenwood, SC (June 1991-Current Nov 2012). Professor of Economics and Business, Limestone University, Gaffney, SC (Aug 1994 to Current Nov 2012).	1
Muhammad, Beverly	PhD Management	MET7000, RSH9101, RSH9104	DM Management MBA Technology Management BS Business Management	Work Experience Several years of corporate executive experience for major companies (e.g. American Express, Bank of America, Blue Cross Blue Shield and CSX Technology). American Express' first Diversity Director for the Western Region and now the CEO of Global Corporate Executive Consulting, LLC. My dissertation related to the involuntary termination of CEOs is published in Proquest	1

Northcentral University 2013 ACBSP Quality Assurance Report

<p>Nalbandov, Robert</p>	<p>PhD - International Relations and European Studies</p>	<p>BUS4020, HS7000, IB5013, IB5017, PUB7003,</p>	<p>PhD - International Relations and European Studies MA - International Relations</p>	<p>Teaching Experience: Assistant Professor, political science and international relations, Angelo State University, San Angelo, TX (Sept 2010 - current Sept 2012). Adjunct Instructor, national security and regional culture studies, Air Command and Staff College, Maxwell AFB, Montgomery, AL (Jan 2012-current Sept 2012). Visiting Assistant Professor, International Studies Department, Macalester College, St. Paul, MN (Sept 2009-Aug 2010). Visiting Lecturer, Politics, Center for Russian and East European Studies, University of Birmingham, UK (Feb 2009-June 2009). Postdoctoral ESRC Fellowship, book manuscript and tutored undergraduate students, School of International Relations, University of St. Andrews, St. Andrews, UK (Sept 2008- Aug 2009). Lecturer, International Security, Smolny College of Liberal Arts and Science, St. Petersburg, Russia (Sept 2007 - Aug 2008). Books Published: "Foreign Interventions in Ethnic Conflicts", Ashgate Publishing, 2009, ISBN: 978-0754678625</p>	<p style="text-align: center;">1</p>
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Northcentral University 2013 ACBSP Quality Assurance Report

Neely Jr., Phillip	PhD - Public Policy and Administration, Nonprofit Mgmt and Leadership	BTM7101, CJ8010, PUB7004, PUB8010,	PhD - Public Policy and Administration, Nonprofit Mgmt and Leadership MS - Public Administration BA - Criminology	<p>Teaching Experience: Adjunct Faculty, Criminal Justice Dept., Saint Leo University, Atlanta, GA (Oct 2007-Present June 2011). Full-time Faculty, ITT Technical Institute, Criminal Justice Dept., Atlanta, GA (Mar '09-Present June 2011).</p> <p>Working Experience: Sheriff Major, Clayton County Sheriff Office, Jonesboro, GA (Oct '07-Jan 2009). Captain, Riverdale Police Dept., Riverdale, GA (Jan'98-Oct '07).</p>	1
Parham, John	PhD - Political Science	BTM7108, BTM8103, BTM8109, RSH9102B, RSH9103QLB, RSH9104B,	PhD - Political Science MA - Public Administration BS- Economics	<p>Teaching Experience: Associate Professor, (undergraduate and graduate courses), Director of Political Science and Public Admin Programs (2000-2003), Teacher of the Year 1996, Pi Sigma Alpha, MN State University, Mankato, MN (1992-2003).</p> <p>Working Experience: Executive Director of Academic Services, Davenport Univ, Grand Rapids, MI (June 2004-July 2010). Sergeant, Houston Police Dept., Houston, TX (1968-1992).</p>	1

Northcentral University 2013 ACBSP Quality Assurance Report

Powell, David	PhD - Political Science	DIS9322B, DIS9326B, PUB5007, PUB7000, PUB7003, PUB7012, PUB7013, PUB7014	PhD - Political Science MA - Political Science	<p>Teaching Experience: Professor, California State University, Long Beach, CA (Aug 2001-Present Apr 2011). Assistant Professor, Eastern Illinois University, Charleston, IL (Aug 1996-July 2000).</p> <p>Working Experience: Department Chair, California State University, Long Beach, CA (2006-2009).</p> <p>Professional Presentations/Workshops (Refereed) - Authored 11 presentations in political science and public administration (2000-2011).</p>	1
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Northcentral University 2013 ACBSP Quality Assurance Report

Rahim, Emad	Doctorate - Management	MGT7026, MGT8010, PM7016, PM8010,	Doctorate - Management MSM - Business Management MSM - Project Management BS - Human Service Delivery	<p>Professional Certifications: Certified Manager, Institute of Certified Professional Managers. Project Manager Professional, Project Management Institute</p> <p>Teaching Experience: Assistant Professor, undergraduate courses, Morrisville State College, Morrisville, NY (Jun 2009-Present Jan 2011). Lead Faculty, graduate and undergraduate courses, Colorado Technical University, Colorado Springs, CO (Jan 2007 to Present Jan 2011).</p> <p>Working Experience: Principle Consultant, Global i365 LLC, Syracuse, NY (Dec 2005-Present Jan 2011). Outreach Coordinator, SUNY Empire State College, Syracuse, NY (June 2007-Mar 2009).</p> <p>Refereed Professional Presentations: Authored 29 presentations in social diversity, organizational development, change management, information technology, and project management (2007-2011).</p>	1
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Northcentral University 2013 ACBSP Quality Assurance Report

<p>Ross, Jane</p>	<p>PhD - Justice Studies</p>	<p>BTM8108, , BUS3001, BUS4019, MGT5019, MGT7019, RSH9103QLB,</p>	<p>PhD - Justice Studies JD - Law BS - Philosophy</p>	<p>Professional Certs: Attorney (Corporate Counsel, Family/Domestic Relations, Real Estate/Property) - State Bar of Arizona #21999 Certified Mediator - Maricopa County Superior Courts Arizona. Teaching Experience: Adjunct Faculty, Phoenix School of Law, Phoenix, AZ (July 2012- present Sept 2012). Faculty Adjunct, Arizona State University, legal practice (1998-2003). Working Experience: Founding/Managing Attorney, The J Ross Firm, Phoenix, Arizona (May 2003 – present Sept 2012).</p>	<p style="text-align: center;">1</p>
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Northcentral University 2013 ACBSP Quality Assurance Report

Salgado, Domingo	PhD-Computer Engineering with Distinction	CS7001, DIS9321B, DIS9324B, MET7000, RSH9104B,	PhD-Computer Engineering with Distinction Master in Quality Management and Internal Audition with Distinction MA - Mass Communications	<p>Professional Certifications: Certified Financial Advisor Esine, Madrid.</p> <p>Teaching Experience: Dean of Academic Research, University of Atlanta (Apr 2007 to Current Feb 2011). Associate Professor, Business Administration, Touro International University, USA (Apr 2006-Oct 2010). Adjunct Professor, Information Systems, Aspen University, Colorado (Aug 2005-Current Feb 2011).</p>	1
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Northcentral University 2013 ACBSP Quality Assurance Report

Saye, Lisa	DPA - Public Administration	BTM7102, BTM7103, BTM8102, BTM8103, CMP9400B, PUB7006, PUB7015, RSH9104B, SKS5000, SKS7000,	DPA - Public Administration MS - Human Res Mgmt	<p>Teaching Experience: Instructor, graduate level courses in public administration/HR, The University of LaVerne, (2008-Present Dec 2011). Instructor, undergraduate courses in political science, Samford University, Birmingham, AL (Sept 2002-May 2005).</p> <p>Working Experience: Executive Director, The Social, Policy Analysis Institute, Upland, CA (Jan 2010 - Present Feb 2011). Executive Director, The Social, Political and Economic Research Institute, Montgomery and Birmingham, AL (2000-2008).</p> <p>Professional Presentations/Workshops (refereed): Authored nine presentations in areas of public administration, world studies, and democracy (2003-2010).</p>	1
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Northcentral University 2013 ACBSP Quality Assurance Report

<p>Scott, Ronald</p>	<p>PhD - Public Administration</p>	<p>BUS4019, CMP9200B, CMP9400B, CMP9500B, DIS9304B, DIS9305B, DIS9321B, DIS9322B, DIS9323B, DIS9324B, DIS9325B, DIS9326B, DIS9327B, DIS9508B, MGT5019, MGT7019, RSH9104B,</p>	<p>PhD - Public Administration MA - Psychology, Counseling and Guidance BS - Life Sciences</p>	<p>Work Experience: Founder, Vectored Solutions, (Jan 2009 to present May 2011). Principal Scientist, Applied Research Associates, Inc. Albuquerque, NM (May 2004 - Dec 2008). Officer, United States Air Force, (Jun 1973- June 2003). Professional Presentations/Workshops Refereed Only: Authored ten presentations in homeland security and public administration (2006-2012).</p>	<p style="text-align: center;">1</p>
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Northcentral University 2013 ACBSP Quality Assurance Report

Settles, Tanya	PhD - Public Affairs	BTM7102, BTM7108, BTM8103, CJ7002, CJ7007, CJ7011, CMP9200B, CMP9400B, CMP9500B, DIS9304B, DIS9305B, DIS9306B, DIS9307B, DIS9308B, DIS9321B, DIS9322B, DIS9323B, DIS9324B, DIS9325B, DIS9326B, DIS9327B, DIS9405B, PUB5000, PUB5002, PUB5003, PUB7012, PUB8010, RSH9104B,	Ph.D - Public Affairs MPA - Public Administration BS - Criminal Justice & Criminology, Law Enforcement/Public Safety	<p>Teaching Experience: Senior Instructor, Norwich University, Northfield, VT (Sept 2007 to Present May 2011). Associate Professor, undergraduate and master's level, University of Texas, San Antonio, TX (Sept 2003-Mar 2010).</p> <p>Working Experience: Director of Faculty, Colorado State University, Global Campus, Greenwood Village, CO (Sept 2010-May 2011). University Research Review Lead, School of Public Policy and Administration, Walden University, Minneapolis, MN (Mar 2010-Present May 2011). Senior Legislative Analyst, Office of the Colorado State Auditor (May 1997 – April 2000).</p> <p>Professional Presentations/Workshops Refereed: Authored seven presentations in criminal justice and public administration (2004-2009).</p>	1
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Sharp, Christopher	PhD-Public Affairs	BTM7101, BTM7109, CJ5004, CJ6010, CJ7006, CJ7007, , CJ7010, CMP9200B, CMP9400B, DIS9321B, DIS9322B, DIS9323B, DIS9324B, DIS9325B, DIS9326B, DIS9327B, RSH9104B	PhD - Public Affairs MS-Criminal Justice BS - Criminology	<p>Professional Certs: Anti-Terrorism Officer Basic Course, United States Army, Ft. Leonard Wood, MO, (2010). Anti-Terrorism Advanced Course, United States Army, Ft. Leonard Wood, MO, (2010).</p> <p>Teaching Experience: Assistant Professor, Valdosta State University, graduate and undergraduate courses (2007 to 02/2011). Assistant Professor, St. Ambrose University, Ambrose University, (2004-2007). Adjunct Professor, University of Central FL, Orlando, FL (Aug 2001-Dec 2003).</p>	1
Shaw, May	PhD - Mathematics	BTM7102, BTM7103, BTM7104, BTM7109, BTM8102, BTM8103, BTM8104, BTM8107, BTM8109, MGT5028, RSH9101B, RSH9102B,	PHD - Mathematics, minor Statistics MA - Mathematics BA - Math	<p>Teaching Experience: Math Instructor, Northcentral Technical College, Wausau, WI (Aug 2004-Present May 2012). Visiting Assistant Professor, Marquette University, Milwaukee, WI (Aug 2001-May 2004).</p>	1

Northcentral University 2013 ACBSP Quality Assurance Report

Skopek, Tracy	PhD - Political Science	PUB5013, PUB7014, PUB8010,	PhD - Political Science MPA-Public Administration BA - Government	Teaching Experience: Assistant/Associate Professor, University of Wyoming, Laramie, WY Undergraduate and Graduate courses (Aug 2003 to Present March 2011). Working Experience: Director, Master of Public Administration Program, University of Wyoming, Laramie, WY (2006 to Present Dec 2011).	1
Snow, Fredrick	PhD - College of Business Admin - International Economics - minor International Business	BUS3004, BUS4020, IB5012, IB7012,	PhD - College of Business Admin - International Economics - minor International Business MBA - Business Admin	Working Experience: President, Symphony Education, Inc., (Oct 2011-Present Aug 2012). Interim President, University of Advancing Technology, (2010). Consultant, Global Education Partnership Initiative, (2007-2010). President, Ottawa University, (2006- 2007). VP, Dean, Director, Faculty, Norwich University, (1996-2006).	1
Soylu, Ali	PhD - Business Administration, Human Resource Administration	BUS4002, HRM7000,	PhD - Business Administration, Human Resource Administration	Teaching Experience: Assistant Professor, Cameron University (Aug 2007 - Present Nov 2012). Adjunct Faculty, Temple University (Aug 2004-July 2007).	1

Northcentral University 2013 ACBSP Quality Assurance Report

Starks, Glenn	PhD - Public Policy & Administration	CJ5004, PUB6010, PUB7000, PUB7014	PhD-Public Policy & Administration MS - Management	<p>Published Books: Published four books and contributing authored six relating to Public Policy and Administration (2004-2012).</p> <p>Working Experience: Division Chief, Acquisition Management and Industrial Capabilities Division (GS-1101-15), Defense Logistics Agency, Fort Belvoir, Virginia (May 2009 – Present Nov 2012). Acquisition Program Manager (GS-1101-14), Defense Logistics Agency, Fort Belvoir, Virginia (April 2007 – May 2009)</p>	1
Thanakijsoambat, Thanarerk	PhD - International Business	BTM7109, BTM8102, BUS4020, IB7013, MGT7009,	PhD - International Business MBA - Business Administration MS - Computer Science BE - Mechanical Engineering	<p>Teaching Experience: Adjunct Faculty, undergraduate and graduate level courses, Southern New Hampshire University, Manchester, NH (Jan 2009 - Present Sept 2012).</p> <p>Working Experience: Owner/Manager, Pan Thai Restaurant, Exeter, NH. (Sept 2006-Sept 2008). Engineering Consultant, Paragon Mgmt., Pathunthani, Thailand (Jun 1999 - Dec 2002).</p>	1

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Torres, Jose	DBA - International Business	CMP9200B, CMP9400B, IB5014, IB5018, IB7002, IB7012, IB7014, IB7016, IB7018,	DBA - International Business MS - Strategic Leadership BA - Liberal Arts	<p>Professional Certifications: The National Institute of Health (NIH) Office of Extramural Research – “Protecting Human Research Participants” – Certified. Collaborative Institutional Training Initiative (CITI) - “Protecting Human Research Participants” – Certified.</p> <p>Teaching Experience: Adjunct Professor, Yunnan University of Finance and Economics, College China Programs, (2012 to present May 2012). Adjunct Professor, Southern New Hampshire University, (2011 to present May 2012). Adjunct Professor, Southern New Hampshire University (2011-Present May 2012).</p> <p>Work Experience: President, Torres International (2005 - Present May 2012). International Business Director, Caribbean and Latin America Safety-Kleen Systems (2004-2006).</p> <p>Professional Presentations/Workshops Refereed Only: Authored three presentations in global finance and economics (2010-2011).</p>	1
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Vaughan, Amy	PhD - Statistics	BTM7102, BTM7104, BTM8102, BTM8104, BTM8107, BTM8109, RSH9104B,	PhD - Statistics MS - Statistics MBA - Business MS - Sports Management BA - Business	Teaching Experience: Assistant Professor of Statistics, Drake University, Des Moines, Iowa, (Aug 2009-present Aug 2012). Graduate Teaching Assistant, University of Georgia, Athens Georgia (Aug 2003-Aug 2009).	1
Vitali, Bevalee	PhD - Business Administration, Management	BUS3000, BUS4001, BUS4004, CMP9200B, CMP9400B, CMP9500B, MGT5000, MGT7007, MGT7026, MGT7029, MGT7110, SKS4000,	PhD - Business Administration, Management MBA - Business Administration BBA - Finance	Teaching Experience: Associate Professor, Christian Brothers University (2002 - Present Aug 2012).	1

Northcentral University 2013 ACBSP Quality Assurance Report

Wan, Isabel	PhD - Global Leadership	BUS4020, IB5014,	PhD - Global Leadership MBA - Global Business Admin BA - Economics	<p>Teaching Experience: Faculty, Colorado State University, Global Campus (Feb 2012 - Current July 2012). Associate Faculty, teaching MBA courses, Ashford University, San Diego, CA (Nov 2007-current July 2012). Online Faculty, graduate business courses, serving on dissertation committee, Argosy University (Jan 2007 - current Jul 2012). Assistant Professor, William Penn University, Oskaloosa, IA (Aug 2008-May 2009).</p> <p>Working Experience: Self-employed Business Consultant, worldwide sales and marketing, Mental Co, Ltd., Feng Yuan, Taiwan (Feb 2003-Jan2007).</p>	1
Williams, Andre	PhD - Human Services, Criminal Justice	CJ4001, CJ4002, CJ4006, CJ7006, CJ7007, CJ7009, CJ8010, CMP9500B,	PhD - Human Services, Criminal Justice MA - Urban Affairs/Deviance BS - Interdisciplinary Studies	<p>Teaching Experience: Associate Professor of Criminology and Criminology and Criminal Justice, Virginia Union University, Richmond, VA (Aug 2010-present Jan 2011). Assistant Professor of Criminal Justice and Criminal Justice Program Coordinator, Elizabeth City State University, Elizabeth City, NC (Aug 2003-Dec 2009).</p>	1

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Williamson, Bill	DPA - Public Administration	MET5023, MET7015, PM7004, PM7012, PM7016,	DPA - Public Administration MA - Government MPA-Public Administration MS - Systems Management BS - Naval Warfare	<p>Teaching Experience: Instructor (doctoral and masters courses), Henley-Putnam University, Chaired 50 Master's Thesis and 10 Master's Thesis Committee Member (June 2009 - Mar 2012). Department Chair, Defense Intelligence Agency, Joint Military Intelligence College (Jun 1994- Sept 2006).</p> <p>Work Experience: Intelligence Officer, Defense Intelligence Agency, retired, June 1970-June 2008). Submarine Officer, US Navy Submarine Force, Retired Captain, (June 1962-Sept 1992).</p>	1
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Wood, Dermot	PhD - Management, International Business	PM4004,	PhD - Management, International Business MBA- Business Administration	<p>Teaching Experience: Part-time Faculty, Rutgers Business School, teaching International Business in MBA program, New Brunswick, NJ (Spring 2012). Professor, DBA/PHD program, 2x3-day seminars in Project Management, Paris France (May 30 - June 5). Adjunct Professor, Online Doctoral Management Program, University of Maryland University College (2007-2010). Graduate Teaching Assistant and Adjunct Professor, Rutgers Graduate School of Management, graduate and undergraduate courses (1989-2004).</p> <p>Work Experience: Founder/President, Montreal Systems Consultants, software development and consulting firm for time and project management, Montreal Quebec (1981-1987).</p>	1
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Wood, Evan	PhD - Tech Management (Indust Train and Devel)	CMP9200B, CMP9400B, CMP9500B, CS4006, HRM5000,	PhD - Tech Management (Indust Train and Devel) MBA - General Administration BA - Management/Marketing/Human Resources/Industrial/Sales	<p>Work Experience: Product Manager, TransWorks, Inc., Fort Wayne, IN, (July 2003 - Aug 2004). IT Manager, Wholesale, Waterfield Financial Inc., (Sept 1998 - July 2003). Teaching Experience: Associate Professor, Management, Taylor University, Fort Wayne, IN (Aug 2010-present July 2012). Professional Presentations/Workshops Refereed: Authored nine presentations in student learning outcomes assessment and delivery modalities (2000-2011).</p>	1
Yasin, Abeer	PhD - Engineering and Applied Science	BTM7102, BTM7103, BTM7104, BTM7109, BTM8102, BTM8103, BTM8104, BTM8106, BTM8107, CMP9500B, MGT5028, RSH9101B, RSH9102B,	PhD - Engineering and Applied Science MS-Math BS-Mathematics	<p>Teaching Experience: Online Professor, including doctoral dissertation mentoring, University of Phoenix Online, Graduate School of Business (Apr 2010 - June 2011). Instructor, Baker College Online, USA (Jan 2004-Sept 2005). Instructor, Arab American University, West Bank, Jordan (Sept 2000- June 2004). Instructor, University of New Orleans, New Orleans, LA (Sept 1998-June 2002). Working Experience: Research Associate, University of Western Ontario/London Health Sciences Center, Applied Mathematics in Pediatric Nephrology (2008-Sept 2012).</p>	1

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**Table 5.3 Standard #5, Criterion 5.8
Scholarly and Professional Activities**

Codes to Use for Scholarly Activities:

Faculty Member	Highest Degree Earned	Professional Certification	Scholarly Activities				Professional Activities				Other
			Papers Presented	Published Articles/ Manuscripts/ Books	Unpublished Articles/ Manuscripts/ Books	Consulting	Professional Related Service	Professional Conferences/ Workshops	Professional Meetings	Professional Memberships	
Smith, Mary	Ph.D.		B = 2 C = 1 D = 1	A = 1 B = 2 D = 1	B = 1	D = 1	C = 2	3	2	3	
Most Recent Year 2			A = 2	A = 1 C = 1	B = 2 C = 1	2	C = 1 D = 1	1	2	3	
etc.											

- A = Scholarship of Teaching
- B = Scholarship of Discovery
- C = Scholarship of Integration
- D = Scholarship of Application

Faculty Member	Highest Degree Earned	Year	Professional Certifications	Papers Presented	Published Articles / Manuscripts / Books	Unpublished Articles / Manuscripts / Books	Consulting	Professional Related Services	Professional Conferences / Workshops	Professional Meetings	Professional Memberships	Other
Agboto, Vincent NO LONGER WITH NCU	PhD - Statistics	2012										
		2011										1
Akhtar, Shakil	PhD -Computer Science	2012		A=1					1		1	1
		2011							3			1
Allen, Rhonda	PhD - Public Admin	2012	2	A=1				B=1				1
		2011			D=1							1
Bai, Xue	PhD - Industrial	2012		D=3	C=1 D=2							

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	Management	2011		D=1	A=1 C=1							1
Bearden, Frank	PhD-Leadership Studies	2012		B=1	B=1					1	2	1
Boucher, Thomas	PhD - Statistics	2012		B=1								1
Bradford, Jannett	PhD - Industrial Engineering	2012	1						1		3	2
Burian, Philip	Doctorate - Management	2012	2		A=1 B=1			D=1	2			1
		2011	4	D=1	D=1			D=3	2	1		2
Burton, Sabina	PhD – Social Ecology	2012							3			1
Bythewood, Craig	PhD – Business Administration, Finance	2012									1	
		2011		D=2				1				1
Callahan, Caryl Ann	PhD – Business Administration, Finance	2012					A=1					1
Campagna, Daniel NO LONGER WITH NCU	PhD – Political Science	2012										
		2011			A=1						1	1
Chatterjee, Amitava	PhD - Business Administration, Finance	2012						A=2			5	1
Chen, Chia	PhD – Financial Economics	2012		C=1	C=5							1
Christensen, Jon	DBA – Management	2012					D=1				1	2
Ciemnoczolowski,	PhD – Industrial and	2012									2	1

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David	Operations Engineering	2011								1	1	
Collins, Matt NO LONGER WITH NCU	PhD – Public Administration, Public Affairs	2012										2
Cozine, Keith	PhD – Global Affairs	2012										1
		2011		A=2				1				1
Crews, Gordon NO LONGER WITH NCU	PhD – Elementary Education	2012										
		2011			D=1							1
Davis, Robert	PhD – Instructional Leadership	2012	3									1
Dickinson, Barry	PhD – Business Administration	2012			B=3							1
Enamait, John	PhD – Tech Management	2012									3	2
Fendler, Richard	Ph.D. Finance	2012		A=2 B=4	A=1 D=1							1
Fife, Leslie	PhD – Computer Science	2012			D=2			A=4			2	1
Fleck, Robert	Ph. D Business	2012	1	A=1						4	2	1
		2011		B=1						4		1
Fleck, Ruth NO LONGER WITH NCU	MS-Computer Science	2012										
		2011	1	B=1								2



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Flynn, Michael	PhD - Organization Development	2012			D=1						1	1
Frear, Dean NO LONGER WITH NCU	PhD – Organization & Management	2012										
		2011										
Fredericks, Elisa	PhD - Business, Marketing	2012									2	1
Ghormley, Yvette	PhD-Organization and Management, E-Business	2012	3		B=1		D=1	B=1 C=1	2			1
		2011					C=1	B=3	1			1
Grattan, Kelly	PhD - Admin & Leadership Studies, HS	2012	1								5	3
Greenia, Earl	PhD - Public Administration	2012							3			2
Guilbault, Melodi	DBA - Marketing	2012									1	1
		2011					A=1				1	1
Hajebi, Mojgan	PhD – Science Education, Computer Science	2012	1						1		1	1
Halstead, John	PhD – Business Administration, Finance	2012					B=1		1			2
		2012									4	1
Harkiolakis, Nick	PhD - Computer Science	2012			C=2							1
Harris, Mark	DBA - Business Administration	2012									2	1

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Hartman, Melissa NO LONGER WITH NCU	DBA - Management	2012										1
Heinze, Nathan	PhD - Business Administration	2012	1				A=3				1	1
		2011			C=1		A=1 C=1	1	1			
Hill, John NO LONGER WITH NCU	Ed.D – Higher Education Leadership	2012										
		2011			A=2							1
Hilliman, Charlyn NO LONGER WITH NCU	PhD - Criminal Justice	2012										
		2011										1
Hindo, Sandra NO LONGER WITH NCU	PhD - Political Science	2012										
		2011										1
Hogan, Kathleen	PhD-Government	2012									2	1
Igwe, Selwyn	PhD - Computer Science and Engineering	2012	1								2	1
Jaffke, Darlene	DBA - Marketing	2012			A=1							3
Kabia, Milton	PhD - BA - Computer and Information Security	2012	3	C=4	D=1						11	3
Kalbasi Anaraki, Nahid	PhD - Economics	2012	1		B=1							1
		2011	2									1
Kanyongo, Willmore	PhD - Mass Communications	2012					D=1	D=1				1
Kim, Namhee	PhD - Education, Work/Community/Family Education	2012			C=3							1

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Kostopoulos, George	PhD - Engineering	2012			D=1			D=1			1	1
Kroeten, Terrence	PhD - Business, Marketing	2012	1					A=2			1	2
Labach, Elaine	PhD – Business	2012			A=1						2	1
Laraqui, Saad		2012							1		6	1
Lauferweiller-Dwyer, Deborah NO LONGER WITH NCU	PhD – Public Policy and Administration	2012										
		2011										1
Lawrence, Robert	PhD-Business Administration, Management	2012										1
Lee, Kwang	PhD - Engineering Science	2012										
		2011			B=2 D=1							1
Lemley, Ellen	PhD - Political Science	2012	2					D=1				2
		2011	1					D=1				1
Li, Xiaoyan NO LONGER WITH NCU	PhD - Computer Science	2012										
		2011						A=1				1
Litton, Nathaniel	PhD - Statistics	2012							1			1
Lloyd, Karl	PhD - Business Administration	2012						A=1				1
Lueder, Sandra	PhD - Business	2012			A=1							1
Magner, Erik	PhD - Global Leadership, Organizational Management	2012			B=1						1	1
Main, Charles	MBA - International	2012										2



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NO LONGER WITH NCU	Management	2011	3									4
Maffei, Francis	Doctorate - Management	2012										
		2011										
McGrath, Robert	PhD - Business Administration - Management	2012		B=1	C=1		D=1				1	1
Medina, Jose	PhD - Business Administration	2012	1						1			1
Mellat-Parast, Mahour NO LONGER WITH NCU	PhD – Operations and Technology Management	2012										
		2011										
Montgomery, Donna	PhD – Organizational Psychology	2012										1
Morvey, Daniel	PhD- Applied Economics	2012							2			1
Muhammad, Beverly	DM -Management	2012		C=1				D=1			2	1
		2011		C=1					2		3	1
Nalbandov, Robert	PhD - International Relations and European Studies	2012		B=2	B=2							1
Neely Jr., Phillip	PhD - Public Policy and	2012	2	D=1	D=1				2			5

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	Administration, Nonprofit Mgmt and Leadership	2011			A=1		D=1		1		1	1
Parham, John NO LONGER WITH NCU	PhD - Political Science	2012										
		2011										1
Powell, David	PhD - Political Science	2012	1									
		2011		B=1 D=1	A=1						1	1
Rahim, Emad NO LONGER WITH NCU	Doctorate - Management	2012										
		2011	2									6
Ray Chaudhury, Sarita NO LONGER WITH NCU	PhD - Marketing	2012										
		2011										1
Ross, Jane	PhD - Justice Studies	2012	1									1
Salgado, Domingo NO LONGER WITH NCU	PhD-Computer Engineering with Distinction	2012										
		2011										1
Saye, Lisa	DPA - Public Administration	2012	1					C=3				1
		2011						C=3				1
Scott, Ronald	PhD - Public Administration	2012		D=1				A=1 D=1		1		1
		2011		C=1 D=1					2			1
Settles, Tanya	PhD - Public Affairs	2012			C=1					1		1
		2011			D=1							1



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Sharp, Christopher	PhD-Public Affairs	2012										
		2011			A=1					1	1	
Shaw, May	PhD – Mathematics, minor Statistics	2012										1
Skopek, Tracy NO LONGER WITH NCU	PhD – Political Science	2012							1			
		2011			B=1							1
Smith, Steven NO LONGER WITH NCU	PhD - Management	2012										
		2011										1
Snow, Fredrick	PhD – College of Business Admin – International Economics – minor International Business	2012									1	1
Soylu, Ali	PhD - Business Administration, Human Resource Administration	2012			B=1						1	1
Starks, Glenn	PhD - Public Policy & Administration	2012			D=2							2
Teneyuca, David		2012										1
Thanakijombat, Thanarek	PhD - International Business	2012	1								1	1
Torres, Jose	DBA - International Business	2012	2									1
Vaughan, Amy	PhD - Statistics	2012						A=1				1

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Vitali, Bevalee	PhD - Business Administration, Management	2012			D=2		D=1					2
Voris, Michael		2012	1	B=1								1
Wan, Isabel	PhD - Global Leadership	2012									1	1
Williams, Andre	PhD - Human Services, Criminal Justice	2012					D=1	1				1
		2011								2		1
Williamson, Bill	DPA - Public Administration	2012						1			2	1
Wood, Dermod	PhD - Management, International Business	2012	1								1	1
Wood, Evan	PhD - Tech Management (Indust Train and Devel)	2012		A=1								2
Yasin, Abeer	PhD - Engineering and Applied Science	2012	8	B=9	B=15				18			1

Standard #6 Educational and Business Process Management

a. Describe how you routinely provide reliable information to the public on your performance, including student achievement.

Northcentral University has voluntarily reported student performance data to IPEDS since 2007. Indicators of both student and institutional performance reported to IPEDS annually include:

Fall Submission:

- **Institutional Characteristics:** General contact information, Estimated Fall Enrollment, Student Services, Student Charges
- **Completions:** Conferred Degrees
- **12 Month Headcount:** Unduplicated Headcount by Race/Ethnicity/Gender, Instructional Contact Hours, Full-time Equivalent

Winter Submission:

- **Human Resources:** HR information on faculty and staff
- **Financial Aid:** Assessment of student aid usage and types

Spring Submission:

- **Fall Enrollment:** Finalized Fall Enrollment by Race/Ethnicity/Gender/Age
- **Finance:** General Accounting information

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These statistics are published on the Department of Education's website, <http://nces.ed.gov/ipeds/>; specifically <http://nces.ed.gov/collegenavigator/?q=northcentral+university&s=all&id=444130> for public viewing.

In addition, in compliance with the Student Right to Know (SRTK) Act, passed by Congress in 1990, Northcentral University's public website is updated annually disclosing graduation rates as defined by the Department of Education to prospective and active Students. Please see <http://www.ncu.edu/northcentral-global/consumer-information/graduation-rate>. Completions by award are also reported to the public here. These student performance data are also published on the Higher Learning Commission's website; disclosing degrees conferred in the last year: http://www.ncahlc.org/component/com_directory/Action,ShowBasic/Itemid,/instid,2162/

Inquiries from prospective and active Students are also routinely fielded by Northcentral University Enrollment Specialists and Academic Advisors regarding student performance measures such as retention, enrollment, and graduation rates specific to the School of Business and Technology Management. This section provides recent results of these performance indicators.

b. Curriculum

1. List any existing accredited degree programs/curricula that have been **substantially revised** since your last report and attach a Table - Standard 6, Criterion 6.1.3 – Undergraduate CPC Coverage for each program.

Northcentral University made minimal curricular changes to its programs in 2011. The largest change was the conversion from twelve weeks per course with suggested due dates to an eight-week calendar with fixed due dates. Course descriptions, learning outcomes, and titles were not changed. Course content was minimally affected by the calendar change. The course length and fixed due dates were made to improve student retention and degree progress.

Northcentral University SBTM staff made five substantial changes to the curricula in 2012. These changes were:

- (1) the addition of 3 specializations (BBA Project Management, Human Resource Management and MBA Entrepreneurship)
- (2) eliminated general education courses now that NCU is a degree completion institution and
- (3) changed the foundational courses in the BBA to include Managerial Accounting replacing Small Business Management.

See Table 6.3 for the BBA in Project Management and Human Resource Management CPC coverage. These specializations have the same programmatic structure as all other BBA specializations; students receive the same CPC coverage in all BBA specializations.

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MBA students

An MBA in Business Administration requires 30 credit hours beyond the bachelor's degree. The MBA program includes 15 credit hours of foundational courses. The foundational courses are taken by all students regardless of their undergraduate degree to form and strengthen fundamental business skills. The remaining 15 credit hours encapsulates a specialization aligned with the student's career goals. Students may also opt for a General Business specialization, electing 15 credit hours of cross-discipline courses. Elective courses must be appropriate to the student's degree program.

Below are tables that contain new curricula for the following specializations: BBA Project management, BBA Human Resource Management and MBA Entrepreneurship (see below).

BBA Project Management Specialization:

PM4000	Introduction to Project Management
PM4001	Leadership in Project Management
PM4002	Human Capital Management
PM4003	Quality and Performance of a Project
PM4004	Cost and Scheduling of a Project
PM4005	Procurement and Contact Management
PM4006	Risk Management
PM4007	Project Plan Capstone

BBA Human Resource Management Specialization:

HRM4000	Workforce Planning, Recruitment and Staffing
HRM4001	Human Resource Development
HRM4002	Compensation and Total Rewards
HRM4003	Strategic Issues in Human Resource Management
HRM4004	Employment and Labor Law
HRM4005	Human Resources Management Capstone

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MBA Entrepreneurship Specialization:

ENT5000-8	Innovation – The Entrepreneur and Intrapreneur
ENT5001-8	Strategic Market Assessments
ENT5002-8	New Venture Formation
ENT5003-8	Venture Capital and Private Equity
ENT5004-8	Sustainable Business Practices
ENT5005-8	Capstone: New Venture Business Plan Creation

Secondly, NCU's undergraduate programs are now degree completion focused. Any student entering Northcentral University's undergraduate programs must have at a minimum 60 course credit hours completed including their general education requirements. Admission to Northcentral University Bachelor's programs requires a high school diploma or equivalent and successful completion, at a regionally or nationally accredited institution, of all general education requirements needed for a bachelor's degree. This may take the form of either one of the following:

- a conferred Associate's degree OR
- 60 semester credits

A cumulative grade point average of 2.0 for the conferred degree or transfer credits is also required.

Thirdly, the School of Business and Technology Management (SBTM) team are teaching out and retiring the following general education courses and will no longer offer these courses:

RC1001	Composition 1
RC1002	Composition 2
LS1009	College Algebra
HU1002	African American Studies
HU1010	The Short Story
NS1004	Controversial Environmental Issues
NS1002	Introduction to Meteorology
PS1002	U S Government
SS1004	Sociology
LS1003	Understanding Media
SS1007	Psychology in Business

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SS1004	Sociology
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One hundred forty courses were retired because they no longer are relevant to current day requirements. Retired courses were removed from the Northcentral University Catalog, and replaced in students' degree programs.

Third and final change was made to 42 courses to ensure they mirrored the new Applied Experiential Learning Model adopted by NCU and contained updated unique content. The courses that changed are listed below:

PUB7005-8	Public Budgeting and Finance
HCA7019-8	Managerial Leadership within Managed Health Care Systems
MET7006-8	Operations Research
MET7020-8	Strategic Technology Management
MET7015-8	The Impact and Process Optimization of Technology
MET7002-8	Applications of Systems Theory
MET7003-8	Applications of Decision Theory
MIS7004-8	IT Data Communications Management
MIS7000-8	Information Technology Management
CJ7004-8	Organized Criminal Gangs
CJ7002-8	Delinquency and Criminal Justice
CJ5006-8	Drugs, Values and Society
CIS7009-8	Information Assurance from Legal and Ethical Issues
CIS7008-8	Advanced Risk Management in Information Assurance and Security
CIS7004-8	Foundations of Systems Certification and Accreditation
CIS7010-8	Disaster Recovery and Contingency Planning for the Security Professional
CS7005-8	Complex Database Management Systems
FIN7014-8	Managing Financial Institutions
MGT7006-8	Advanced Topics in Organizational Behavior
MGT7016-8	Managing Change
MGT7009-8	International Business
HRM7003-8	Labor Relations
HRM7004-8	Supervising in the 21 st Century
HRM7008-8	Legal Issues in Human Resources Management
MGT7026-8	Effective Managerial Communications

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IB7014-8	Cultural Environment of Global Business
IB7017-8	International Business Law & Environment
MKT7107-8	Marketing Theory and Strategic Planning
MKT7002-8	Customer Relationship Management Strategies
PM7000-8	Project Procurement Management
PM7004-8	Project Risk Management
PM7012-8	Multiple Project Management
PM7016-8	Managerial Budgets and Project Management
PM7008-8	Project Monitoring and Control
PM7020-8	Developing High Performing Teams in a Project Management Environment
MGT7002-8	Marketing Management
MGT7007-8	Strategic Management
MGT7027-8	Legal Implications in Management
FIN7013-8	Investment Portfolio Analysis
FIN7015-8	Advanced Financial Statement Analysis
MGT7013-8	Entrepreneurship
MGT7008-8	Production and Operations Management

2. List any **new** degree programs that have been developed and attach a Table - Standard 6, Criterion 6.1.3 – Undergraduate CPC Coverage for each new program since your last report.
None

3. List any accredited programs that have been terminated since your last report.
None

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Complete table 6.1. Provide three or four examples, reporting what you consider to be the most important data. It is not necessary to provide results for every process.

Standard #6 Organizational Performance Results

		Analysis of Results																																						
Performance Measure (Competency)	Description of Measurement Instrument	Areas of Success	Analysis and Action Taken	Results of Action Taken (occurs in the following year)	Insert Graphs or Tables of Resulting Trends for 3-5 Years (please graph all available data up to five years))																																			
Performance Measure	What is your measurement instrument or process?	Current Results	Analysis of Results	Action Taken or Improvement made	Insert Graphs or Tables of Resulting Trends																																			
Measurable goal	(Indicate length of cycle)	What are your current results?	What did you learn from the results?	What did you improve or what is your next step?	(3-5 data points preferred)																																			
What is your goal?																																								
Increase Student Retention (NSR) by 5% by EOY 2011.	The yearly performance measure (left) was adopted into Northcentral University's 2010 Strategic Plan.	Our new student retention rate is 47% for the year 2012. (See Appendix A.)	Continuous Enrollment and Leave of Absence policies were amended to meet DOE Title IV federal aid regulations. These policy changes in Sept. 2009 should be considered when analyzing the new student retention trend results from 2009-10.	As part of our 2012 Strategic Goal to support student success, we have hired salaried faculty in our foundation courses and are in the process of revising all course syllabi. With continued monitoring, both before and after periodic changes to curricula and course delivery, we are able to support student success at retention rates at Northcentral.	<table border="1"> <thead> <tr> <th colspan="5" style="background-color: #003366; color: white;">School of Business & Technology Management: New Student Retention Rate</th> </tr> <tr> <th style="background-color: #003366; color: white;">Degree Program</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>2012</th> </tr> </thead> <tbody> <tr> <td>Overall BTM</td> <td>45%</td> <td>59%</td> <td>47%</td> <td>47%</td> </tr> <tr> <td>BBA</td> <td>40%</td> <td>67%</td> <td>52%</td> <td>43%</td> </tr> <tr> <td>MBA</td> <td>51%</td> <td>58%</td> <td>45%</td> <td>47%</td> </tr> <tr> <td>DBA</td> <td>44%</td> <td>48%</td> <td>43%</td> <td>47%</td> </tr> <tr> <td>PhD-BA</td> <td>43%</td> <td>61%</td> <td>49%</td> <td>51%</td> </tr> </tbody> </table>	School of Business & Technology Management: New Student Retention Rate					Degree Program	2009	2010	2011	2012	Overall BTM	45%	59%	47%	47%	BBA	40%	67%	52%	43%	MBA	51%	58%	45%	47%	DBA	44%	48%	43%	47%	PhD-BA	43%	61%	49%	51%
School of Business & Technology Management: New Student Retention Rate																																								
Degree Program	2009	2010	2011	2012																																				
Overall BTM	45%	59%	47%	47%																																				
BBA	40%	67%	52%	43%																																				
MBA	51%	58%	45%	47%																																				
DBA	44%	48%	43%	47%																																				
PhD-BA	43%	61%	49%	51%																																				

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Standard 6 - Organizational Performance Results (cont'd)

Performance Measure (Competency)	Description of Measurement Instrument	Analysis of Results		Results of Action Taken (occurs in the following year)	Insert Graphs or Tables of Resulting Trends for 3-5 Years (please graph all available data up to five years))																																										
		Areas of Success	Analysis and Action Taken																																												
Program Enrollment	Program Enrollment is calculated by counting all degree and certificate seeking students who had a course start at any time during the reporting year where the student was vested in the tuition cost of the course.	Northcentral is showing positive growth of all its Business programs. Overall Program Enrollment has increased 35% from 2008 to 2012. The greatest increase in enrollment from 2008-2012 is the DBA program by 127%.	The university has taken steps to improve all its foundational courses to help the student become familiar with the university resources, prepare for effective time management and to recognize the academic rigor of their academic programs.	Northcentral has a strong focus on recruitment and retention. Enrollment continues to grow and meet expectations. We are making a conscious effort to encourage more of our doctoral students to elect the DBA program. Enrollment figures show we have been successful while maintaining growth patterns.	<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th colspan="6">Yearly Business Program Enrollments</th> </tr> <tr> <th>Award</th> <th>'08</th> <th>'09</th> <th>'10</th> <th>'11</th> <th>'12</th> </tr> </thead> <tbody> <tr> <td>BBA</td> <td>258</td> <td>311</td> <td>421</td> <td>397</td> <td>286</td> </tr> <tr> <td>MBA</td> <td>726</td> <td>686</td> <td>744</td> <td>736</td> <td>966</td> </tr> <tr> <td>DBA</td> <td>637</td> <td>684</td> <td>952</td> <td>1154</td> <td>1445</td> </tr> <tr> <td>PHD-BA</td> <td>2042</td> <td>2292</td> <td>2769</td> <td>2591</td> <td>2381</td> </tr> <tr> <td>Totals</td> <td>3702</td> <td>4009</td> <td>4933</td> <td>4911</td> <td>5091</td> </tr> </tbody> </table>	Yearly Business Program Enrollments						Award	'08	'09	'10	'11	'12	BBA	258	311	421	397	286	MBA	726	686	744	736	966	DBA	637	684	952	1154	1445	PHD-BA	2042	2292	2769	2591	2381	Totals	3702	4009	4933	4911	5091
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Standard 6 - Organizational Performance Results (cont'd)

Performance Measure (Competency)	Description of Measurement Instrument	Analysis of Results		Results of Action Taken (occurs in the following year)	Insert Graphs or Tables of Resulting Trends for 3-5 Years (please graph all available data up to five years))					
		Areas of Success	Analysis and Action Taken							
4-Year Trend: School of Business & Technology Management Graduates by Degree Program	Graduation rates as defined by IPEDS limit the population counted to First Time in Any College (FTIACs) Students, of which Northcentral's count is often 0. In Northcentral's SRTK Disclosure , we are compelled to report our grad rate as "n/a" as a result of how grad rates are defined.	Northcentral has worked hard to define metrics that, although not identical to those prescribed by IPEDS, use most of the same parameters and, more importantly, are meaningful to Northcentral in comparing trends over time.	As Northcentral offers more accredited programs and our student base grows, so will our yearly numbers in graduations.	Northcentral moved to full-time dissertation chairs in 2012 to improve retention, graduation, and even more importantly, dissertation quality. Assessment demonstrates that quality improvement. Based on this success, full-time faculty are being hired to teach the foundational courses. At the undergraduate level, we are moving toward a degree completion concept and incoming student will have	Business Graduates by Yr. by Program					
					Award	'08	'09	'10	'11	'12
					Bachelors	36	36	76	83	47
					Masters	120	155	190	161	121
					Doctoral	103	82	75	89	89
					Certificate	14	8	16	6	10
					Total Graduates	273	281	357	339	267

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Performance Measure (Competency)	Description of Measurement Instrument	Analysis of Results		Results of Action Taken (occurs in the following year)	Insert Graphs or Tables of Resulting Trends for 3-5 Years (please graph all available data up to five years))
		Areas of Success	Analysis and Action Taken		
				<p>completed the equivalent of the first two years of college before taking NCU courses. We expect that this will also improve graduation rates and retention. Strategic alliances are being formed with two-year institutions. In addition, the MBA program now offers an accelerated path to degree completion without sacrificing quality. It is believed that this change will also improve graduation and retention rates.</p>	

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Complete the following table if you have new programs or substantially changed an accredited program.

**Table 6.3a Standard #6, Criterion 6.1.3
Undergraduate Common Professional Component (CPC) Compliance**

Hour Class Sessions by CPC Topic													
Core Courses	CORE COUSES	a1 MKT	a2 FIN	a3 ACC	a4 MGT	b1 LAW	b2 ECO	b3 ETH	b4 GLO	c1 IS	c2 STAT	d POL/COMP	Total
LS1010	Search Strategies									5		5	10
BUS4019	Ethics in Business	10			10	10		100		5			135
BUS3001	Basic Business Law		20		15	100							135
BUS3003	Computer Information Systems				20					100		15	135
BUS3004	Economics	5	15				90		10			15	135
BUS4000	Essentials of Marketing	90						10	10	15		10	135
BUS4020	The Dimensions of Global Business	15	10		20				75		5	10	135
BUS4003	Money, Banking and Business Finance		115	5			10		5				135
BUS4025	Introduction to Basic Statistical Analysis									15	120		135
ACT4050	Managerial Accounting		10	75	15			10	10	5		10	135
SKS4000	Comprehensive Strategic Knowledge	10	25	10	10	5	10	10	10	10	5	30	135
	Totals	130	195	90	90	115	110	130	120	155	130	95	

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Note: In general, classes should not show total CPC contact hours of more than 150 percent of the course's total contact hours. Exceptions to this guideline would include an interdisciplinary capstone course. The substance of this requirement also applies to schools measuring coverage by percentage of a 3-hour course.

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Appendix A: Northcentral University KPI Definition New Student Retention

Name	New Student Retention
Description of Calculation	Retention is calculated by dividing the sum of a cohort's remaining enrollment after 12 months and the cohort's graduates over the period by the beginning enrollment of the cohort. To reflect monthly starts, each cohort includes all Students who started a program on the first of month X of year 1 and who were retained through the first of month X of year 2. Students are considered retained if they are actively enrolled in a course 12 months after their program start date.
Interpretation	Retention is an industry indicator of success in which Students remain part of the University enrollment or successfully complete their programs. This definition has been adapted from that used by the Accrediting Bureau of Health Education Schools which faces a challenge similar to NCU; that is, a need to define retention outside the traditional semester system. Having defined a 12 month period to be a reasonable timeframe for measuring retention, rolling 12 month cohorts beginning on the first of each month were established to reflect Northcentral's rolling enrollment periods. Including the cohort's graduates with those retained in the cohort in the numerator allows for those Learners who successfully complete their programs in less than 12 months to count positively toward retention, something not allowed in more traditional calculations which only consider the retention of full-time, first time freshmen. Yearly retention is the average of 12 consecutive cohort retention rates.
Calculation Formula	Retention = (Remaining Cohort Enrollment + Cohort Graduates) / Cohort Beginning Enrollment aka $R = (RE+G)/BE$
Definitions	DATE1 = Initial date of retention period DATE2 = DATE1 + 12 months (e.g., DATE1 = 1/1/2006, DATE2 = 1/1/2007)
Unit of Measure	%
Direction of Improvement	Maximize
Industry Relevance	Education
Related KPIs	General Retention

Appendix B: Specialization Learning Outcomes**BBA**

Accounting

- Assess the decision role and responsibilities of operations in relation to the student's specialty;
- Demonstrate effective written communication skills using various online communication mechanisms;
- Demonstrate skills in the analysis, summarization, and explanation of accounting practices; and
- Apply general principles or methods to specific business situations.

Applied Computer Science

- Assess the decision role and responsibilities of operations in relation to the student's specialty;
- Implement a system or component with respect to a variety of criteria relevant to the task;
- Demonstrate effective written communication skills using various online communication mechanisms; and
- Apply general principles or methods to specific business situations.

Criminal Justice

- Assess the decision role and responsibilities of operations in relation to the student's specialty;
- Demonstrate effective written communication skills using various online communication mechanisms;
- Analyze theories which attempt to explain criminal behavior;
- Investigate the effectiveness of policing styles and recommend strategies to foster improved;
- relations between police and the community they serve; and
- Apply general principles or methods to specific business situations.

Homeland Security

- Assess the decision role and responsibilities of operations in relation to the student's specialty;
- Formulate effective application of security theories to homeland security needs;
- Demonstrate effective written communication skills using various online communication mechanisms; and
- Apply general principles or methods to specific business situations.

Human Resource Management

- Assess the decision role and responsibilities of operations in relation to the student's specialty;
- Apply general human resources concepts to a given business situation;
- Demonstrate effective written communication skills using various online communication mechanisms; and
- Apply general principles or methods to specific business situations.

Management

- Assess the decision role and responsibilities of operations in relation to the student's specialty;
- Demonstrate effective written communication skills using various online communication mechanisms;
- Develop skills and knowledge of basic concepts of management operations and activities; and
- Apply general principles or methods to specific business situations.

Marketing

- Assess the decision role and responsibilities of operations in relation to the student's specialty;
- Understand how to develop, analyze, and evaluate strategic and tactical marketing plans;
- Demonstrate effective written communication skills using various online communication mechanisms; and
- Apply general principles or methods to specific business situations.

Project Management

- Assess the decision role and responsibilities of operations in relation to the student's specialty;
- Demonstrate effective written communication skills using various online communication mechanisms;
- Describe principles of project management as they apply to the real world project environment; and
- Apply general principles or methods to specific business situations.

MBA

Applied Computer Science

- Apply theoretical knowledge of business to meaningful personalized professional needs;
- Analyze problems to develop solutions involving computer hardware and software; and
- Formulate effective written communication skills using various online communication mechanisms.

Computer and Information Security

- Apply theoretical knowledge of business to meaningful personalized professional needs;
- Assess information security risks in multiple environments and recommend alternative solutions; and
- Formulate effective written communication skills using various online communication mechanisms.

Criminal Justice

- Apply theoretical knowledge of business to meaningful personalized professional needs;
- Formulate recommendations that address current problems within the criminal justice system; and
- Formulate effective written communication skills using various online communication mechanisms.

Entrepreneurship

- Apply theoretical knowledge of business to meaningful personalized professional needs;
- Design a new venture business plan that encapsulates the cultural and economic environment; and
- Formulate effective written communication skills using various online communication mechanisms.

Financial Management

- Apply theoretical knowledge of business to meaningful personalized professional needs;
- Analyze the components and the role of the financial system including the financial institutions and investors; and
- Formulate effective written communication skills using various online communication mechanisms.

General Business

- Apply theoretical knowledge of business to meaningful personalized professional needs;
- Evaluate alternative business solutions and strategies for a variety of business situations; and
- Formulate effective written communication skills using various online communication mechanisms.

Health Care Administration

- Apply theoretical knowledge of business to meaningful personalized professional needs;
- Generate strategies to improve health and healthcare that address diverse sociocultural, political, ethnic, and geographic perspectives; and
- Formulate effective written communication skills using various online communication mechanisms.

Homeland Security

- Apply theoretical knowledge of business to meaningful personalized professional needs;
- Evaluate and implement existing researched solutions of manmade and natural disasters into homeland security operations; and
- Formulate effective written communication skills using various online communication mechanisms.

Human Resource Management

- Apply theoretical knowledge of business to meaningful personalized professional needs;
- Apply theoretical human resources concepts to applicable professional business situations; and
- Formulate effective written communication skills using various online communication mechanisms.

International Business

- Apply theoretical knowledge of business to meaningful personalized professional needs;
- Assess the differences between domestic and international business practices for appropriate solutions; and
- Formulate effective written communication skills using various online communication mechanisms.

Management

- Apply theoretical knowledge of business to meaningful personalized professional needs;
- Analyze the ethical and operational roles of managers and business leaders; and
- Formulate effective written communication skills using various online communication mechanisms.

Management Information Systems

- Apply theoretical knowledge of business to meaningful personalized professional needs;
- Show how Management Information Systems can provide a business with a competitive advantage;
- Formulate effective written communication skills using various online communication mechanisms.

Management of Engineering and Technology

- Apply theoretical knowledge of business to meaningful personalized professional needs;
- Propose alternative solutions to the use and implementation of technology in a variety of business environments; and
- Formulate effective written communication skills using various online communication mechanisms.

Marketing

- Apply theoretical knowledge of business to meaningful personalized professional needs;
- Assess a firm's marketing and competitive environment for appropriate solution application; and
- Formulate effective written communication skills using various online communication mechanisms.

Project Management

- Apply theoretical knowledge of business to meaningful personalized professional needs;
- Apply principles of project management to a real world project environment; and
- Formulate effective written communication skills using various online communication mechanisms.

Public Administration

- Apply theoretical knowledge of business to meaningful personalized professional needs;
- Design resolution techniques for private and public sector issues based on particular market indicators; and
- Formulate effective written communication skills using various online communication mechanisms.

Doctoral

Advanced Accounting

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Evaluate advanced techniques of accounting analysis to manage and control future trends in the business operation; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Applied Computer Science

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Assess strategies for effective design and appropriate application in designing computing systems; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Computer and Information Security

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Formulate strategic solutions for possible breaches of information assets from a variety of threats; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Criminal Justice

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Hypothesize and design solutions to real life problems within the criminal justice system; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Financial Management

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Assess financial statements and related metrics for business analyses;
- Analyze and use risk metrics for managing financial institutions; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

General Business (DBA only)

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Assess business problems in a variety of environments and recommend appropriate solutions; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Health Care Administration

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Evaluate the theories, research, and ethical parameters guiding healthcare administration; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Homeland Security Leadership and Policy

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Interpret and evaluate conclusions derived from research into the causes and methods of mitigating, responding to, and recovering from manmade and natural disasters; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Human Resources Management (DBA only)

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Apply the human resources concepts and theories from the research to the human resources field; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Industrial Organizational Psychology

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Evaluate the use of psychological principles as applied to personal, social, and organizational issues; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

International Business

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Evaluate real world international business organization's problems by application of qualitative, and quantitative research methodology in achieving alternative solutions, and outcomes; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Management

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Assess management theories and practices of a business environment to formulate solutions to financial, operational, and ethical issues; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Management of Engineering and Technology

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Evaluate the appropriate application and use of technologies in a variety of work environments; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Management Information Systems

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Assess Management Information Systems based on different business scenarios; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Marketing

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Develop a systems approach to marketing; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Organizational Leadership

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Assess appropriate strategies for guiding an organization in a variety of business environments; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Project Management

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Formulate through research project concepts and theories for application to a project environment; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.

Public Administration

- Formulate research dissertations that contribute scholarly solutions business issues, problems, and challenges within the global society;
- Design, organize and produce subject matter data analysis and findings for final publication and dissemination to business or policy administrators, students and journals; and
- Apply skills related to accessing, evaluating, and preparing scholarly materials in print and electronic forms as related to business in general and to the student's specialization.