

GUIDELINES

for CEEMAN International Quality Accreditation

Policy and Procedures¹

1. General principles and main objectives of CEEMAN International Quality Accreditation (IQA) are:

- 1.1. To assist management development institutions in developing a clear and meaningful focus that will result in the creation and delivery of high quality relevant management education, knowledge, and materials appropriate to their environment;
- 1.2. To identify the critical dimensions and criteria that an institution needs to follow in order to create, improve and sustain high quality relevant management education knowledge, and materials appropriate to its environment;
- 1.3. To assure customers and users of an accredited institution that the institution is pursuing and achieving the critical dimensions and criteria for high quality relevant management education, knowledge, and materials appropriate to its environment;
- 1.4. To help senior administrators, faculty members and staff working in management development institutions understand their role in the pursuit of the institution's mission and focus, and encourage them to provide their own contributions to the institution's continuous self-improvement processes;
- 1.5. To help management development institutions appropriately respond to the challenges of a fast changing environment.
- 1.6. Starting from 26 September 2007, institutions that apply for CEEMAN IQA for the first time will be granted accreditation for six years (upon successful completion of accreditation requirements). After six years, they may apply for a six-year re-accreditation.
- 1.7. Institutions that have already been awarded CEEMAN IQA before 26 September 2007, will apply for six-year period re-accreditation.

2 Eligibility

- 2.1. Accreditation is granted to the institutions (university faculties such as business schools, commerce schools, schools of management or schools of economics) that are engaged in the education of future managers and offer at least one degree program that is certified by the institutions national education standards;
- 2.2. Institutions that can apply for accreditation include those delivering undergraduate programs in business administration (management), graduate programs (MBA programs), Masters of Science in management (MSc) or executive degree programs (Executive MBA);
- 2.3. If the BBA or MBA degree program is executed by more than one institution, all institutions participating in it with more than 30% of the total program load will be

¹ Latest update: December 2011

treated as major contributing institutions and will be included in the accreditation process;

2.4. Institutions that can apply for accreditation must have documentary proofs of national and/or international recognition (licences, certificates, etc.);

2.5. In order to have credibility, the BBA and/or MBA program must have been producing graduates for at least five (5) cohorts (normally five years) with the total number of graduates from each program of not less than 60 before accreditation can be asked for;

2.6. Programs must have a minimum cohort or annual year group intake of 25 students; Any institution that applies for accreditation from CEEMAN must be a CEEMAN member;

2.7. Any institution that applies for accreditation must have at least five (5) years of continuous business/management education as part of their mission.

2.8. Institution's general purpose and value are consistent with PRME-Principles for Responsible Management education and translated into four specific areas:

2.8.1. The institution prepares and delivers a regular Sharing Information Progress (SIP) report to PRME website that collects the report from all institutions. This annual report is also made available to the students, customers, local business environment and all stakeholders as part of the institutions public documentation.

2.8.2. The institution actively practices the principles of sustainability by promoting and monitoring its own energy conservation, water conservation, reduction of waste, and environmental management actions.

2.8.3. The institution will create educational frameworks, materials, processes and environments that enable effective learning experience for responsible leadership. In addition, the curriculum of the management programs in the institution contains explicit classes, lessons, materials, topics, and projects that enable the participants in the programs to understand and practice the principles of creating sustainable, social, environmental, and economic values.

2.8.4. The institution will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable, social, environmental and economic value. The faculty of the institution are actively engaged in pursuing research, consulting, media communications, and dissemination of materials, dialogues, and tracking efforts regarding the development of a sustainable global economy.

3 Accreditation process and costs

3.1. The institution seeking accreditation should submit filled-in accreditation application form in electronic and printed format to CEEMAN Office and Accreditation Director, along with the approved English copies of the institution's registration document. CEEMAN Accreditation Director, together with the Accreditation Committee President and two members of the CEEMAN Board, will decide on applicant's eligibility to start accreditation procedure based on the submitted documents. Accreditation Director will inform the applicant about its eligibility and further steps.

3.2. Those institutions that are eligible for accreditation may begin the process by obtaining the information necessary for the self-assessment report from the CEEMAN website or from the CEEMAN office.

3.3. The institution will submit filled-in accreditation application form in electronic and printed format to CEEMAN Office and Accreditation Director, along with the approved English copies of the institution's registration document. Upon the acceptance of the application form, CEEMAN Accreditation Director will advise the school to start preparing self-assessment report.

3.4. The self-assessment report must include all the relevant information outlined in the self-assessment report instructions available on the CEEMAN website. Omissions of any

information will seriously diminish the possibility of the institution being given accreditation.

3.5. The language used in the accreditation process will be English. All the documents prepared solely for the purpose of accreditation will be prepared in English.

3.6. The institution seeking accreditation will send an electronic and printed copy of its self-assessment report to the CEEMAN Office and CEEMAN Accreditation Director, and complete the payment of a fee of 3,500 EUR to CEEMAN.

3.7. Once the self-assessment report and the fee has been received, the CEEMAN Accreditation Director will read and evaluate the self-assessment report. Based upon the Director's assessment of this document, the Accreditation Director will determine if the institution is a suitable candidate for peer review.

3.8. If the Accreditation Director determines that the institution is not yet a suitable candidate for peer review, the Accreditation Director will prepare a written report to the institution identifying those dimensions of the accreditation criteria that are not acceptable, and make recommendations to the institution where they can obtain assistance or resources to assist them in becoming suitable candidates. If the institution so wishes, it can invite the Accreditation Director to come to the institution to discuss the areas for improvement. The cost of this visit will be covered by the institution.

3.9. If the Accreditation Director determines that the institution is a suitable candidate for peer review, the Accreditation Director will notify the institution and commence making arrangements to assemble a peer visit team. At this point, the Institution will pay an additional fee of 7,000 EUR to CEEMAN.

3.10. The Accreditation Director appoints the Peer visit team members from the pool of experts approved by CEEMAN Board, and selects the chairman of the team. Peer visit team is composed of three experts, at least one being from Western Europe or North America. The team members should have significant experience in both academic matters and institution/program leadership/administration. Ideally, the members of the peer visit team come from different academic business disciplines.

3.11. The peer visit team will be given a copy of the self-assessment report by the Accreditation Director. Each member of the team will read and evaluate the self-assessment report, using a criteria satisfaction list for each of the accreditation dimensions. Based upon this evaluation of the self-assessment report, the peer visit team will identify the issues and topics to be addressed during the peer visit to the institution.

3.12. Once the peer visit team has completed its evaluation of the self-assessment report of the institution, the Accreditation Director will arrange with the institution to have the peer visit team to go to the institution. The expenses for this peer visit (transportation, accommodation, meals, and ancillary expenses) will be paid to experts by the institution not later than the end of the peer visit. The institution will grant the peer visit team free access to its facilities, employees and information related to the accreditation request. It will also make a reasonable effort to grant the peer visit team access to its customers and other business partners related to the accreditation request. In case that some existing documents written in other languages have to be reviewed during the peer visit or that the peer visit team has to attend classes or communicate with persons in a language other than English, the host institution will provide interpreters to work with the members of the peer visit team. It is expected that the peer visit will require at least two (2) full days for completion.

3.13. Upon completion of the peer visit, the peer visit team will share their observations and findings. The chairman of the peer visit team will be responsible for completing the final peer visit report and recommendation for accreditation. This report will be sent to the CEEMAN Office and Accreditation Director. The report will summarize the findings of the team as well as an explicit recommendation for six-year accreditation.

3.14. In exceptional circumstances, if the peer visit team concludes that the self-assessment report did not suitably or fairly reflect the reality that the peer visit team observed in the visit, the team could recommend no accreditation.

3.15. Upon receiving the report from the peer visit team, the Accreditation Director will forward the report and his recommendations to the CEEMAN Accreditation Committee. The CEEMAN Accreditation Committee will make the final decision regarding accreditation or re-accreditation. The Accreditation Director will notify the institution of the committee's decision.

3.16. At the CEEMAN annual conference, the CEEMAN President, CEEMAN Accreditation Committee President, and CEEMAN Accreditation Director will award the accreditation certificate to the institution thus permitting the institution to use the CEEMAN accreditation logo on their materials.

3.17 Institutions which are applying for re-accreditation after expiry of their current CEEMAN accreditation will be required to go through similar process as described above. It will be required to complete and submit the self-assessment report to IQA Accreditation Director prior to the end of the fiscal year of their initial accreditation or previous re-accreditation. The Accreditation Director can give an extension of up to six months, due to extenuating circumstances for the institution to complete and submit the self-assessment report. During this period, the institution will not be permitted to use the IQA logo on its website or any of its documents. If self-assessment report is not completed and submitted by the end of this period, the accreditation for the institution will be terminated and the institution will have to undergo the full process for accreditation.

3.18. The fees for the accreditation process, honorariums to peer review team and Accreditation Committee members, remuneration of the Accreditation Director, and operating expenses for the accreditation process shall be determined by the CEEMAN Board and managed by the CEEMAN Office.

3.19 The fees and other costs paid by the institution for the accreditation are non-refundable regardless the decision on accreditation.

3.20. Any appeals against decisions taken by the Accreditation Director can be made to the CEEMAN Board. Appeals must be based on evidence of inconsistencies or irregularities in process but not on disagreement with decisions;

The accreditation process summary is presented on pages 6-8 of this document.

4. Self-Assessment Report

4.1. The main objectives of the self-assessment report are:

- to stimulate a systematic review and analysis of the institution's focus, mission, objectives, programs, research, faculty, processes, systems, facilities, and actual performance in relation to the CEEMAN International Quality Accreditation criteria and dimensions, in the context of the institution's specific environment
- To provide data and information to the Accreditation Director who will assess suitability of the institution for peer review, the members of the peer visit team who will be responsible for conducting the assessment of the institution and for making the recommendation for accreditation, and the Accreditation Committee who will be responsible for making the final decision regarding accreditation of the applying institution.

4.2. In particular, the self-assessment report should comment on:

- The mission and strategic focus given the demands and constraints of the available resources and the situation of the institution's local environment;
- Progress with respect to the implementation of the mission and strategy;

- Consistency of programs, research, faculty, and resources with the mission and strategic focus of the institution;
- How the programs and research meet the needs of customers who are students/participants in the programs, or sponsors;
- The adequacy of resources, processes, faculty, and facilities to provide high levels of satisfaction and service;
- Demonstrated concern for issues of corporate social responsibility / responsible leadership / values and ethics;
- How the institution provides leadership to the relevant business community.

The specific details of the required information, metrics, and content will be provided in files available on the CEEMAN website for CEEMAN Accreditation.

4.3. The following dimensions and criteria will be covered in the self-assessment report:

- Mission; strategic focus
- Legal status and governance
- Main achievements to date
- Program structure and participant processes
- Program and curricula development; educational innovations
- Learning outcomes; participant and program evaluation processes
- Faculty
- Research and contributions to management theory and practice
- Resources and support processes
- Applications of technology
- Business / financial model and results; financial viability
- How the institution meets the needs of its local environment and constituents; progress on internationalization

5. Peer visits

5.1 Peer visit teams will be formed by the Accreditation Director and composed of three experts, generally consisting of at least one expert from Western Europe or North America.

5.2. Peer visit objectives are:

- to undertake an audit of the information, metrics, and statements presented in the self-assessment report in order to verify that the institution meets the requested dimensions and criteria for accreditation;
- to advise the institution on improvement possibilities;
- to prepare the report for the Accreditation Director identifying the observations of the peer visit and the recommendation for accreditation or non-accreditation.

5.3. Peer visits should be organized in the period when the key programs of the institution are being actively executed so that the peer visit team can attend those programs. In case the programs are executed by more than one institution, visits to all major contributing institutions should be organized (although only the visit to the leading institution has to be done during programs execution) and detailed information about other sites should be provided on request.

5.4. The typical duration of the peer visit is foreseen to be at least two (2) days. Dates and length as well as the agenda of the peer review team are to be agreed between the Accreditation Director and the institution. Accreditation Director informs the Peer review team about the agenda and other details of the visit before the visit takes place.

5.5. The peer review team will check the main points of the self-assessment report and focus on those issues which appear most critical for that particular institution in meeting the accreditation criteria.

5.6. The peer visit team will prepare a detailed report about its findings with an explicit recommendation to the Accreditation Director concerning the final decision. The report will also include explicit reference to all items that have to be improved or the list of reasons for which the peer visit team recommends the rejection of the request for accreditation.

6. Accreditation Committee

6.1. The primary objectives of the Accreditation Committee are to develop and maintain dimensions and criteria concerning accreditation, to serve as a professional body representing CEEMAN vis-a-vis similar bodies of other associations or committees and to grant accreditation to institutions.

6.2. The Accreditation Committee will regularly monitor the activities of national accreditation bodies in Central and Eastern Europe, as well as accreditation practices worldwide. It will offer advice to the national accreditation bodies in developing/implementing accreditation policies.

6.3. In particular, the Accreditation Committee will work closely with national accreditation bodies with the aim of achieving similarity of quality standards which would allow for cross-accreditation between the CEEMAN Accreditation process and particular national accreditation bodies.

6.4. The Accreditation Committee will offer advice to CEEMAN members in obtaining accreditation from national accreditation bodies where no cross-accreditation is agreed upon between CEEMAN and the national accreditation body.

6.5. The Accreditation Committee will have five members in total (three full members plus the Accreditation Director plus the Accreditation Committee President).

6.6. All Accreditation Committee members will be nominated by the CEEMAN Board. All the nominees will be confirmed at the CEEMAN Annual Meeting for a period of no less than two years.

6.7. The membership on the Accreditation Committee will be such that at least one new member is elected to the committee every other year.

6.8. The Accreditation Committee will make decisions on the basis of simple majority of the total number of members.

6.9. The Accreditation Committee will regularly meet once a year with the specific objective of reviewing the accreditation standards and policies and preparing an annual report on activities for the CEEMAN Board.

6.10. Based on the situation at hand, the Accreditation Committee President will define whether the Accreditation Committee will decide about a particular issue through phone/mail consultations and voting or at an extraordinary meeting.

6.11. The decisions of the Accreditation Committee are final.

6.12. Concerns about the process of the Accreditation Committee can be raised with the CEEMAN Board.

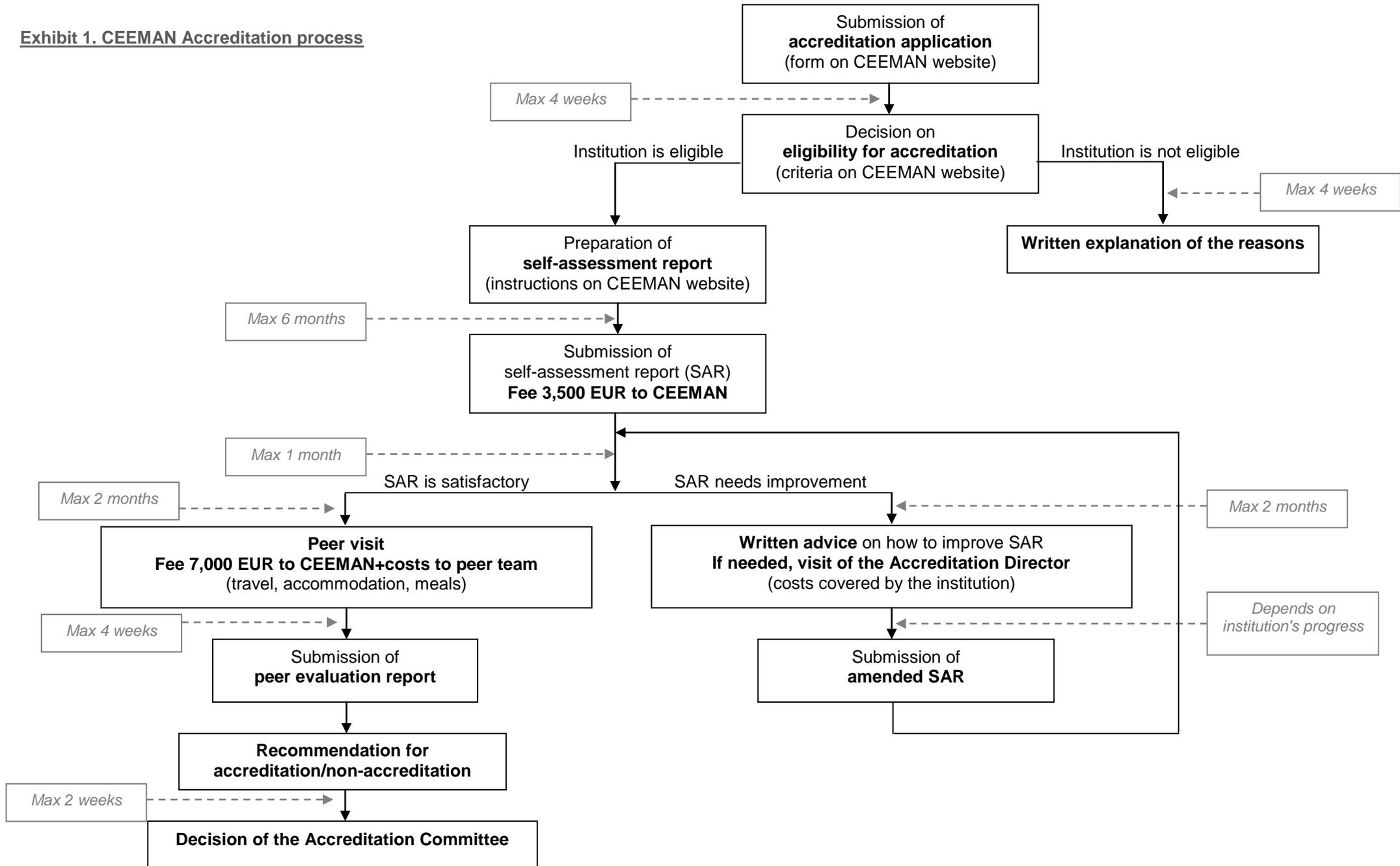
CEEMAN Accreditation Process

As long as the institution meets the conditions for eligibility, the procedure is then as follows:

- The institution submits application form and related documents.
- If the eligibility of the institution is confirmed by the Accreditation Director, the institution starts preparing self-assessment report (SAR), which should be then submitted in both electronic and printed form to CEEMAN Office and Accreditation Director and pays the fee of 3,500 EUR* to CEEMAN;
- Accreditation Director reviews SAR and decides whether it is sufficient for the peer review;
- If SAR needs improvement, Accreditation Director prepares a written explanation and recommendations for improvement. Recommendations may be made on any other major deficiency. If required, arrangements can be made for a visit of Accreditation Director to the institution to discuss his report;
- If SAR is sufficient, Accreditation Director creates a three-person peer visit team, provides each member of the team with a copy of institution's SAR, and appoints one member responsible for the generation of peer visit report and recommendations for accreditation (members of the peer visit team can not act as consultants to the institution in self-assessment report preparation);
- Accreditation Director informs the institution that a peer visit team is being created and instructs it to make additional payment of 7,000 EUR*. The institution will also cover the costs of the peer team visit (transportation, accommodation, meals, and ancillary expenses) not later than the end of the visit;
- Peer visit team conducts an audit of the institution's SAR to assess quality, structure, material of all courses in each according to the area of expertise of the peer team members, and prepares questions and issues for discussion during the visit. Based upon the visit, the peer visit team submits a report to the Accreditation Director and CEEMAN Office on their findings and recommendations;
- Upon evaluation of the peer visit team report, Accreditation Director submits recommendation to the Accreditation Committee regarding six-year accreditation or non-accreditation of the institution;
- Accreditation Committee makes decision on accreditation, and Accreditation Director informs the institution about the results;
- As the positive decision about accreditation is made, the institution is also granted permission to use CEEMAN IQA logo in their materials for the term of accreditation. Accreditation certificate is issued and delivered at the CEEMAN Annual Conference or at any other occasion if preferred by the institution.

*In some cases, 22% VAT might apply, depending on the legal status of the applicant's institution.

Exhibit 1. CEEMAN Accreditation process



CEEMAN re-accreditation process

- The institution submits re-accreditation application form (the same as for accreditation) and self-assessment report (SAR) in both electronic and printed format to CEEMAN Office and Accreditation Director and pays the fee of 5,000 EUR* to CEEMAN;
- Accreditation Director reviews the SAR and determines whether it is sufficient for the peer review;
- If the SAR needs improvement, Accreditation Director prepares a written explanation and recommendations for improvement. Recommendations may be made on any other major deficiency. If required, arrangements can be made for a visit of Accreditation Director to the institution to discuss his report;
- If SAR is sufficient, Accreditation Director informs the institution about the peer review visit (consisting of one peer expert and Accreditation Director) and instructs it to make additional payment of 3,000 EUR*. The institution will also cover the costs of the peer expert and Accreditation Director (transportation, accommodation, meals, and ancillary expenses) not later than the end of the visit;
- Upon evaluation of the peer visit report, prepared by a peer expert, Accreditation Director submits recommendation to the Accreditation Committee for six-year accreditation of the institution;
- Accreditation Committee makes decision on re-accreditation, and Accreditation Director informs the institution about the results;
- As the positive decision about re-accreditation is made, the institution is also granted permission to use CEEMAN IQA logo in their materials for the term of accreditation. Accreditation certificate is issued and delivered at the CEEMAN Annual Conference or at any other occasion if preferred by the institution.

*In some cases, 22% VAT might apply, depending on the legal status of the applicant's institution.

Exhibit 2. CEEMAN Re-accreditation process

