NBEAC ACCREDITATION PROCESS MANUAL

OCTOBER 8, 2024

Control Table				
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Preface

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

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

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Islamabad   Oct, 2024

Acronyms and Abbreviations

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

Section I: Introduction to NBEAC Accreditation

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

1.1 Origin of NBEAC

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

1.2 Vision and Mission Statement

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

Vision of NBEAC:

"Enhancing the Quality of Business Education"

Mission:

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

1.3 Objectives of NBEAC

The following are some of the key objectives of NBEAC:

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

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

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

1.4   Scope of Accreditation

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

1.5   Stages of Program Accreditation

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

- **Registered Status**: A business degree program attains a registered status after completing the initial registration application (online or word document) and payment of fee. The registered status allows business school to avail the facility of mentoring, and to participate in educational, training and development activities of NBEAC.

- **Eligibility Status**: A business degree program achieves eligibility status for accreditation after clearing the screening of registration application. The application is initially screened by NBEAC secretariat and then shared with the Eligibility Screening Committee (ESC). The approval of the ESC is a signal for a business school to start the self-study process and prepare Self-Assessment Report (SAR) for accreditation.

- **Full Accreditation Status**: A business degree program secures a "Full Accreditation" status after the Accreditation Award Committee (AAC) recommends on the basis of the Peer Review Team (PRT) report which is approved by the Council. The duration of a full accreditation status is of five years. Moreover, in order to retain the status, the business school pledges a full

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

- **Provisional Accreditation Status**: A business degree program obtains a "Provisional Accreditation" status after the AAC recommends on the basis of the PRT report which is approved by the Council. A provisional accreditation status is granted for three years. In order to retain the status, the business school pledges a full commitment towards continuous improvement for achieving excellence in the program and submits CIR at the time of reaccreditation.

- **Deferred Accreditation Status**: A business degree program gets a "Deferred Accreditation" status after the AAC recommends on the basis of PRT report which is approved by the Council. A deferred status is granted for 1-3 years based on the recommendations of AAC. Moreover, the business school must submit a Progress Report (PR) during revisit.

NBEAC Accreditation Process:
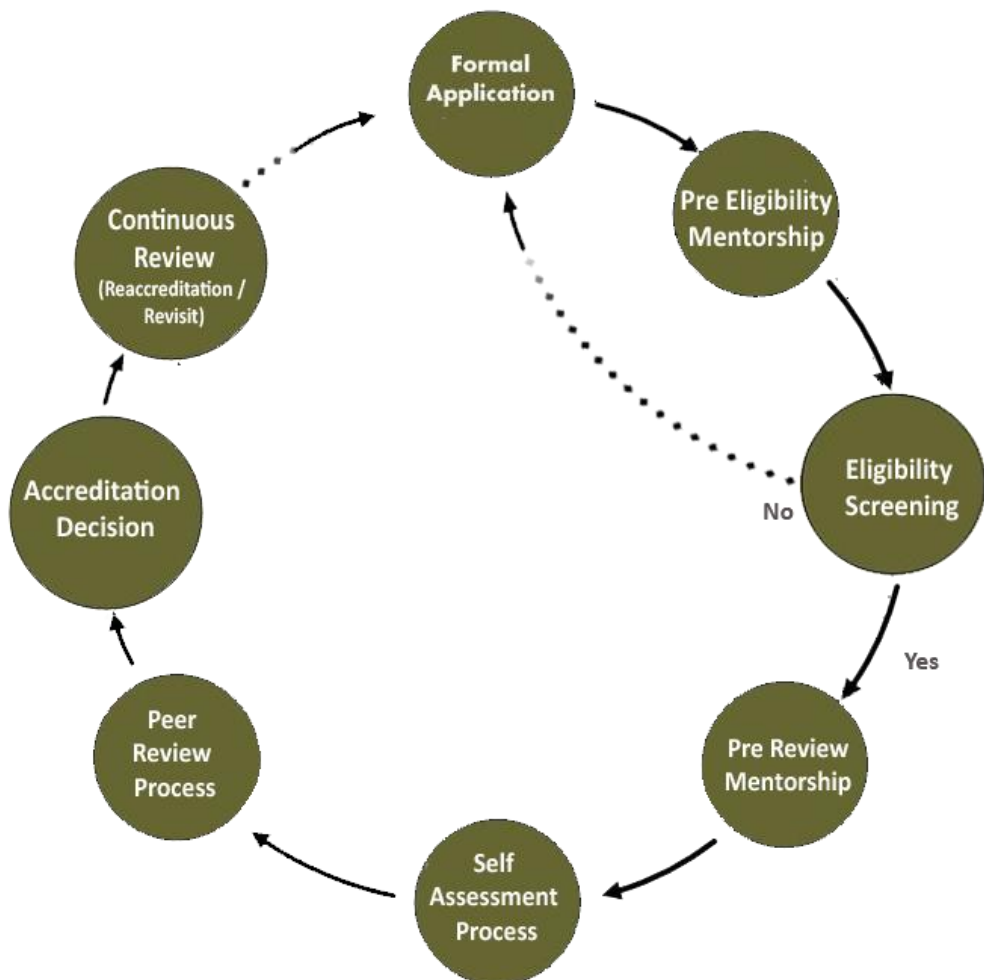
1.6   Fee Structure

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

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

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

1.7   Organization of the Manual

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

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

Section II: Registration for Accreditation

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

2.1 Registered Status

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

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

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

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

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

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

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

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

2.2 Eligibility Status

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

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

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

Section III: Mentorship Program

3.1 Preface

The NBEAC mentoring guidelines define the mentor-business school relationship and responsibilities. The NBEAC mentors, with their extensive knowledge and experience, are a key resource for advising business schools from the eligibility screening stage to submitting the Self-Assessment Report (SAR). They work closely with the business schools aspiring for accreditation, helping them understand the accreditation standards, processes, and outcomes, guiding them in the accreditation processes, and thoroughly reviewing their self-assessment work.

3.2 Assigning the Mentor

The NBEAC secretariat shall assign a mentor from the approved pool with the business school's agreement. The mentor shall not be a faculty member of the same business school. The mentor shall have the following qualifications:

- Have served as PRT lead for at least three (03) visits.
- Have a thorough understanding of the NBEAC accreditation standards, policies and procedures, and the relevant HEC regulations.

3.3 Mentor Replacement

- Mentors may be replaced at the business school's or the mentor's request.
- Replaced mentors cannot serve on the accreditation visit teams to the business school.

3.4 Mentoring Duration

Although normally available for six months, the mentoring duration can be extended or reduced at the business school's request or the mentor's recommendation. This ensures that the business school's specific needs and circumstances are considered.

3.5 Mentoring Process

3.5.1 Pre-Eligibility Stage

- Pre-eligibility mentoring shall be mandatory for business schools registering for accreditation for the first time and optional for those re-registering after deferment or applying for reaccreditation.
- The mentor shall initially visit the business school physically to meet the Dean, HOD, focal person, faculty members, and heads of other functions such as admissions, examinations, placements, etc., and conduct a tour of the school to review its infrastructure and facilities. They will also sensitize them about the NBEAC's accreditation philosophy and mentoring process
- The mentor shall review the business school's eligibility screening application,

conduct a gap analysis, and suggest corrective measures before submitting it.

- The mentor shall submit a report to the business school management and the NBEAC secretariat indicating whether the business school is ready for eligibility screening.
- The pre-eligibility mentoring service shall end when the business school applies for eligibility screening.

3.5.2 Pre-Review Stage

- Pre-review mentoring shall be mandatory for business schools registering for accreditation for the first time or after deferment. However, it shall be optional for those vying for reaccreditation.
- The mentor assigned at the pre-eligibility screening stage may continue for the pre-SAR phase or may be changed.
- The first physical visit shall normally be a full-day visit.
- The mentor shall conduct a gap analysis to assess the business school's readiness for an accreditation visit either through a gap analysis format prepared by the mentor and filled out by the business school or a draft SAR prepared by the business school.
- Once a desired level is achieved, the mentor shall ask the business school to prepare a self-assessment report (SAR) and review it regularly during its preparation.
- The mentor shall advise the business school if training is needed on certain accreditation standards.
- The business school is expected to remain in contact with the mentor throughout the process, whether through online advisement sessions or physical visits (if needed).
- The Mentoring service shall end once the business school has submitted the SAR.
- The mentor shall not be a part of the Peer Review Team (PRT) visiting the business school he/she has mentored.

3.6 Mentor's Clearance for PRT Visit is Mandatory

At the end of the mentoring process, the mentor shall submit a terminal report to the head of the HEI, the Dean, and the NBEAC secretariat, recommending one of the following:

- The business school is ready for eligibility screening or accreditation visit.
- The business school is not ready for eligibility screening or an accreditation visit. Further preparation for a recommended period is needed.
- The business school requires major improvements to meet the eligibility or accreditation requirements. Therefore, the eligibility screening/pre-review mentoring and accreditation process are put on hold until a future date.

3.7 Maintaining Confidentiality

The mentor shall maintain confidentiality of the information and documentation relating to the business school, which can be shared only with the NBEAC secretariat as part of the progress reports.

3.8 Responsibilities of the Business School

- To appoint a focal person to coordinate with the mentor.

- Prepare the visit schedules, arrange travel/accommodation, and share them with the mentor and the NBEAC Secretariat.

- Ensure the presence of the Dean, Head of Department, senior faculty, accreditation team, and other relevant stakeholders during the mentoring sessions.

- To furnish the information/documentation asked for by the mentor.

- Ensure the accuracy of the data provided to the mentor.

- To provide the mentor access to relevant facilities, such as the library, labs, and classrooms, and relevant personnel asked by the mentor.

- To submit the progress reports timely.

- To record the minutes of the mentoring sessions and circulate them to the mentor and the NBEAC Secretariat.

- To provide feedback to the NBEAC Secretariat on the quality of mentoring.

3.9 Mentoring Fee

- The business school shall pay the NBEAC secretariat a mentoring fee at a rate and schedule the Council decides from time to time.

- There shall be a separate fee for the pre-eligibility and pre-review mentoring.

- The business school shall also bear boarding and lodging expenses for the mentor's campus visit(s).

3.10   Remuneration for Mentor

The NBEAC secretariat shall pay the mentor remuneration at a rate and schedule prescribed by the Council from time to time.

Section IV: Self-Assessment Process

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

4.1   Accreditation Standards

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

1. **Strategic Management**: for the strategic management section the business school must clearly establish a long term direction of the business school and degree program(s) in line with the vision and mission. The area includes internal and external governance, sense of vision and mission, and evaluation of strategic planning and positioning of degree program/s and business school. Moreover, strategic management review covers the extent of administrative and financial capacity, and autonomy of business school.

2. **Curriculum**: The curriculum forms a legal and moral contract between the student and business school. This section encompasses degree program design, content, coverage, relevance to local needs, responsiveness to corporate requirements, delivery and assessment. The review covers the alignment of curriculum with the vision and mission of the program. Also, it assesses the level of preparedness of students in achieving the degree program outcomes with the use of curriculum.

3. **Students**: The student part covers a review of the quality of students, opportunities for equal access, scholarships and financial support, adequacy of teaching, guidance and counselling resources, and opportunities for personal grooming, development and internships. Moreover, the student section covers the success rate of entering learners of the degree program, level of progression and degree of involvement in extra-curricular activities.

4. **Faculty**: The faculty forms a backbone of an academic institution. Therefore, the focus of this section is on adequacy of faculty in terms of size, portfolio, qualification, impact and preparedness to meet the goals and outcomes of the degree program. Moreover, in line with the global best practices, the accreditation standards require existence of fair and transparent policies for faculty including recruitment, equal opportunity, workload assignment, training, development, performance evaluation, consultancy work and participation in decision making.

5. **Research and Development**: The purpose of research and development (R&D) in a business school context entails creation and dissemination of knowledge. These R&D activities address academic and real life problems resulting in developing business opportunities and creation of jobs in the marketplace. The R&D part covers preparedness of faculty to cover all areas of management studies,

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

6. **External Linkages and Outreach**: No educational institution can operate in isolation; the institution must interact with other national and international academic institutes in a meaningful way. The contact through faculty and student exchanges allow sharing of thoughts and best practices. Moreover, the business school need to establish links with the business world for an effective functioning. The links allows exposure to faculty and students about challenges of the real world of business. Further, the external linkages allows future employers to provide valuable feedback on the skills, aptitude and personality requirements of prospective employees; therefore, the need for an effective internship and placement office. The objective of business education is to produce ethical, professional and well trained graduates to effectively and efficiently contribute to the economy and society. The learning and behavioral training takes place inside the class room and corridors of business school. Hence, it is important to assure a sense of social responsibility in the curricular, extra-curricular activities and work environment of the business school. This portion of the assessment covers all of the above factors and include presence and implementation of a formal code of ethics, magnitude of formal and informal participation in social services, impact of social service activities on the society, and effect of policies on the workplace.

7. **Institutional Resources**: A major consideration in transforming the mission of a business school and the degree program is the level of availability of resources. A good business school requires decent infrastructural resources of classrooms, lecture theaters, discussion rooms, computer laboratories, faculty offices, staff work area, library, study rooms and wash rooms. Moreover, supplementary facilities of faculty, staff and student lounges, prayer rooms, cafeteria, auditoriums, parking spaces, playgrounds, and transport facilities, improve the learning environment. Furthermore, effective delivery of quality education require availability of sufficient fiscal, human, managerial and management system resources.

The SAR requires answers to a series of questions for each one of the above nine sections of the NBEAC accreditation standards (link: http://nbeac.org.pk/files/NBEAC%20Accreditation%20Standards-2017.pdf)

4.2 Pre Review Mentorship

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

4.3 Self-Assessment Report (SAR)

The accreditation body strongly recommends the focal person to participate in a training workshop offered by NBEAC for better understanding of the accreditation process.

In addition, the assigned mentor and officials of the NBEAC secretariat remain available to answer any questions throughout the self-study period and during the course of preparation of SAR.

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

4.4   Guidelines for compiling SAR

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

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

4.5   SAR Desk Review

Once the mentor provides go-ahead, a copy of SAR is submitted for desk review at NBEAC secretariat. The NBEAC secretariat official shall perform the desk review based on the checklist and documents of the SAR for accuracy and completeness. The official will

communicate details of any inaccuracies, missing information or document to the focal person of the school.

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

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

Section V: Peer Review Process

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

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

5.1   Profile of PRT Members

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

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

- **Leadership Skills (for Chair PRT only)**

  - Ability to command respect, and fosters an environment of openness for team members to speak respectfully and freely, and develop team cohesion;
  - Skills to effectively manage meetings and activities for review in an orderly and timely manner;
  - Capabilities to bring PRT to a consensus by encouraging active listening and finding common ground without compromising the principles; and
  - Capacity to manage the exit interview in a respectful and meaningful manner.

- **Interpersonal Skills**

  - Exhibit professional appearance, friendly demeanor and sound judgement;
  - Actively listen, remain open-minded and avoid personal bias;
  - Emphatically share the strengths of degree program under review and present the weaknesses in a non-confrontational manner; and
  - Demonstrate respect for the faculty, staff, students, administrators and other stakeholders of the host institution.

- **Team Orientation**

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

- **Communication Skills**

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

- **Technical Expertise**

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

- **Organization and Responsibility**

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

5.2   Conflict of Interest of PRT Members

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

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

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

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

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

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

5.3   Role and Responsibilities of PRT Members

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

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

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

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

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

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

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

5.3.1 Prior to the Visit

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

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

5.3.2 During the Visit

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

5.3.3 After the Visit

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

5.4 Role and Responsibilities of the Chair PRT

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

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

5.4.1 Prior to the Visit

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

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

5.4.2 During the Visit

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

5.4.3 After the Visit

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

Section VI: PRT Visit

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

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

6.1   Responsibilities of the NBEAC Secretariat

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

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

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

6.2   Role and Responsibilities of the Host Institution

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

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

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

6.2.1 Documents required during Peer Review Visit

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

6.3 The Visit

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

6.3.1 Day 1 & 2 Activities

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

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

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

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

6.3.2   De-briefing

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

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

6.3.3   PRT Visit Report

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

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

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

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

6.3.4   Feedback of Business School on interim Peer Review Report

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

6.4   Confidentiality of Information

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

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

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

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

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

6.5   Performance Evaluation of PRT Members

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

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

Section VII: Accreditation Award Decision

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

7.1   Decision for Accreditation Visit

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

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

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

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

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

7.2   Decision for Revisit and Reaccreditation

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

7.3   Appeal of the Award of Accreditation Decision

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

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

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

7.3.1 Complaint and Appeal Procedure

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

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

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

7.4 Board of Appeal

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

7.4.1 Scope of Authority of the "Board of Appeal"

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

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

7.4.2 Hearing Procedure of the "Board of Appeal"

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

7.5 Review of Decision

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

Section VIII: Accreditation Revisit

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

8.1   Progress Report (PR)

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

8.2   Revisit Team

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

8.3   The Revisit

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

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

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

Section IX: Reaccreditation Process

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

9.1 Continuous Improvement Report (CIR)

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

9.2 Reaccreditation Team

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

9.3 Reaccreditation Visit

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

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

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

Annexures

A.1   Eligibility & Screening Policy

National Business Education Accreditation Council (NBEAC), Islamabad
(A program of Higher Education Commission)
201, 2nd Floor, HRD Division, Higher Education Commission,
Sector H-8, Islamabad

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

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

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

I.   Program start date

Those programs shall be considered for which at least three batches of students have graduated.
   a. BBA after 5.5 years from the start date of the program
   b. MBA 1.5 after 2.5 years from the start date of the program
   c. MBA 2.5 after 3.5 years from the start date of the program
   d. MBA 3.5 after 5 years from the start date of the program

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

III.   Strategic plan

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

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

V.   Student to computer ratio and bandwidth
   i. Bandwidth Internet service: 1 MB access rate (preferable)
   ii. Student to Computer ratio: 1:20

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

VII.   Recommended Course load should be:
   i. Lecturer= 3-4 per semester/ 6-8 per annum
   ii. Assistant Professor= 3 per semester/6 per annum
   iii. Associate Professor/ Professor=2-3 per semester/4-6 per annum

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

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

A.2   Peer Review Visit – Sample schedule of meetings for NBEAC accreditation

NAME_Business School
Date

Day 0: Date

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

Day1 : Date

Time	Activity	Venue	Attended by
09.00 am	Arrival of PRT		HoD (business School/dept.) and Focal person
09.30 am- 10.00	Meeting with Rector/ VC		PRT, Rector/VC, Dean, HoD, and Focal Person
10.00 am- 10.30 am	Briefing presentation on business school's current situation and future vision		PRT, Rector/VC(optional), Dean, HoD, Registrar, Director Exams, Director Academics, Director Finance, Focal person
10.30 am- 12.30 pm	**Session 1:** Discussion of SAR forms F-01: Strategic Management, F-07: Institutional Resources		PRT, Dean, HoD, Registrar, Director Exams, Director Academics, Director Finance, Director Technical, Director Library, Head QEC and Focal person
12.30 pm -01.15 pm	Business school tour (Examinations office, Admissions office, Student affairs, Placement office, Library, Labs, Faculty offices, Executive Development Center, Research Center…)		PRT, Dean, HoD and Focal person
01.15pm- 02.00pm	Lunch/Prayer break		PRT, Dean, HoD and Focal person
02.00pm- 03.30pm	**Session 2:** Discussion of SAR form F-02: Curriculum (working tea/coffee)		PRT, Dean, HoD, Head QEC, Business Education Curriculum Review Committee(one or two members),Program Coordinators, Cluster Heads and Focal person
03.30pm- 04.30pm	**Session 3:** Discussion of SAR forms F-06: External Linkages and Outreach		PRT, Dean, HoD, Incharge Corporate Liaison, Representatives from Students' Clubs, and Societies, Director Students Affairs and Focal person
04.30pm- 05.00pm	Peer review team consult the relevant documentary evidences provided during the visit.		PRT only

Time	Activity	Venue	Attended by
05.00pm - 06.00pm	**Meeting with Alumni & Employers**		PRT, Dean, HoD, Alumni (Business School/dept.), Employers, Incharge Corporate Liaison and Focal person
06.00 pm	PRT departs to hotel		

Day2 -Date

Time	Activity	Venue	Attended by
09.00 am	Arrival of PRT		HoD and Focal person
09.00 am- 01.00 pm	**Session 4:** Discussion of SAR Form F-04: Faculty, F-03: Students, F-05: R&D (working tea/coffee)		PRT, Dean, HoD and Focal person
01.00 pm- 02.00 pm	**Session 5:** Interviews with random groups of faculty members		PRT and selected faculty members
02.00 pm- 02.45 pm	Lunch/Prayer Break		PRT, Dean, HoD, Focal person
02.45 pm- 03.00 pm	**Session 6:** PRT visit to classrooms (flexible according to timetable)		PRT Only
03.00 pm- 03.45 pm	**Session 7:** Interviews with BBA students, interviews with MBA students		PRT and selected students
03.45 pm- 04.30 pm	Peer review team consult the relevant documentary evidences provided during the visit.		PRT only
04.30 pm	PRT departs to hotel		

Day3 -Date

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

A.3   Confidentiality Agreement

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

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

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

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

Signature   Date Signed

Return to: Secretariat

A.4   NBEAC Performance Evaluation Policy

NBEAC Performance Evaluation Policy v 1.1

Purpose & Scope

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

The Performance Evaluation Method

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

Process:

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

Distribution of the forms

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

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

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

a.   Dean or Head of the Department of the Business School (the person most actively involved with the team during the visit)

b.   Focal person nominated for the peer review process

c.   Two dept. /cluster heads/ senior faculty members actively involved in the peer review process

d.   One senior administrative head e.g. Registrar, Director QEC etc.

Return of the forms

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

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

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

Distribution of the feedback report

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

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

1. Committee Status

The Accreditation Award Committee (AAC) was founded through a notification No. NBEAC/AAC/2017-02 dated February 22, 2017. The AAC is a recommending body to the Council, and its role is consultative rather than approving.

2. Committee Composition:

2.1 The AAC shall consist of eleven members: eight from the academia, two from the corporate sector, and an international representative.

2.2 The AAC member shall be appointed for three years by the Council, renewable for another term.

2.3 The AAC academic member shall be serving or have served as Dean or Director of an NBEAC or an internationally accredited business school and preferably have served as the PRT chair.

2.4 The AAC shall appoint an industry representative with a minimum of 7-8 years of experience in a managerial position.

2.5 The NBEAC Conflict of Interest Policy shall apply to the AAC members.

2.6 No appointed member shall nominate a replacement for the committee meetings.

3. Committee Meetings:

3.1 With the consent of the Chair AAC, the Secretariat shall call the committee meeting with four weeks' notice.

3.2 At least two AAC meetings shall be held annually, one at the end of the fall and one at the spring season. Extra meetings can also be called if required.

3.3 The meeting quorum shall be 70 percent of the total members (a fraction is counted as a whole).

4. Committee Proceedings:

4.1 The NBEAC secretariat, in consultation with the AAC Chair, shall assign the peer review reports to the AAC members by rotation.

4.2 The AAC Reviewer's report shall be brief (maximum one page) and shall recommend among the following:

4.2.1   PRT recommendations are endorsed

4.2.2   To undertake minor revisions in the report, usually relating to inconsistencies between the profile sheet score and the peer review report comments, typos, grammatical errors, or slight nonconformities in the report structure.

4.2.3   To undertake major revisions in the report if:

4.2.3.1 There are significant inconsistencies between the Profile Sheet scores and comments and the description in the PRT report or discrepancies between the strengths or recommendations across the criteria in the PRT report .

4.2.3.2 The report's structure and narrative require substantial changes in some areas.

4.2.3.3 There are anomalies in scores assigned across multiple criterion. The AAC may suggest reconsideration of scores if required. However, in the interest of maintaining its consultative role, the decision for review should rest with the PRT.

4.3 If the reviewer recommends revision, the AAC shall refer the report to the PRT to make the necessary changes.

4.4 The NBEAC secretariat shall engage with the PRT Chair to get the recommended changes incorporated within one week.

4.5 The revised report shall be referred to the relevant AAC reviewer to check the conformance.

4.6 The secretariat shall share the PRT reports the AAC has reviewed with the business school for their feedback and send the feedback from the business school to the relevant AAC reviewer under intimation to the AAC Chair. The reviewer shall recommend which part of the school's feedback warrants reconsideration / reconciliation by the PRT. The secretariat shall send the report to the PRT Chair accordingly.

4.7 After receiving the report from the PRT Chair with the business school's feedback reconciled, the secretariat shall send it to the AAC Chair.

5. Forwarding the PRT Reports to the Council

5.1 On the recommendation of the AAC Reviewer, the AAC will recommend one of the following for the approval of the Council:

   i.   Endorse the PRT's recommendations (agreement with recommendations of the PRT).
   ii. Provisionally recommend (approval subject to incorporation of changes recommended by the assigned AAC Reviewer).

5.2 The AAC shall forward the PRT reports endorsed by the AAC reviewers with or without revisions and the business school's feedback reconciled to the Council for the accreditation award.

5.3 In cases where critical, unresolved observations require further deliberation or where the business school has unresolved reservations about the PRT report, the AAC shall inform the Council in writing.

(Name of the DAI)
(Date of Revisit)

1.   Introduction:

2.   Findings on Progress Report on Specifications:

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

3. Commendations

4. Recommendations

A.7   Continuous Improvement Report (CIR)

(Name of the DAI)
(Date of Reaccreditation)

1. Introduction

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

2. Outcome of previous visit and Recommendations

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

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

KEY STRENGTHS	KEY RECOMMENDATIONS

3. Recommendations – Strategic Management

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

In light of the strategic direction, at the time of the first visit, the school lacked a decisive strategic vision and mission to guide its future endeavors. As explained in <u>NBEAC F.01 Strategic Management</u>, the school made substantial progress in the last year towards updating its Vision and Mission to reflect its future goals of developing intellectual thinkers,

gaining international acclaim, impacting business through entrepreneurial spirit and knowledge creation. For this purpose, BDS has also been continuously engaged in reviewing and updating its various programs to enhance their value addition.

NBEAC Observation No.2 – xxxxxxx

(Response with reference to SAR form explicitly)

4. Recommendations – Curriculum

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

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

NBEAC Observation. No. 2

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

5. Future Plans

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

A.8   NBEAC Disclosure of Accreditation & Promotional Protocol

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

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

Misrepresentation

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

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

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

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

PART I: PRR WRITING GUIDELINES

1. **Team Recommendation (200-300 words)**

   a. This section should be written by the Chair of the PRT, setting the tone for the reader.

   b. The key strengths should be mentioned and the recommendations should be written concisely focusing on 3-5 major areas of concern for the institution to address.

   c. The recommendations should identify the deficiencies and provide a broad direction to the institutions for addressing them rather than extending prescriptive advice.

2. **Assessment of NBEAC Standards**

   a. Each PRT member will share their part of the written report which will be consolidated by the PRT Chair to ensure consistency in language, tone, and direction.

   b. It should be ensured that the narrative of the strengths and recommendations aligns with the score assigned in the Profile Sheet. The sheet must contain comments especially where a score of Z and W is assigned. Guidelines for writing comments based on scores assigned are given below.

   c. Strengths should be properly distinguished from weaknesses. While strengths should be appreciated, improvements should be recommended encouragingly for improvement areas.

   d. The description of strengths and weaknesses should be supported by the PRT's observations and the quantitative aspects of SAR data vis-à-vis the standards without referring to the rubrics.

   e. To offer recommendations, the areas of improvement should be precisely identified as performance gaps vis-à-vis the NBEAC standards.

   f. The following guidelines should be followed when writing comments against the various scores.

      i. A score of "W" for any criteria indicates an exemplary performance. Whereas the report is supposed to appreciate excellence, a sub-criteria may require suggestions for improvement. The report may indicate this in a mild tone

      ii. A score of "X" for any criteria indicates performance meeting the standard. Whereas the report should appreciate the institution for the initiative, a sub-criteria may require suggestions for improvement. The report may indicate so in a mild tone. Similarly, a sub criteria may be exemplary and thus may warrant appreciation. Furthermore, while describing a construct with an "X" score

qualitatively, the use of "should have been," "needs to be," or "requires" should be avoided.

iii. A score of "Y" for any construct indicates performance below standard. Hence, the report is supposed to offer suggestions and recommendations. However, the performance of a sub-criteria may be closer to meeting expectations. Here, an appreciative and encouraging tone should be employed while maintaining the overall score of "Y." Such a sub-criteria should not be moved under strengths. Likewise, a sub-criteria may have a major deficiency requiring a binding recommendation. The PRR may suggest recommendations accordingly while maintaining the overall score of "Y."

iv. A score of "Z" for any criteria indicates major deficiencies in meeting the standard. The report should offer some binding recommendations rather than simple suggestions and recommendations. The report may use words like "must-have," "have to," etc.

g. The qualitative description of strengths and recommendations in this section and the corresponding quantitative score in the profile sheet should be aligned.

h. Significant improvements or decline from the previous visit, where applicable, should also be incorporated in the strengths or recommendations, respectively.

i. The PRR should be limited to 1800 words with 1.5 spacing and the Times New Roman font.

3. Writing the Profile Sheet Comments

a. It is necessary to include comments in the profile sheet to justify the score assigned to each criterion. These comments should also be reflected in the strengths or weaknesses of the relevant criteria in the peer review report.

b. The comments should be written as 1-2 sentences rather than in bullet points.

c. The profile sheet should be thoroughly completed, ensuring that comments, scores, and any typographical errors are addressed.

d. At times, comments from the profile sheet are not incorporated into the main report. These must be accurately reflected in the report.

e. The language of the comments on the profile sheet should be reviewed by the Chair of the PRT, as they are occasionally incomplete or unclear. This review should ideally occur during the scoring process or, if not, before the report submission. If updated after scoring, the revised sheet should be shared via email for the PRT members' concurrence.

4. PART II: PRR FORMAT

1. Team Recommendation (200-300 words)
2. Assessment of NBEAC Standards
   2.1. Strategic Management:
       2.1.1. Strengths:
       2.1.2. Recommendations:
   2.2. Curriculum:
       2.2.1. Strengths:
       2.2.2. Recommendations:
3. Annexure I- General Information
   General information about the applicant's school. This should be prepared by NBEAC staff.

   3.1. Composition of the Peer Review Team

   3.2. Institutional Scope

   3.3. Acknowledgements