

Accreditation Council for Business Schools and Programs (ACBSP)
Quality Assurance (QA) Report
for
Baccalaureate/Graduate Degree Programs
Current as of July 2015

Overview (O) 1. Complete all information requested.

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

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

O 2. Institution Name: EU Business School Date September 15, 2015
Address: c/Ganduxer 70. 08021 Barcelona Spain

O 3. Year Accredited/Reaffirmed: 2009 / This Report Covers Years: 2013-2015

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

Undergraduate / Bachelor Program

- BBA - Bachelor of Business Administration
- BA - Bachelor of Arts in Communication & Public Relations
- BA - Bachelor of Arts in Leisure & Tourism Management
- BA - Bachelor of Arts in International Relations
- BA - Bachelor of Arts in Sports Management
- BS - Bachelor of Science in Business Finance (previously called Wealth Management)
- BS - Bachelor of Science in Digital Media Management (previously called Multimedia Management)
- EBBA - Executive BBA (previously called Accelerated BBA)

MBA Program with Majors

- MBA - International Business
- MBA - Communication & Public Relations
- MBA - International Marketing
- MBA - Global Banking & Finance
- MBA - Leisure & Tourism Management
- MBA - Entrepreneurship
- MBA - Leadership
- MBA - E-Business
- MBA - Sports Management
- MBA - Human Resources Management
- MBA - Design Management
- MBA - Reputation Management
- Online MBA

Note: Listing new programs here does not confer accreditation. New degree programs, majors or emphases must be in effect for at least two years and have graduates and follow the guidance in the process book before accreditation will be granted

New majors have been introduced but have not been in effect for 2 years: The new majors do not have 2 years of graduates and, in the case of MBA Reputation Management and BA Business & Sustainability, the major has not yet been opened due to lack of demand.

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

All undergraduate and Master's programs are accredited by ACBSP. Accreditation status is clearly stated on the program description pages of the catalog.

Undergraduate / Bachelor Program

- BA - Bachelor of Arts in Business & Sustainability Management
- BA - Bachelor of Arts in Business & Design Management
- BA - Bachelor of Arts in Family Business Management
- BA - Bachelor of Arts (Hons) in Business Management

BA programs delivered by EU Business School under franchise to the University of Derby (UK)

- BA - Bachelor of Arts (Hons) in Business (International Business)
- BA - Bachelor of Arts (Hons) in Business (Marketing)
- BA - Bachelor of Arts (Hons) in Business (Finance)
- BA - Bachelor of Arts (Hons) in Business (Enterprise)
- BA - Bachelor of Arts (Hons) in Business (HRM)

The EU website clearly differentiates between EU programs and partner programs delivered on site. The accredited majors are also indicated.

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

Barcelona, Spain. Montreux and Geneva, Switzerland. Please note that the Munich Campus, Germany now only delivers EU courses to Certificate level (Associate Degree equivalent)

O 7. Person completing report

Name: **Christine Clarke**
Phone: **+34 93 2018171**
E-mail address: **c.clarke@euruni.edu**
ACBSP Champion name: **Christine Clarke**
ACBSP Co-Champion name: **Julie McBride**

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

Please explain and provide the necessary documentation/evidence for addressing each condition or note since your last report.

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

Remove Note:

Overview Item 05 The website now clarifies which majors are accredited. Any further publications will do the same.

Standard 4. Criteria 4.1 & 4.4. The new majors which appeared in the previous QA report did so as they appeared on our website. However, at that time these majors were not operational. The MBA and BA Design Management majors only became operational in a/y 2014-5. SLOs have been

included for each major. The OMBA (blended) share objectives with the MBA and follow the same syllabi. The EBBA shares objectives with the BBA and follows the same (reduced) syllabi.

Standard 5. Trend data has been included and explained. Steps have been taken to reinforce recruitment processes to ensure minimally qualified faculty. Exceptions occasionally need to be made due to the challenge of finding an academically qualified, English speaker in a niche course; professional experience is then taken into consideration.

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

EU discloses relevant information based on authenticated results from surveys and other sources on the statistics section of the European University website, the link for which appears below. These statistics have been introduced to reflect EUs fulfillment of key objectives. It has been updated to include Peregrine outgoing results. The section also contains links to the SIP report located on the PRME web, its EU Today and ON publications concerning alumni job positions and successes and links to previous ACBSP and IACBE QA reports.

www.euruni.edu/Scripts/Index.aspx?id=19964

Standard #1 Leadership

Organization

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

BARCELONA (ACADEMICS & STUDENT SERVICES ONLY ONLY)

Changes in Position

(* denotes newly created position)

Ms. Sonia Gonzalez - Online MBA Coordinator & Registrar*

Ms. Ingrid Menergi - Academic Officer*

Ms. Elsa Perez - Online Program Manager*

Recruited into Existing Positions

Ms. Stephanie Tait - Student Services

Ms. Aurélie Masala - Student Services

Ms. Regina Gesleyn - Admissions Assistant

Newly Created Positions

Dr. Andrew Ward - Assistant Dean*

Ms. Aitana Mauleón - Assistant to the Director*

Mr. Francesco Ferrara - Accommodations & VISA*

Ms. Maria Souza - Alumni Coordinator*
Ms. Rosita Cardasco - Career Services Coordinator*
Mr. Oscar Merino - Admissions Assistant*

MUNICH

Changes in Position

Dr. Otero Begoña – Dean
Cancio de Grandy Veronica – Managing Director
Hopfengart Willy– Accountant
Mehmedali Amire – Assisting Accountant
Yankova Velislava - Admissions
Knöpfle Christina - Admissions
Melwani Laveen – Sales & Marketing
Starikova Mariia – Accommodation
Tecuatl Galan Norma – Career Services
Rosero Javier – MBA Coordinator
Sushko Alla – MBA Assistant
Hermann Anna – Academic Assistant

Newly Created Positions

Veser Bianca - Accommodation Assistant*

SWITZERLAND

Changes in Position

Patrick Dosé - Administration assistant
Mestre Catalina - Executive Assistant
Chakravartti Andrea - Head of Academics
Mo Qingyun - Regional Recruitment Manager
Klajber Aneta - Accountant
Passave Christabelle - Accountant
El Haddad Souad - Careers and Alumni Coordinator
Piselli Laura - Student Affairs Officer
Wong-Pfister Elysia - MBA & Executive Programs Coordinator

Newly Created Positions

Coetzer Jon-Hans – Academic Dean*

Genoud Frederic - Regional Recruitment Manager*

Please see Appendix 1 for current Organizational Charts

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

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

Standard #3 Student and Stakeholder Focus

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

Standard 3 - Student and Stakeholder-Focused Results

		Analysis of Results																			
<p>Number of alumni who have joined the LinkedIn group is slightly below expectations. Currently, 3059 members while the expected number was 4000.</p>	<p>EU Alumni Hub – new interactive site facilitating communication and exchange of information within the network.</p>	<p>Nºs have risen by 1,040 during the period</p>	<p>High alumni interest in maintaining relationships with EU</p>	<p>47 alumni chapters have been established around the world, each with one or more chapter leaders (82 in total). Increase number of chapter events (20 events have been planned between Sep and Dec 2015) and establish new partnerships with local organizations and companies to provide better career and networking opportunities for alumni. Additional staff have been assigned to this department to reinforce efforts.</p>	<p>The graph shows the number of alumni on LinkedIn from January 2010 to August 2015. The y-axis ranges from 0 to 3500 in increments of 500. The x-axis shows dates: Jan 2010, Jan 2011, Aug 2011, Aug 2012, Aug 2013, Aug 2014, and Aug 2015. The line starts at approximately 500 in Jan 2010, rises to about 800 in Jan 2011, 1000 in Aug 2011, 1300 in Aug 2012, 2000 in Aug 2013, 2400 in Aug 2014, and ends at 3059 in Aug 2015.</p> <table border="1"> <caption>Alumni in LinkedIn</caption> <thead> <tr> <th>Date</th> <th>Number of Alumni</th> </tr> </thead> <tbody> <tr> <td>Jan 2010</td> <td>~500</td> </tr> <tr> <td>Jan 2011</td> <td>~800</td> </tr> <tr> <td>Aug 2011</td> <td>~1000</td> </tr> <tr> <td>Aug 2012</td> <td>~1300</td> </tr> <tr> <td>Aug 2013</td> <td>~2000</td> </tr> <tr> <td>Aug 2014</td> <td>~2400</td> </tr> <tr> <td>Aug 2015</td> <td>3059</td> </tr> </tbody> </table>	Date	Number of Alumni	Jan 2010	~500	Jan 2011	~800	Aug 2011	~1000	Aug 2012	~1300	Aug 2013	~2000	Aug 2014	~2400	Aug 2015	3059
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<p>80% of students would judge the use of the case study method to be effective</p>	<p>Annual Outgoing Survey</p>	<p>The objective has been achieved</p>	<p>Results indicate that the clearer outlines and special guideline sessions introduced a/y 13-14 have been effective</p>	<p>Continue the special sessions</p>	<p>The chart displays the percentage of students who judged the case study method as effective from 2009 to 2015. The categories are: Other, please specify; Ineffective; Somewhat ineffective; Neither effective nor...; Somewhat effective; and Very effective. The x-axis represents percentages from 0% to 70%.</p> <table border="1"> <thead> <tr> <th>Effectiveness Category</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>2012</th> <th>2013</th> <th>2014</th> <th>2015</th> </tr> </thead> <tbody> <tr> <td>Other, please specify</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> </tr> <tr> <td>Ineffective</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> </tr> <tr> <td>Somewhat ineffective</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> </tr> <tr> <td>Neither effective nor...</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> <td>~2%</td> </tr> <tr> <td>Somewhat effective</td> <td>~45%</td> <td>~48%</td> <td>~45%</td> <td>~48%</td> <td>~45%</td> <td>~48%</td> <td>~45%</td> </tr> <tr> <td>Very effective</td> <td>~35%</td> <td>~38%</td> <td>~35%</td> <td>~38%</td> <td>~35%</td> <td>~38%</td> <td>~35%</td> </tr> </tbody> </table>	Effectiveness Category	2009	2010	2011	2012	2013	2014	2015	Other, please specify	~2%	~2%	~2%	~2%	~2%	~2%	~2%	Ineffective	~2%	~2%	~2%	~2%	~2%	~2%	~2%	Somewhat ineffective	~2%	~2%	~2%	~2%	~2%	~2%	~2%	Neither effective nor...	~2%	~2%	~2%	~2%	~2%	~2%	~2%	Somewhat effective	~45%	~48%	~45%	~48%	~45%	~48%	~45%	Very effective	~35%	~38%	~35%	~38%	~35%	~38%	~35%
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Standard #4 Measurement and Analysis of Student Learning and Performance

a. Program Outcomes

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

b. Business School Objectives

Master's Learning Outcomes: Core (applicable to all Majors) School-based delivery and Blended (OMBA)

All master's programs follow the same core courses and, therefore, have shared learning outcomes.

- a. Students will demonstrate a firm understanding of current business issues through required readings and research
- b. Students will develop increased knowledge and understanding of their chosen specialization.
- c. Students will demonstrate proficiency in negotiation skills within a team environment
- d. Students will perform independently and adhere to deadlines.
- e. Students will apply presentation and discussion skills.
- f. Students will develop interpersonal skills while working in a multi-cultural environment and learn to appreciate cultural differences.
- g. Students will apply scholarly writing skills, analytical skills, and conceptual skills.
- h. Students will demonstrate understanding of the interaction of different management functions, the nature of management as a process, the changing nature of the external environment.
- i. Students will demonstrate ethical awareness.

Master's Learning Outcomes: Major Specific

International Business

1. Will analyze new business models and competitive marketing strategies and assess how they are re-shaping how businesses compete globally.
2. Will demonstrate understanding of the importance of international finance.
3. Will use and apply appropriate technology methods to manage projects.

Communications and Public Relations

1. Will demonstrate theoretical knowledge to enable them to play a managerial role, contributing to decision making.
2. Will design effective messages for specific audiences.
3. Will develop a Media Mix for a given brand.

International Marketing

- a. Will develop an International Marketing Plan.
- b. Will demonstrate understanding and application of major advertising theories.
- c. Will evaluate and appropriately use all available techniques in marketing research.

Global Banking and Finance

- a. Will abstract from simple problems and formulate a financial model which summarizes a given business situation.
- b. Will design optimal working capital policies (cash, inventory, etc.), given the characteristics of the industry and the firm.
- c. Will analyze the various structures of M&A.

Leisure and Tourism

- a. Will analyze the different issues in International Tourism Management.
- b. Will distinguish between developing hospitality and tourism marketing strategies.
- c. Will demonstrate an understanding of E-business and its application within the tourist industry.

Entrepreneurship

- a. Will demonstrate the skills necessary to formulate, plan and implement a new venture.
- b. Will identify the characteristics which differentiate family business from other businesses.

Leadership

- a. Will integrate coaching and mentoring programs in the organizational context.
- b. Will develop action plans for self-development that will increase effectiveness at work.

E-Business

- a. Will demonstrate clear understanding of why and how the Internet and new technologies contribute to the creation of e-business models.
- b. Will appraise the wider impact of e-business on today's business processes, particularly relating to the supply chain, CRM etc.

Sports Management

- a. Will demonstrate insight in and knowledge of new developments in the professional & recreational sports industry.
- b. Will apply theoretical knowledge practical business situations, simulated by cases.

Human Resource Management

- a. Will demonstrate understanding of International Human Resources Strategies: Recruitment, Information and Communication, Training and Development, Compensation and Benefits.
- b. To Identify and appraise the critical success factors for managing IHR departments.

Design Management

- a. Will demonstrate an understanding of visual design in communication and interaction
- b. Will demonstrate an understanding of the impact of design in different management functions

Bachelor's Learning Outcomes: Core (applicable to all Bachelors, including EBBA)

All bachelor programs follow the same core courses (70% of the program) and, therefore, have shared learning outcomes.

- a. Students will demonstrate an understanding of current business issues through required readings and research
- b. Students will apply theoretical knowledge to practical situations.
- c. Students will develop and apply analytical and diagnostic skills, demonstrating a move away from knowledge-only based learning to practical application of knowledge.
- d. Students will demonstrate proficiency in negotiation skills and within a team environment
- e. Students will demonstrate the ability to work independently and adhere to deadlines.
- f. Students will demonstrate proficient oral and written communications skills.
- g. Students will demonstrate skills related to working in a multi-cultural environment

Bachelor's Learning Outcomes: Major Specific

Bachelor of Business Administration (BBA & EBBA)

- a. Will analyze issues facing multinationals, companies and structures when involved in change management.
- b. Will demonstrate understanding of the analysis, decision making and implementation issues of managing a service.

Communications and Public Relations

- a. Will gain understanding of the field of public relations and to be able to devise basic communications strategies.
- b. Will show an understanding of PR major theories and their applicability.

Leisure and Tourism

- a. Will assess sustainability in a tourism business or destination.
- b. Will describe the characteristics of the hospitality industry and understand service as the most important facet of the hospitality industry.
- c. Will review major trends and assess their potential impact on the tourism industry.

International Relations

- a. Will identify the theoretical tools necessary to understand the international system.
- b. Will analyze how and why diplomacy is conducted.

Sports Management

- a. Will demonstrate understanding of all key processes involved in sports event operations.
- b. Will develop a business plan that will provide the blueprint for moving a sports project forward.

Business Finance

- a. Will prepare management accounting reports from the information created from the cost accounting systems studied in order to support planning and decision making.
- b. Will demonstrate an understanding of major Marketing strategies commonly used by international financial corporations and their applicability in specific situations.
- c. Will interpret and apply the legal terminology used in tax regulations.

Multimedia Management

- a. Will demonstrate understanding of the overall world of multimedia and what it means.

Sustainability Management

- a. Will assess an organization’s Environmental, Social, and Financial sustainability strategies and processes
- b. Will develop an action plan to enhance an organization’s sustainability practices and outcomes
- c. Will demonstrate how an organization’s stakeholder value can be improved through improved use and allocation of resources

Design Management

- b. Will show an understanding of different media channels
- c. Will demonstrate an understanding of design research in contemporary issues
- d. Will apply multimedia in a commercial and business world.

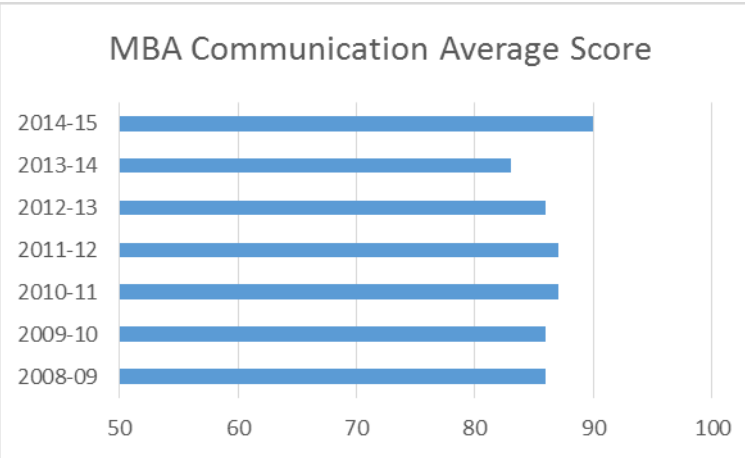
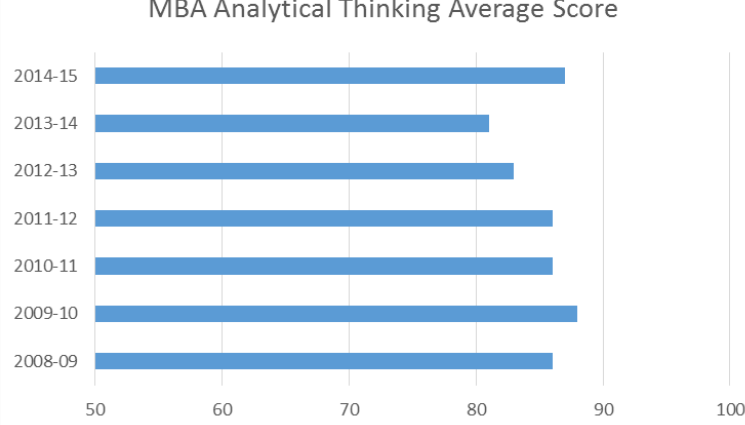
Family Business Management

- a. Will demonstrate understanding of the peculiarities of family businesses compared to non-family businesses, as well as the similarities.
- b. Will understand the wide range of businesses that fall into the category of a family business.
- c. Will demonstrate understanding family business issues, such as succession and ownership, governance and policies, as well as the very special dynamics associated with family relationships.

Performance Results

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

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

Performance Indicator		Analysis of Results																			
Average written communication score equal to or greater than 80%	Capstone Internal, summative.	Results fell in 13-14. During 14-15, additional faculty training in this area was offered, an academic dean appointed (in Switzerland) to focus especially on capstone development	Steps taken in a/y 13-14 appear to have impacted results positively for a/y 14-15	Continue monitoring results to verify if results 15-16 show a positive trend	 <p>MBA Communication Average Score</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>2014-15</td> <td>90</td> </tr> <tr> <td>2013-14</td> <td>83</td> </tr> <tr> <td>2012-13</td> <td>86</td> </tr> <tr> <td>2011-12</td> <td>87</td> </tr> <tr> <td>2010-11</td> <td>87</td> </tr> <tr> <td>2009-10</td> <td>86</td> </tr> <tr> <td>2008-09</td> <td>86</td> </tr> </tbody> </table>	Year	Average Score	2014-15	90	2013-14	83	2012-13	86	2011-12	87	2010-11	87	2009-10	86	2008-09	86
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Average analytical thinking score equal to or greater than 80%	Capstone Internal summative	Results have remained above 80%	A/Y 13-14 shows a continued decline. However, steps taken concerning faculty training and focus indicate an upward trend for a/y 14-15	Continue monitoring results to verify if results 15-16 show a positive trend	 <p>MBA Analytical Thinking Average Score</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>2014-15</td> <td>87</td> </tr> <tr> <td>2013-14</td> <td>81</td> </tr> <tr> <td>2012-13</td> <td>83</td> </tr> <tr> <td>2011-12</td> <td>86</td> </tr> <tr> <td>2010-11</td> <td>86</td> </tr> <tr> <td>2009-10</td> <td>88</td> </tr> <tr> <td>2008-09</td> <td>86</td> </tr> </tbody> </table>	Year	Average Score	2014-15	87	2013-14	81	2012-13	83	2011-12	86	2010-11	86	2009-10	88	2008-09	86
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<p>Graduate students will demonstrate overall knowledge of the learning objectives of introductory courses in management, marketing and accounting. Average grades will exceed 80%</p>	<p>Formative Internal Success is based on final exam grades in Mgt MCO 101, Mkt MCO 104, Acc MCO 103. The objective is that 80% of students achieve a passing grade of 80% at minimum</p>	<p>Results show improvement in MCO 104 to objective level and a decline in MCO 105</p>	<p>The changes are likely due to modifications in course content</p>	<p>Additional support classes will be offered to students showing weak numeric skills</p>	<p style="text-align: center;">MCO Core Outcomes - Average Grades</p> <table border="1"> <caption>MCO Core Outcomes - Average Grades</caption> <thead> <tr> <th>Year</th> <th>MCO 101</th> <th>MCO 103</th> <th>MCO 104</th> </tr> </thead> <tbody> <tr> <td>2010-11</td> <td>86</td> <td>88</td> <td>85</td> </tr> <tr> <td>2011-12</td> <td>86</td> <td>89</td> <td>80</td> </tr> <tr> <td>2012-13</td> <td>87</td> <td>88</td> <td>79</td> </tr> <tr> <td>2013-14</td> <td>87</td> <td>83</td> <td>82</td> </tr> <tr> <td>2014-15</td> <td>85</td> <td>81</td> <td>82</td> </tr> </tbody> </table>	Year	MCO 101	MCO 103	MCO 104	2010-11	86	88	85	2011-12	86	89	80	2012-13	87	88	79	2013-14	87	83	82	2014-15	85	81	82
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<p>Graduate students will demonstrate an understanding of current business issues. Average grades will exceed 80%</p>	<p>Formative internal instrument used in MCO 204. Success is based on final exam grades</p>	<p>Results show stable results with a more recent improvement</p>	<p>The increased use of guest speakers and improved choice of topics appears to be positively affecting this area</p>	<p>Continue monitoring results to verify if results 15-16 show a positive trend. Continue to reinforce the guest speaker program</p>	<p style="text-align: center;">Current Business Issues</p> <table border="1"> <caption>Current Business Issues</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2014-15</td> <td>88%</td> </tr> <tr> <td>2013-14</td> <td>84%</td> </tr> <tr> <td>2012-13</td> <td>84%</td> </tr> <tr> <td>2011-12</td> <td>80%</td> </tr> <tr> <td>2010-11</td> <td>85%</td> </tr> <tr> <td>2009-10</td> <td>68%</td> </tr> <tr> <td>2008-09</td> <td>83%</td> </tr> <tr> <td>2007-08</td> <td>95%</td> </tr> </tbody> </table>	Year	Percentage	2014-15	88%	2013-14	84%	2012-13	84%	2011-12	80%	2010-11	85%	2009-10	68%	2008-09	83%	2007-08	95%						
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2007-08	95%																												

<p>Students will demonstrate written communication aptitude corresponding to tertiary academic norms, with an average score of 85%</p>	<p>Thesis Internal, summative.</p>	<p>The trend continued to be negative in 13-14 but shows a sharp upturn in the most recent a/y</p>	<p>The faculty training and focus appears to have reversed the trend positively.</p>	<p>Continue monitoring results to verify if results 15-16 show a positive trend</p>	<p style="text-align: center;">BBA Communication Average Score</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>2014-15</td> <td>90</td> </tr> <tr> <td>2013-14</td> <td>78</td> </tr> <tr> <td>2012-13</td> <td>82</td> </tr> <tr> <td>2011-12</td> <td>88</td> </tr> <tr> <td>2010-11</td> <td>87</td> </tr> <tr> <td>2009-10</td> <td>87</td> </tr> <tr> <td>2008-09</td> <td>86</td> </tr> </tbody> </table>	Year	Average Score	2014-15	90	2013-14	78	2012-13	82	2011-12	88	2010-11	87	2009-10	87	2008-09	86
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<p>Students will demonstrate analytical skills. Students average analytical thinking scores will exceed or equal 80%</p>	<p>Thesis internal summative</p>	<p>The trend continued to be negative in 13-14 but shows a sharp upturn in the most recent a/y</p>	<p>The introduction of a mandatory promoter in a/y 14-15 appears to have positively impacted results</p>	<p>Continue monitoring results to verify if results 15-16 show a positive trend</p>	<p style="text-align: center;">BBA Analytical Thinking Average Score</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>2014-15</td> <td>88</td> </tr> <tr> <td>2013-14</td> <td>78</td> </tr> <tr> <td>2012-13</td> <td>83</td> </tr> <tr> <td>2010-11</td> <td>87</td> </tr> <tr> <td>2009-10</td> <td>86</td> </tr> <tr> <td>2008-09</td> <td>86</td> </tr> </tbody> </table>	Year	Average Score	2014-15	88	2013-14	78	2012-13	83	2010-11	87	2009-10	86	2008-09	86		
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<p>Students will demonstrate an understanding current business issues. Students average business issue score will exceed or equal 80%</p>	<p>Formative internal assessment used in BCO 321. Success is based on course results. Students average business issue score will exceed or equal 80%</p>	<p>The negative trend in 11-12 has been reversed</p>	<p>The specific focus on this area in 2 core courses appear to have improved results</p>	<p>Results are only at or slightly above the objective. A more structured guest speaker program will be</p>	<p style="text-align: center;">Current Business Issues</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Average Score</th> </tr> </thead> <tbody> <tr> <td>2014-15</td> <td>82</td> </tr> <tr> <td>2013-14</td> <td>80</td> </tr> <tr> <td>2012-13</td> <td>85</td> </tr> <tr> <td>2011-12</td> <td>78</td> </tr> </tbody> </table>	Year	Average Score	2014-15	82	2013-14	80	2012-13	85	2011-12	78						
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2011-12	78																				

				introduced a/y 15-16																										
<p>Students will demonstrate an overall knowledge of the learning objectives for introductory courses in management, marketing, accounting and communications. The objective is that 80% of students pass with a minimum 75% grade</p>	<p>Formative. Internal. Success is based on the grades of internal exams in Mgt BCO 111, Mkt BCO 112, Acc BCO 114, Comm BCO 113.</p>	<p>The trend shows that objectives are not being met</p>	<p>The trend remains below objectives. The introduction of the foundation program does not appear to have impacted.</p>	<p>As of a/y 15-16, students will be monitored during registration week and the first 2 weeks of the semester. Students identified as below expected standards will be re-directed to the foundation program</p>	<p style="text-align: center;">BCO Core Outcomes - Average Grades</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>BCO Core Outcomes - Average Grades Data</caption> <thead> <tr> <th>Year</th> <th>BCO 111</th> <th>BCO 112</th> <th>BCO 113</th> <th>BCO 114</th> </tr> </thead> <tbody> <tr> <td>2011-12</td> <td>74</td> <td>76</td> <td>78</td> <td>75</td> </tr> <tr> <td>2012-13</td> <td>78</td> <td>80</td> <td>78</td> <td>76</td> </tr> <tr> <td>2013-14</td> <td>72</td> <td>74</td> <td>72</td> <td>70</td> </tr> <tr> <td>2014-15</td> <td>72</td> <td>73</td> <td>71</td> <td>70</td> </tr> </tbody> </table>	Year	BCO 111	BCO 112	BCO 113	BCO 114	2011-12	74	76	78	75	2012-13	78	80	78	76	2013-14	72	74	72	70	2014-15	72	73	71	70
Year	BCO 111	BCO 112	BCO 113	BCO 114																										
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Standard #5 Faculty and Staff Focus

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

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

		Analysis of Results																			
To maintain administrative staffing at such a level as to satisfy student needs	Monitoring of staff workloads and student enrollments annually	Student enrollment increased in 13-14 and 14-15 in Barcelona and Munich	Created and filled new staff positions, all departments have been reinforced in Munich and Barcelona to correspond to the higher number of students. Premises have already been expanded in Barcelona	Continue to monitor this issue to ensure sufficient staffing and facilities are available to maintain and improve stakeholder service	<table border="1"> <caption>STAFF EU BUSINESS SCHOOL</caption> <thead> <tr> <th>Location</th> <th>2011</th> <th>2013</th> <th>2015</th> </tr> </thead> <tbody> <tr> <td>BARCELONA</td> <td>24</td> <td>33</td> <td>46</td> </tr> <tr> <td>SWITZERLAND</td> <td>13</td> <td>16</td> <td>16</td> </tr> <tr> <td>MUNICH</td> <td>5</td> <td>10</td> <td>15</td> </tr> </tbody> </table>	Location	2011	2013	2015	BARCELONA	24	33	46	SWITZERLAND	13	16	16	MUNICH	5	10	15
Location	2011	2013	2015																		
BARCELONA	24	33	46																		
SWITZERLAND	13	16	16																		
MUNICH	5	10	15																		

<p>To optimize faculty interactions in order to enhance feedback and faculty development</p>	<p>Feedback from faculty post-faculty meeting</p>	<p>The reduced full faculty meetings and increased department meetings met with faculty approval. Feedback also indicated a desire for further development sessions</p>	<p>Faculty required further development sessions</p>	<p>Several sessions were offered, with faculty volunteering to lead sessions. The sessions included additional Moodle training, presentation techniques. Further sessions are to be held. Faculty are also included in the newly developed guest speaker MBA seminar speaker sessions</p>	<div style="text-align: center;"> <h3>Attendance to Faculty Meetings</h3> <table border="1"> <caption>Attendance to Faculty Meetings Data</caption> <thead> <tr> <th>Date</th> <th>Percentage of Faculty Attending</th> </tr> </thead> <tbody> <tr><td>04/10/2012</td><td>20</td></tr> <tr><td>04/12/2012</td><td>18</td></tr> <tr><td>04/02/2013</td><td>15</td></tr> <tr><td>04/04/2013</td><td>12</td></tr> <tr><td>04/06/2013</td><td>10</td></tr> <tr><td>04/08/2013</td><td>15</td></tr> <tr><td>04/10/2013</td><td>22</td></tr> <tr><td>04/12/2013</td><td>25</td></tr> <tr><td>04/02/2014</td><td>28</td></tr> <tr><td>04/04/2014</td><td>32</td></tr> <tr><td>04/06/2014</td><td>35</td></tr> <tr><td>04/08/2014</td><td>38</td></tr> <tr><td>04/10/2014</td><td>38</td></tr> <tr><td>04/12/2014</td><td>30</td></tr> <tr><td>04/02/2015</td><td>28</td></tr> </tbody> </table> <p>The horizontal axis represents percentage of faculty attending sessions NB Most faculty are adjunct and attend voluntarily with no financial incentive</p> </div>	Date	Percentage of Faculty Attending	04/10/2012	20	04/12/2012	18	04/02/2013	15	04/04/2013	12	04/06/2013	10	04/08/2013	15	04/10/2013	22	04/12/2013	25	04/02/2014	28	04/04/2014	32	04/06/2014	35	04/08/2014	38	04/10/2014	38	04/12/2014	30	04/02/2015	28
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<p>To maintain a professionally prepared and student-oriented faculty</p>	<p>Student evaluation of professors on a 1-5 scale (5 being the highest grade) The objective is to achieve an average minimum satisfaction level of 3.5</p>	<p>Whilst meeting objectives, 12-13/13-14 saw a decrease in results.</p>	<p>During this period, student intake rose significantly and new faculty recruited.</p>	<p>Increase faculty training & workshops</p>	<div style="text-align: center;"> <h3>Evaluation of Faculty</h3> <table border="1"> <caption>Evaluation of Faculty Data</caption> <thead> <tr> <th>Year</th> <th>Average Minimum Satisfaction Level</th> </tr> </thead> <tbody> <tr><td>2008-09</td><td>4.15</td></tr> <tr><td>2009-10</td><td>4.13</td></tr> <tr><td>2010-11</td><td>4.12</td></tr> <tr><td>2011-12</td><td>4.20</td></tr> <tr><td>2012-13</td><td>4.16</td></tr> <tr><td>2013-14</td><td>4.15</td></tr> <tr><td>2014-15</td><td>4.17</td></tr> </tbody> </table> </div>	Year	Average Minimum Satisfaction Level	2008-09	4.15	2009-10	4.13	2010-11	4.12	2011-12	4.20	2012-13	4.16	2013-14	4.15	2014-15	4.17																
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Faculty Qualifications

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

Table 5.2 Standard 5 - NEW FULL-TIME AND PART-TIME FACULTY QUALIFICATIONS – BARCELONA

Prof. Name	Field	Taught course(se)	Education Background	Professional Experience	Academic/Professional
Adriana Espinet	Tourism. Management	The Business of Tourism. Sustainable Tourism: Policies and Ethics	PhD Program Internationalization (PhD Candidate) University of Barcelona	Research Collaborator Consultant/ Teacher/ Coordinator of the Internationalization Department	Professional
Ala Zreigat	Design	Introduction to the World of Design	McGill University – Montreal/Canada School Of Engineering. Barcelona Institute of Architecture Masters in Architecture	Architect. Assistant Professor. Interior Architect and contractor	Professional
Alberto Gil	Law	Business Law	Ph. D European tax law University of Bologna, Italy	Lawyer. Attorney. External Consultant.	Academic
Alex Saz	Business Finance, Finance	Finance I	BSc Economics QMWC, London MSc Financial Markets UPF, Barcelona MBA IESE, Barcelona	Trader, Associate Director	Professional
Belen Derqui	Marketing	Strategic Marketing. Marketing Research. Cases in Marketing	MBA Business Administration. ESADE, Barcelona	Marketing Management; Sales Management; Marketing - Branding	Professional
Brian Reedy	English	English for business	English, sociology, creative writing B.A. in Liberal Arts Teaching English as a foreign language (TEFL)	Professor, Sales associate, Customer service	Professional
Carles Cabezón	Graphic design, Corporate identity, Design management	Designers & Management, Design & Corporate Identity	Technical Engineering in Computer Systems. Advertising and Public Relations.	Freelance art director. Creative director. Corporate identity, illustration, animation,	Professional

			Postgraduate Diploma in Graphic Design and Publishing Projects. Postgraduate Diploma in Advanced Graphic Design: Branding, Packaging and Publishing Projects	multimedia design, UX/UI	
Carlota Casanova	Design	Introduction to the world of design. Hotels and design.	Master Degree in Arts, Bellas Artes, University of Barcelona UB. Architect and city planner. Escuela Técnica Superior Arquitectura de Barcelona. ETSAB.	Consultant. Visa Department and Internal Competitions Dept.	Professional
Eduardo Forte	Design	Photography & Design	IAE Business School Master in Management.	Co-Founder & CMO at betahaus. Co-Founder at ForteCros&Partners. New Business Development. Founder Spain Online Store at PAEZ. Managing Partner at Menos Uno Comunicación.	Professional
Florent Vezin	Finance and Management	Financial Accounting Financial Management	Finance and International Business MBA Boston College, Boston, USA	Finance Officer. CF, Projects Director and Managing Director. Manager. International Finance Controller	Professional
Gaetano D'Adamo	Economics	Microeconomics, Global Economics, Macroeconomics, Quantitative Business Methods.	Ph.D. in Economics University of Bologna, Bologna, Italy	Loan Officer. Database manager. Consulting, business planning	Academic
Gloria Queralt	Marketing & Communicatio	Marketing Management,	Master Degree in International Business ,	Sales and Marketing Entrepreneur.	Professional

	ns	Advertising Media and Branding, Media Planning, Cross Cultural Business Issues	Specialist Postgraduate Diploma in Marketing	Marketing Manager. Freelance marketing. Brand Manager. Product Manager.	
Jordi Ballart	Mathematics	Mathematics. Calculus and Statistics Basics. Elementary Calculus. Mathematics of Finance. Financial Derivatives	PhD Engineering. Master in Business Administration. Degree in Engineering	Freelance. Export Manager	Academic
Jordi Capdevila	Architecture & Design	Architecture & Hotels Design	Masters in Architecture. Ph.D. in Architectural Projects (candidate)	Architect. Assistant professor.	Professional
Juan Morillo	Management	Global Business. Marketing Management. Family Business	Ph.D. Economics URJC, Madrid	Consultant. Sales Manager South Europe. Business solutions manager	Professional
Nina Rung Hoch	Strategy, Leadership, Management	Business Policy & Strategy	MBA with an emphasis on Strategy B.A. Economics	12 years of teaching experience 6 years' experience as an Executive Officer, Academics 15 years' experience as a Regional Vice-President	Academic
Pablo Gilardini	Marketing	E-Business. Marketing Basics	MBA Marketing and market development	Sales Executive. Commercial supervisor. Marketing and Commercial director.	Professional
Pol Valero	IT	Management Information Systems	Telecommunication MSc. Business	Sales, production, HR. General Management. CEO	Professional

			Administration MSc		
Silvia Cambra	Marketing Management. Pricing. Luxury Industries	Strategic Marketing. Luxury & Design.	Master in Marketing. Degree in Economics & Business Administration	Partner & Marketing Manager. Trade Category Manager. BRAND MANAGER	Professional
Silvia Escursell	Design	Graphic Design	Design Bachelor Degree. Marketing Management Postgraduate	Graphic Designer. Graphic Designer and Marketing assistant	Professional
Vasileios Myrthianos	Economics, Finance, Mathematics	Long-Term Financial Management	Ph.D. in Economics Management and Organization Certificate of Advanced Studies and Research Aptitude Master in Economics Management and Organizations Master in Financial Mathematics	9 years of teaching experience Publications	Academic

Table 5.2 Standard 5 - NEW FULL-TIME AND PART-TIME FACULTY QUALIFICATIONS - MUNICH

Prof. Name	Field	Taught course(se)	Education Background	Professional Experience	Academic/Professional
Agovic, Maida	International Relations	Conflict Resolution	Master's Degree International Relations Bachelor's Degree European Economic Studies	10 year's work experience 1 year teaching experience	Professionally
Beckmann, Katja	Finance	Financial statement Analysis Budgeting & Control Short-term financial Management	Diploma Business Administration, Banking	22 year's work experience in the finance	Academically

Boehm Susanne	Design	Stars & Management History of Contemporary Design Supervised Research Design	BA Design	25 years' working experience 3 years' teaching experience	Professionally
Butler, Shawn	Communication	Oral & Written Communication Skills	English ESL	20 year's working experience Cambridge – CELTA; University of Texas ESL	Professionally
Cox, Heath	Marketing Sustainability	Cross-Cultural Business Issues	MBA Masters of Business Sustainability BBA International Marketing	18 years' work experience business management and international development 1 year teaching experience	Professionally
Dall, Thomas	IT, Finance	IT for Business, Financial Markets	Ph. D Astrophysics MSc Physics	14 years' work experience Published Papers	Professionally
Dr. Fidelis Etah Ewane	Political Science International Relations	International Relations	Ph. D in Political Science Master of Arts International Relations Bachelor of Arts History/ Geography	8 years' work experience Worked the for United Nations Mission Published papers 1 year teaching experience	Academically
Gao, Raymond	E-Business	E-Business Management Information Systems	MBA Business / Finance B.S. Aerospace Engineering	2 year's teaching experience 25 year's work experience	Professionally

				Published papers Salesforce Certifications	
Dr. Gupta Kanika	Finance/Management	Accounting Budgeting & Control	PhD Finance/ Management Masters of Accounting	4 year's teaching experience 4 years' work experience Certificate of Teaching in Higher Education Presented papers	Academically
Dr. Lamberg, Jasso	Design Media Communication	Graphic Design & Corporate Identity Introduction to the world of design	PhD Graphic Communication MA History and Theory of Typography and Graphic Communication BA Media Communication	11 years' teaching experience 5 years' work experience Published papers	Academically
Pabst von Ohain, Ellen	Marketing International Business	Sustainability Organizational Communication Interpersonal Communication PR	MBA International Business Studies B.S. Marketing	8 years' teaching experience 30 years' work experience Held professional presentation	Professionally
Patra, Arpita	Marketing, Supply Chain Management, Media	Industrial Marketing, Strategic Marketing, Social Media Marketing, Supply Chain Management, Advertising, Media and Branding, The Media Industry, Mass Media & Communication,	MBA International Business & Marketing B.A. French Literature	13 years' work experience 3 years teaching experience	Professionally

		Managing Media Companies, Strategic Media Marketing, International Media Management, Media Psychology			
Peitzsch, Carol	Marketing	Advertising, Media and Branding		24 year's work experience 1 year teaching experience	Professionally
Pfuhler, Erwin	Business Administration	IT, Total Quality Management	Diploma Organization, Industrial Management	1 year teaching experience 27 years' work experience	Professionally
Ricks, Michael Stanley	Management Marketing	Management Marketing PR Organizational Communication Leadership and Teambuilding	MBA International Management BBA International Business Harvard Business School Certificate Certificates in Leadership and Management	33 years' work experience 2 years' teaching experience	Professionally
Scholl, Jessica	Management Marketing	Supply Chain Management Strategic Management Consumer Behavior Organizational Communication	MSc International Development BA Political Science	7 years' teaching experience 14 year's work experience Published papers, held professional presentations	Professionally

				Cross-Sector Partnership Brokering Level 1 Certification	
Sela, Or	Management	Management and Marketing Basics Sports Management Issues	M.A International Risk and Strategic Management B.S. Business Administration	4,5 years' working experience 3 years' teaching experience	Professionally
Shah, Shabnoor	Management	Foundations of Management, Change Management, Leadership and Team-Building	MBA in Human Resources BA in Language and Culture Studies Spanish Studies	3 year's teaching experience 10 years' working experience Certified Professional Behavior Analyst Leadership Certification Change Management Certification	Professionally
Tramier Leborgne, Aurelie	Marketing	Luxury and Design	Master of Management Marketing Pre – PhD Latin Literature of the Renaissance Master of Literature Latin Literature Bachelor Literature and Languages	10 years' work experience (7,5 years in Louis Vuitton) 0,5 years teaching experience	Professionally

Dr. Vahrenwald Arnold	Law	Crafting Unique Sports Events	PhD Intellectual Property Master of Laws Intellectual Property	21 years' teaching experience 40 years' working experience as practicing lawyer	Academically
Watson, Dave	Marketing	Marketing Marketing Management Strategic Marketing	MBA Marketing/Strategy, BA Sports Labor	25 year's work experience 6 years teaching experience	Professionally
Zarafat, Hashem	Finance, Statistics	Quantitative Business Methods Decision Making Analysis	MBA in Finance Bachelor's in Statistics	4 years' teaching experience 7 years' working experience Published papers	Professionally

Table 5.2 Standard 5 - NEW FULL-TIME AND PART-TIME FACULTY QUALIFICATIONS - SWITZERLAND

Prof. Name	Field	Taught course(se)	Education Background	Professional Experience	Academic/Professional
Fabien Hoëppe	Sports Management	Legal & Ethics Issues in Sport. Sports Marketing	Master Degree in Sports Management. Master in Legal economics and management of sports.	8 years of teaching experience. 11 years of working experience	Professionally
Jon-Hans Coetzer	International Relation and Management	Global Business. Conflict Management. Entrepreneurship & New Venture Creation. Strategic Management. Global Economics. Negotiation (seminar).	Doctorate in International Relations. Master of Arts Degree in European Tourism Management	22 years of working experience Key note speaker Publications	Academically
Josefina	Finance	Security Analysis.	Master in International	14 years of teaching	Professionally

Bengoechea		Tax Management. Financial Derivatives	Affairs. MSc in Business Administration	experience 19 years working experience Published researcher	
Sophie Tochon	Accounting/Finance	Accounting I	EMBA	6 years working experience 14 years of working experience Publications	Professionally
Marc Caron	Management	Leadership & team building. Management Basics Sports Nutrition & Health	PhD in Plant Physiology Master in Immunology Bachelor in Biology	10 years of teaching experience 23 years of working experience	Professionally
Marinelly Bustamante	Design	Introduction to the World of Design. Supervised Research Design	Graphic Designer	7 years of teaching experience 12 years of working experience	Professionally
Stefano Battaglia	Management	Organizational Behavior (MBA). Human Resources Management (MBA)	MSc in Human Resources Management BSc in Communication Sciences	5 years of teaching experience 1 year of working experience	Professionally
Stuart Clarke	Marketing	Consumer Behavior. Social Media & Marketing. Strategic Marketing	Master in Marketing BA (Hons) Business Studies	16 years of teaching experience 7 years of working experience	Professionally
Anne Walder	Management and Communication	Small Business Management. Entrepreneurship & New Venture	PhD in Andragogy pedagogical innovation DBA in International	20 years of teaching experience 20 years of working	Academically

		Creation. Global Business. Interpersonal Communication. Intercultural Communication	Communication EMBA Postgraduate in Business Management LL.M (Law degree)	experience Publications	
Sylvain Jimbert	Sport Management	Sport Facility Planning & Management. Sponsoring & Sport Communications	Professional Qualification in Sponsorship Master in International Sport in International Sport and Event Management MBA	1 year of teaching experience 9 years of working experience	Professionally
Fernanda Salina	Law	Business Law. International Law. Introduction to Business Law	PhD in International Law. Advanced Masters in International studies, peace and conflict resolutions	10 years of teaching experience 14 years of working experience Juris Doctor	Academically

Table 5.2 Standard 5 - NEW FULL-TIME AND PART-TIME FACULTY QUALIFICATIONS – ON-LINE

Prof. Name	Field	Taught course(se)	Education Background	Professional Experience	Academic/Professional
Hubert Joo	Tourism, Management	International Finance Short-Term Financial Management	Thesis Phase to obtain PhD Diploma Master in International Tourism Master in Business Administration Bachelor in Economics	8 years of teaching experience 3 years' experience as a business and financial analyst 4 years' experience as a Financial and Administrative Manager	Academic
Enrique García	Project	Technology & Change	Certified Project	12 years' experience in	Professional

	Management, Management	Management	Manager Professional Leading Project-Driven Organizations Executive MBA degree International Management Program Certificate Airline Management Telecommunications Engineer	management 3 years of teaching experience 1 year experience in Financial and Distribution services	
Kenneth Lenz	Leadership, Entrepreneurship, Management	Marketing Research Innovation & Leadership	Ph.D. Entrepreneurial Leadership Online Instructional Design Certification Professional Grant Development Certification MBA Leadership BA Accounting	Chairman Entrepreneur Leadership President at Lenz Group More than 19 years' experience in management 9 years' experience as a consultant 3 years of teaching experience	Academic
Jorge Sánchez	E-Business	E-Marketing Strategies	Master of Science in Telecommunications Engineering Bachelor of Science in Physics	2 years' experience as a Project Manager 6 years' experience as a particle accelerator engineer 9 years' experience in E- Business 3 years in teaching experience	Professional
Toni Duró	Advertising	Advertising & Media Public Relations Mass Media, Strategy & Media Law	Program for Management Development Major Post Degree in Public Relations Post Degree in Design and Management of Digital Projects	5 years' experience in Public Relations and advertising field 7 years of teaching experience 2 years as a guest lecturer	Professional

			Degree in Journalism		
José Manuel Pérez Marzábal	Law	Advertising & Media Mass Media, Strategy & Media Law	European PhD Candidate Development Program in Telecommunications Diploma in Intellectual Property Diploma of Advanced Studies LL.M. International Law Bachelor degree in Law	12 years of teaching experience 6 years' experience as an internet lawyer and ebusiness legal strategist 1 year as a researcher 3 years' experience as an "in-house" lawyer Publications Conferences, Seminars, Workshops	Academic
Elizabeth Adams	Communication	Public Speaking & Public Communication	Initial Teaching license Doctor of Arts in English Dramaturgical studies Master of Fine Arts in Writing Bachelor of Arts in Theatre	30 years of teaching experience 15 years' experience as a Book reviewer 4 years' experience as a Manager 2 years' experience as a research assistant Publications Produced Plays	Academic
Anne Walder	Psychology, Communication, Management, Law	Organizational Communications	Professional license Trust and Estate Practitioners Postgraduate degree in Business Administration Executive Master of Business Administration Master in Laws Doctorate of Business Administration Qualitative Research with grounded theory	5 years of teaching experience 9 years' experience as a director Researcher Executive Assistant Publications	Academic / Professional

			method of analysis Ph.D. in Sciences of Education, Andragogy Doctor of Psychology and Education		
Lynette Stoltzfus	Marketing, Management	Practical Applications in Public Relations	Social Media Marketing course Digital Marketing course Executive Programs MBA with a major in International Business and Marketing BA in German and Spanish	14 years' experience in marketing field 3 years' experience as a strategy consultant 1 year teaching experience	Professional
Henry Negreira	IT, Management	Crafting the E- Business Model	Computer Science Engineer Associate's Degree in Economics Administration Studies Postgraduate in Networking specialist	17 years' experience in management 7 years' experience as a Systems analyst- programmer 13 years teaching experience	Professional
Shamir Yanay	Management	E-Business Architecture	MBA management of Technology and Innovation MBA Leadership, Business Venture Web Master Diploma Diploma in Photography and Design	More than 25 years' experience in Management 6 years of teaching experience	Professional
Anthony Lawson	IT	E-Business Design	Bachelor in Geographic Sciences Master in Economic Development Master in Business	20 years of teaching experience 4 years' experience in project management 1 year experience as a	Professional

			Management Software Master in Control and Strategic Planning in General Management	consultant 2 years' experience in Internet management 2 years' experience in training services	
Nadja Ortner	Management	Strategic Supply Chain Management	PhD in Business Administration Master of Business Administration Master of Arts in Cultural Sciences	8 years' experience in management positions 4 years' experience in HRM field 1 year in teaching experience	Academic
Joanne Jankowski	Economics, Management	Coaching & Mentoring	PhD candidate in Economics MBTI Personality inventory certification training in progress Professional Coaching Certification TOESL Diploma Labor Law postgraduate diploma MBA in Strategic, Marketing and Management BBA	3 years' experience as a Private Consultant 1 year experience as a junior seasonal coordinator 1 year experience as a senior seasonal coordinator 2 years' experience as an Operations manager 1 year experience in strategy manager 8 years' experience as a translator 6 years' experience as a language instructor 6 years' experience as a lecturer 2 years' experience as a professional and personal coach	Professional
David Brychcy	Economics, Finance	Financial Investments	Ph.D. in Economics, International Doctorate in Economic Analysis CFA Charter holder Master of Arts in Economic Analysis	1 year experience as a researcher 2 years' experience as a teaching assistant 2 years' experience as a risk analyst	Academic

			Master of Arts in Finance and Banking	6 years' experience as a lecturer 2 years' experience as a Financial Analyst in International Banking	
Vasileios Myrthianos	Economics, Finance, Mathematics	Long-Term Financial Management	Ph.D. in Economics Management and Organization Certificate of Advanced Studies and Research Aptitude Master in Economics Management and Organizations Master in Financial Mathematics	9 years of teaching experience Publications	Academic
Kanika Gupta	Commerce, philosophy	Advanced Finance	Ph.D. in Philosophy Pedagogy Certification for Adult Education Masters of Commerce Bachelor of Commerce	2 years' experience as an accountant analyst 2 years' experience as an assistant professor 4 years' experience as an academic consultant 2 years of teaching experience	Academic

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

Due to the large number of corresponding tables, appendix 2 is attached to provide this information, appendix 3 contains new professors' profiles

Standard #6 Educational and Business Process Management

a. Curriculum

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

N/A

Note: If you have a new degree at a level currently accredited by ACBSP, then report information on: student enrollment, program objectives, instructional resources, facilities and equipment, admissions requirements, graduation statistics, core professional components (CPCs) and the outcomes assessment process to ACBSP. If the new degree is at a higher level than what is currently accredited, the school must complete a self-study to add the degree.

3. List any accredited programs that have been terminated since your last report.

N/A

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

Table 6.1 Standard 6 - Organizational Performance Results

		Analysis of Results																																											
Ensure budget levels are sufficient to maintain and improve student services	Revenues and Budget (in Euros)	The trend is positive showing sufficient funding is available	EU continues to be a stable institution, financially	Improve efficiencies by using new It software for administrative duties	<p>Total income</p> <table border="1"> <caption>Data for Total income graph</caption> <thead> <tr> <th>Year</th> <th>Total income (Euros)</th> </tr> </thead> <tbody> <tr><td>2007-08</td><td>6,000,000</td></tr> <tr><td>2008-09</td><td>8,500,000</td></tr> <tr><td>2009-10</td><td>8,000,000</td></tr> <tr><td>2010-11</td><td>9,500,000</td></tr> <tr><td>2011-12</td><td>12,000,000</td></tr> <tr><td>2012-13</td><td>13,000,000</td></tr> <tr><td>2013-14</td><td>13,500,000</td></tr> <tr><td>2014-15</td><td>14,500,000</td></tr> </tbody> </table>	Year	Total income (Euros)	2007-08	6,000,000	2008-09	8,500,000	2009-10	8,000,000	2010-11	9,500,000	2011-12	12,000,000	2012-13	13,000,000	2013-14	13,500,000	2014-15	14,500,000																						
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Increase student intake	Monitoring of new enrollments	High increase in BCN intake, MTX & GVA stable. Decrease in Munich	The Swiss situation is unlikely to change due to high competition and the strong currency. The Munich reversal reflects a major change in staff	Monitor the growth in Barcelona to ensure sufficient staff are available. Expansion of Via Augusta (BCN) premises to accommodate new classrooms and offices. Provide extra support to the Munich team	<p>New Enrolments All Sites, All Programs</p> <table border="1"> <caption>Data for New Enrolments graph</caption> <thead> <tr> <th>Year</th> <th>BCN</th> <th>MTX</th> <th>GVA</th> <th>Munich</th> </tr> </thead> <tbody> <tr><td>2008-09</td><td>150</td><td>50</td><td>100</td><td>100</td></tr> <tr><td>2009-10</td><td>150</td><td>50</td><td>100</td><td>100</td></tr> <tr><td>2010-11</td><td>150</td><td>50</td><td>100</td><td>100</td></tr> <tr><td>2011-12</td><td>200</td><td>50</td><td>100</td><td>100</td></tr> <tr><td>2012-13</td><td>200</td><td>50</td><td>100</td><td>100</td></tr> <tr><td>2013-14</td><td>400</td><td>50</td><td>100</td><td>100</td></tr> <tr><td>2014-15</td><td>500</td><td>50</td><td>100</td><td>50</td></tr> </tbody> </table>	Year	BCN	MTX	GVA	Munich	2008-09	150	50	100	100	2009-10	150	50	100	100	2010-11	150	50	100	100	2011-12	200	50	100	100	2012-13	200	50	100	100	2013-14	400	50	100	100	2014-15	500	50	100	50
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To extend and strengthen EU academic and professional network	Review of partnerships; depth of relationship	During a/y 2014-15, EU entered into partnership with the University of Derby (UK) and Roehampton University (UK)	EU needs to strengthen its reputation through partnerships and accreditation	A team is in place to work on gaining AAQ accreditation. This will be done through Swiss headquarters	See EU website for complete list and links of partners
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Complete the following table **only** if you have new programs or substantially changed an accredited program.
N/A