

Association of African
Business Schools



THE AABS ACCREDITATION

POLICIES AND OUTLINES

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Annexure 1: Appeal and Dispute Resolution Policy

The AABS Board is the final authority on accreditation decisions, and therefore any appeals and disputes should be directed in writing to the AABS Chair.

Should the appeal or dispute not be resolved to the satisfaction of the applicant, the parties shall attempt to resolve it through negotiation. This will entail a written invitation from the AABS Board to the applicant to a meeting, within one month from the date of the letter. The meeting would attempt to resolve the dispute.

If the dispute is not resolved by such negotiation, the parties shall submit the dispute to arbitration. An arbitrator will be appointed by mutual agreement between AABS and the school at the school's cost. Arbitration decisions will be final and binding to all parties. Jurisdiction of disputes will be governed by the AABS charter.

Application Decisions

Schools receiving a “not accepted” as a final decision may appeal against the decision within one month of receiving the letter.

Accreditation Decisions

Schools receiving a “non-award” as a final decision may appeal against the decision within two months of receiving the letter. Appeals should not challenge the decision taken, but should only be based on:

- Presented evidence of unfair evaluation by the AABS Review Team.
- Specific irregularities in the accreditation process that in the school's opinion jeopardised the school's possibility of accreditation.

Accreditation fees and other costs incurred by a school towards accreditation are non-refundable, regardless of the application or accreditation decision taken.

Annexure 2: Conflicts of Interest Policy

This policy applies to all members, volunteers, and any other person acting on behalf of the Association of African Business Schools (AABS) including, but not limited to:

- Governing Board
- Accreditation Committee members
- Review Team members
- Mentors
- Staff
- Members
- Associates

Statement of Intent

AABS is committed to ensuring all decisions and decision-making processes related to accreditation are, and are seen to be, free from any potential bias to eliminate the possibility of a clash between the organisation's accreditation efforts and a person's self-interest, professional interest, or public interest.

Policy

It is a policy of AABS to ensure that anyone acting on behalf of AABS understand what constitutes as a conflict of interest. Some examples of possible conflicts of interest include, but not limited to:

- Previous employment with the institution under review for accreditation.
- Graduate from the institution under review for accreditation.
- Immediate family members who are part of or receiving services from the institution.
- Current post/position which might encourage an unfavourable accreditation decision concerning the institution under review.

It is the responsibility of each individual acting on behalf of AABS to identify and declare any possibilities for conflicts of interests. If the individual is unsure what to affirm, he or she should reach out to the appropriate AABS office/entity for confidential guidance.

Annexure 3: Expenses and Travel Policy

Institutions are responsible for all expenses and travel arrangements for visits of mentors and review teams planned through their accreditation process.

Flights

All flights should be booked in economy class. Business class tickets must be booked under the following circumstances:

- The duration of the flight is more than 5 hours.
- The total traveling time (from departure to arrival) including time spent in transit airport is more than 8 hours.

Accommodations

Mentors and review team members are expected to arrive one night before scheduled visit. Check out, if flights are not available on the last day of the visit, should be scheduled the next day. Institutions are expected to cover all reasonable costs associated with their hotel stay following the below guidelines:

- Hotel is within reasonable distance from the institution.
- Hotel is within acceptable standards.
- Wi-Fi in the room and all public places.
- Availability of business meeting facilities and support.

All personal services, such as laundry services or spa treatments, will not be covered by the institution.

Transportation

Institutions are expected to cover all costs related to the following:

- Airport transfers; including transfers at home country.
- Transfers from the hotel to the institution and vice versa.
- Transfers to and from all institution planned events during the visit.

Food Catering

Institutions are expected to cover all costs related to the following:

- Food and non-alcoholic beverages consumed at the hotel during the mentor or review team visits not necessarily mentioned in the visit agenda.
- All planned lunches and dinners as per the visit agenda either at the institution, hotel, or an outside venue.
- Refreshments during the visit at the institution.
- Alcohol and tobacco consumption: it is under the discretion of the institutions to offer or pay for any of these services. It is the responsibility of the institutions to make their preferences clear in writing to the mentors, review team members, and AABS Accreditation Office to avoid any unwanted expenses.

Extension of Duration

Any personal extension of duration in the mentors or review team members stay will not be covered by the institution. The institution, however, may provide suggestions regarding different hotels, local tours, sightseeing, and any other recommendations related to their extended stay.



Reimbursement

Any costs incurred related to the above-mentioned items should be finalized by the institution no later than four weeks from last day of visit. Mentors and review team members must provide a valid receipt to get reimbursed. Any reimbursement requests without a valid receipt or prior arrangements with the institutions will not be honored. It is advisable that any reimbursement arrangements should be in writing.

Annexure 4: Self-review Report Outline

This outline is intended to guide the institution in compiling their self-review report during the self-evaluation process. The report should include the following:

1. Cover Page

- Institution logo
- Name of institution
- Date of report submission
- Name of the report

2. Statement of Accuracy

This should be a one-page summary of the how the institution approached the internal self-evaluation process. It should also mention the key players involved in co-ordinating the review and producing the report. The summary should briefly highlight the principal benefits gained from the process and key challenges, if any.

The bottom of the page must be signed by the head of the institution as a commitment to the accuracy of the report. Below is a sample but the institution could adopt any preferable format.

“On behalf of [INSERT INSTITUTION NAME], and in my role as [INSERT TITLE], I, [INSERT NAME OF INSTITUTION HEAD], hereby confirm that the information contained within this self-review report is accurate at the time of sending and is a fair and honest representation of the institution’s resources and current position. The final report was a collaborate effort involving all members of the institution’s leadership team in addition to faculty and staff.

Over a period of [INSERT NUMBER] months, [INSERT NAMES AND TITLES OF PROJECT PARTNERS] have been working alongside all of the institution’s stakeholders to assemble the required qualitative and quantitative information to ultimately write this report.

A first draft of this report was reviewed by the senior administrators of the institution and the individuals originally and ultimately responsible for the information and amendments made where necessary, always with the intention of providing clear, authentic, and useful information for accreditation purposes.

Should something be missing in this report, we assure you that we are in a position to provide additional data and information on any of the standards should AABS and its Accreditation Team request this.

[INSERT DATE]

[SIGNATURE]

*[HEAD OF INSTITUTION NAME]
[TITLE]”*

3. Table of Content

4. Glossary of Terms (if any)

5. Executive Summary

The executive summary should summarise what is going to be in the report. It should not be an introduction or include recommendations. The executive summary should not exceed three pages.

6. Main Content

The structure of the report will follow the 11 standards of the AABS Accreditation Standards and Criteria Guidelines as follows:

- Standard 1: Relevance to the African context
- Standard 2: Mission, Vision, and Strategy
- Standard 3: Governance
- Standard 4: Resources
- Standard 5: Students
- Standard 6: Faculty
- Standard 7: External Relations
- Standard 8: Programs
- Standard 9: Research
- Standard 10: Impact on Africa
- Standard 11: Sustainability

The end of each standard should include a conclusion regarding the most pertinent aspect of the evaluation that would, in the institution's opinion, have the most impact on its activities for improving the quality of business and management education offered.

The main content should range between 100 – 120 pages.

7. Conclusion

The conclusion should capture the key aspects of the evaluation against each AABS accreditation standard, along with identified key priorities for continuous improvement. This conclusion should summarise and present the institution's case for AABS accreditation as well as future plans on how it intends to continue meeting the AABS accreditation standards accordingly. The conclusion should not exceed 3-pages.

8. Annexures and Supporting Documents

Attachments to the SRR must strictly be only information that facilitate understanding of the issues discussed in the report as mentioned throughout the AABS Accreditation Standards and Criteria Guidelines document. Supporting documents should not be part of the actual report, rather, they should compromise a separate document: The Annexes.

Annexure 5: Accreditation Visit Plan Timeline

Date	Accreditation Office (AO)	Institution	AABS Review Team (ART)	Accreditation Committee (AC)
Approximately 7 months prior to visit		Propose 3 dates for accreditation visit and send to AO ¹		
Approximately 6 months prior to visit	Send confirmed visit date to institution and AC			Select ART members
Approximately 4 months prior to visit	Send ART composition, SRR report reminder, and travel policy			
At least 60 days prior to visit		Submit SRR via email and travel itineraries of ART	Review report and historical documents; prepare for visit	
At least 50 days prior to visit		Send hard copies to AT and AO		
One week before visit		Send final accreditation visit schedule		
Within 10-15 business days after the visit concludes	Send report to institution for review		Submit visit report to AO	
Within 10 business days after receipt of the team report or 3 weeks prior to Board meeting		Respond to the team report i.e. corrections, clarifications, send report back to AO		
Prior to Board meeting	Send report to Board for final decision			

¹ It is mandatory that all visits start on a Tuesday and classes must be in session during the accreditation visit

Annexure 6: Accreditation Visit Agenda Template

Review Team Members

- [INSERT NAMES AND TITLES]
-
-
-

Day 1: Xxxday, Month xx, Year²				
Time	Meeting/Activity	Participants	Location/Venue	Notes
11:00 – 12:30	Lunch		Hotel	Closed meeting
12:30	Departure		From hotel to institution	Departure time depends on distance between hotel and institution
13:00 – 13:30	Welcome session	Head of institution Project leader	Head of institution office	A quick welcome from the head of the institution, an overview of the visit, and an introductory session
13:30 – 14:00	Tour of campus	Tour guide	Institution	The tour should include classrooms, IT, library, and all sites used by institution stakeholders as indicated in Standard 4
14:00 – 16:00	Working session		Workstation/TBD	Closed meeting
16:00	Departure		From institution to hotel	Departure time depends on distance between hotel and institution
18:30	Departure		TBD	Dinner could take place at hotel or at a nearby restaurant; hosting institution decides Departure time depends on distance between hotel and restaurant
19:00	Welcome dinner	Head of the institution Project leader Three more participants	TBD	A maximum of three other key participants as determined by the institution
Day 2: Xxxday, Month xx, Year				
Time	Meeting/Activity	Participants	Location/Venue	Notes
07:30 – 08:00	Breakfast		Hotel	Closed meeting

² Example: Day 3: Wednesday, October 3, 2018

08:00	Departure		From hotel to institution	Departure time depends on distance between hotel and institution
08:30 – 10:00	Introduction	Head of the institution Associate/Assistant Head Directors Chairs	Institution/TBD	Standards 1, 10, and 11 Staff and faculty with senior administrative positions
10:00 – 10:15	Break		Workstation/TBD	Closed meeting
10:15 – 11:45	Institution	Head of the institution Associate/Assistant Head Directors Chairs Finance Manager	Institution/TBD	Standards 2, 3, and 4 (financial), 6 (faculty management) Staff and faculty with senior administrative positions Head of Finance
11:45 – 12:00	Break		Workstation/TBD	Closed meeting
12:00 – 13:00	Programmes	Associate/Assistant Head Department chairs Programme directors	Institution/TBD	Standard 8 Head of the institutional programmes Faculty/staff with intensive programmes involvement Any other person with programmes responsibilities Academic and non-academic programmes
13:00 – 14:15	Lunch	Alumni Corporate Partners	Institution/TBD	Standard 7 (alumni and linkages) Open discussion lunch. Set up should be around a conference room table.
14:15 – 15:15	Research	Associate/Assistant Head Faculty	Institution/TBD	Standard 9 Head of the institutional research Faculty with intensive research output Any other person with research responsibilities
15:15 – 16:15 (parallel meetings)	Faculty	2 AT members Tenure Non-tenure Tenure track Practitioners Part-time	Institution/TBD	Standard 6 Different ranks should be included
	Students	2 AT members UG students GR students	Institution/TBD	Standard 5 Maximum 16 students of UG and GR combined (selected according to the number of programmes)

16:15 – 16:30	Break		Workstation/TBD	Closed meeting
16:30 – 17:30	Staff Sufficiency	Staff (non-faculty and non-teaching)	Institution/TBD	Standards 4 (non-financial) and 7 (diversification) Mid-managers and staff responsible for career advising, external relations, administrative support, non-national outreach, marketing and communication, technical support, and as determined by the institution
17:30	Departure		From institution to hotel	Departure time depends on distance between hotel and institution
19:30	Dinner	Head of institution Strategic Advisory Board/ External Board	Hotel	Maximum 8 participants in addition to ART
Day 3: Xxxday, Month xx, Year				
Time	Meeting/Activity	Participants	Location/Venue	Notes
08:00 – 08:30	Breakfast		Hotel	Closed meeting
08:35	Departure		From hotel to institution	Departure time depends on distance between hotel and institution
09:00 – 12:00	Working Session		Workstation OR hotel	Closed meeting Meeting could take place at hotel or at workstation; ART decides Some of this time may be used for additional meetings at the request of the ART
12:00 – 12:45	Concluding meeting	Head of the institution Project leader Additional participants	Institution/TBD	Additional participants as determined by the school
12:45	Departure		From institution to hotel	Departure time depends on distance between hotel and institution

Annexure 7: Supporting Documents Checklist

- Documents with more details on the school's operating context, including records of the higher education act and regulatory framework with key circulars and licenses
- Documents showing more detailed accounts of the school's history and establishment
- Documents that describe the school's strategic plan
- Documents that show how the strategic plan is monitored and revised (records of meetings, interviews, list of KPIs... etc)
- Documents, such as department meetings records, handbooks, offices workplans... etc., that detail the practices, policies and procedures in support of the school's governance
- Policies and procedures for staff recruitment
- Records of staff performance reviews
- Documents, such as policy manuals, contracts, financial statements...etc., in support of the school's resources
- Documents, such as students' records, reports, newspaper articles, brochures, policy manuals, student's handbook... etc., in support of quality, management, and development of students
- Curricula vitae of faculty (full time, part time, and visiting faculty)
- Other documents, such as faculty handbook, records of faculty evaluation...etc., in support of the quality, management, and development of faculty
- Internationalisation strategy document
- Policies and procedures for student exchanges
- Memoranda of understanding with external partners (academic, corporate, NGOs, and governments)
- The school's alumni directory
- Documents, such as outreach policy, pictures and records of events, meetings... etc., in support of the management and development of the school's external relations
- Programme brochures and prospectuses.
- Minutes of curriculum and programme review meetings
- Samples of students' course evaluation forms
- Samples of students' assessments
- Course portfolios
- Documents, such as assessment reports, curriculum mapping, committees' records of meetings... etc., in support of the management, development, monitoring, and relevance of the school's programmes (academic and non-academic)
- Research strategy
- Electronic or hard copy samples of research materials listed
- Documents, such as research committee records of meetings, job descriptions, research KPIs... etc., in support of the management, development, monitoring, and relevance of the school's research
- A portfolio of evidence of achievements in support of the school's impact such as reports, newspaper clippings, awards... etc.
- Documents in support of the school's impact on students, management education, business communities, governments, and society
- Documents in support of the school's sustainability

Annexure 8: Mid-term Report Outline

This outline is intended to guide the institution in compiling a mid-term report following an evaluation, two years six months into the accreditation, and should not exceed 10 pages following the same requirements as the self-review report in font size and page layout. The report should include the following:

- 1. Name of school**
- 2. Date of Accreditation Award**
- 3. Changes in the operating environment that impact the school's activities**
 - External changes in the environment
 - Internal changes and developments
- 4. Areas for Improvement**
 - The continuous improvement and enhancement of quality measures set after the accreditation award should be listed with comments against each recommendation
 - Outcomes achieved should be outlined and where the set objectives have not been met, details should be given including obstacles encountered and the revised plans going forward
- 5. New identified opportunities for improvement**
- 6. Other changes that have taken place in the institution's activities as a direct result of the AABS accreditation process**
- 7. Name, job title and signature of the head of the institution**
- 8. Date of submitting the mid-term report**
- 9. Supporting documents**

Institutions may attach supporting documents as they see necessary
- 10. Signed and stamped by the head of the institution**



Annexure 9: Re-accreditation Letter Template

AABS Re-accreditation Letter

[INSERT INSTITUTION NAME]
[STREET ADDRESS]
[CITY, POSTAL CODE]
[PHONE NUMBER WITH AREA CODE] [EMAIL ADDRESS]

[INSERT DATE]

This letter serves as a formal notification of [INSERT INSTITUTION NAME]'s interest in commencing the re-accreditation process.

This is also to confirm that [INSERT INSTITUTION NAME] has continuously adhered to the AABS accreditation standards, initial, and core principles.

[INSERT INSTITUTION NAME] is fully committed to providing accurate information, applying honesty and professionalism in the process, giving access to all materials and personnel required, and due co-operation to all AABS personnel involved in the AABS re-accreditation process.

Sincerely,

Stamp

[INSERT NAME]
[INSERT TITLE]