December 12, 2008

Dr. Kenneth R Nielsen
President
Woodbury University
7500 Glendale Boulevard
Burbank, California 91510

Dear Dr. Nielsen:

Congratulations! The Board of Commissioners of the Baccalaureate/Graduate Degree
Commission met on November 20-22, 2008, and granted Reaffirmation of
Accreditation with conditions, notes, and opportunities for improvements for your
business programs.

Conditions and notes should be viewed as opportunities for improvement that would
move your program to a higher level of excellence. It would be extremely rare that a
school receive accreditation without these conditions or notes given ACBSP's Core
Value of Continuous Improvement and Organizational Learning, that "Business schools
and programs should pursue regular cycles of planning, execution and evaluation of
every process and system. Ongoing improvement of these processes and systems
leads to ever higher quality and student/stakeholder satisfaction." The conditions and
notes placed on your programs are:

**Opportunity for Improvement on Standard One - Leadership:**
While tables were included in the self-study report measuring success of the
program with regard to "impact on society" and "ethical behavior," evidence of
performance was not included in the self-study report. Overall, there is much
strength in leadership at Woodbury University.

**Opportunity for Improvement on Standard Two - Strategic Planning:**
The strategic plan is comprehensive and has widespread support from
stakeholders; however, measures for the goals are vague, making it difficult to
gauge progress. Documentation of the process and of formal procedures would
support replication, evaluation, and improvement.

**Condition on Standard Three - Student and Stakeholder Satisfaction:**
A systematic approach is in place and is in early stages of deployment. While
there are strengths, there is limited data and limited evidence of improvements as
a result of data analysis.

**Conditions on Standard Four - Measurement and Analysis of Student
Learning and Performance, Criterions 4.1, 4.2, 4.4 and 4.4:**
4.1 Selection and Use of Information and Data. A systematic approach to
selection and use of information is in early stages of deployment. Full
implementation over time will demonstrate that documentation and analysis of
results yields program improvement.
4.2 Selection and Use of Comparative Information Data. Examples of comparative data are provided; however, the data is from a single source for only the MBA program.

4.3 Selection and Use of Information Results. There is some evidence of the use of results from data resulting in improvements but there are limited sources used over a limited period of time.

4.4 Continuous Process Improvement: Student Learning and Performance. Several related initiatives are recent, indicating an early stage of transition to the new model of outcomes based assessment.

Note and Opportunities for Improvement on Standard 5: Faculty and Staff Focus:

Opportunity for Improvement on Criterion 5.1 Human Resource Planning: There is an aggressive human resource plan to significantly increase the full-time faculty and to address work load in order to achieve strategic objectives. It may be beneficial to develop a similar plan and more effective approach to part-time faculty.

Opportunity for Improvement on Criterion 5.2 - Employment: Improve communication of HR info to part-time faculty. Woodbury falls below the historical criteria for doctorally qualified faculty at the undergraduate level, but has an aggressive hiring plan that has already improved from 32 to 38% in this criterion and should achieve the historical criteria with plans for additional full-time doctorally qualified faculty.

Note on 5.5 Faculty Evaluation: A systematic approach is in its early stages. The business unit should develop a formal approach for evaluating student advising and counseling, administrative activities, evaluation of part-time faculty, and of assessing and improving the evaluation system. These areas will be addressed in a new formal faculty handbook that is in process.

Opportunity for Improvement on 5.6 Faculty and Staff Development: The approach is fully deployed; however, part-time faculty development is not formally addressed and this is an opportunity for improvement.

Note on Standard 6 - Educational and Business Process Management:

Criteria 6.1 - Provide documentation in next Quality Assurance Report of improvement in Design and Delivery by incorporating a uniform core curriculum and improving CPC in some majors, all to be addressed with implementation of WBBA in Fall 2009.

You are encouraged to work with Commissioner, Dr. Patricia Rucker on the removal of the notes and conditions. Dr. Patricia Rucker may be contacted by phone at 215-570-9282 or via e-mail at: parucker@peirce.edu.

Your first full Periodic Report will be due on 9/30/2010, and every two years after that. Your ten-year reaffirmation will be due in 2018.

ACBSP encourages you to publicly announce that your business programs are accredited. Next week, we will be sending you, via e-mail, a sample ACBSP Press
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Release and ACBSP Logo files for publicizing your accreditation. As you prepare these materials, the following is your official ACBSP statement:

**Woodbury University is nationally accredited by the Association of Collegiate Business Schools and Programs to offer the following business degrees:**

- **Undergraduate programs:**
  - Associate Degree in Computer Information Systems
  - Associate Degree in Accounting
  - Bachelors of Science Degree in Accounting
  - Bachelors of Science Degree in Business and Management
  - Bachelors of Science Degree in Computer Information Systems/IT
  - Bachelors of Science Degree in Fashion Marketing
  - Bachelors of Science Degree in Marketing

- **Graduate programs:**
  - Masters of Business Administration

Please take this opportunity to review the institution name as it will appear on your Certificate of Accreditation. If this is not correct, please notify Diana Hallerud via email at dianahallerud@acbsp.org and provide the correction by May 18, 2009.

**Name of institution as it will appear on the certificate:**

**Woodbury University**
**Burbank, California**

Please mark your calendar to join us in San Antonio where we will honor you and all other schools receiving accredited status during the 2008-2009 membership year. A flyer being distributed to all ACBSP members is enclosed. In addition, we encourage you and others on your campus to consider attending the CLADEA International Relations Conference that precedes our conference, June 24-26 in San Antonio. Updated information is always available by going to ACBSP Gateway, [www.acbsp.org](http://www.acbsp.org).

You are encouraged to attend along with your Chief Academic Officer and Dean of the College of Business. Many institutions even invite many of the faculty to this prestigious celebration.

Your institution will also be announced during the Baccalaureate/Graduate Institution meeting held on Friday, June 26, 2009 at 2:30 p.m. There is a breakfast on Sunday morning June 28, at 8:00 a.m. for those institutions that are receiving accreditation. The purpose of the breakfast is to more personally congratulate the institutional representatives and to outline the procedures that will be followed at the accreditation banquet. At least one institutional representative should attend the breakfast.

In addition to the breakfast, a professional photographer will be available at 5:30 p.m. on Sunday, July 28 to photograph all institutional representatives along with the ACBSP Director of Accreditation, Associate Director, and the Chair of the
Baccalaureate/Graduate Board of Commissioners. Appropriate dress for the photo session and banquet is business professional.

With this letter we introduce our latest initiative to continually improve our product. We are pleased to provide the CHAMPION contact with a copy of this letter and a copy of *The Process of Maintaining Accreditation*. We previously included in one book all the information about the accreditation process from membership through reaffirmation. We now offer two books, one focused on obtaining accreditation and one focused on maintaining accreditation. Some new features of this publication include an introduction that describes opportunities to promote your accredited status. We also hope you notice the improved graphic appearance of what is presented.

An important part of your ACBSP accreditation is the leverage it gives you in securing European-based accreditation, opportunities to network with similar schools in Europe, and to make presentations at conferences outside the United States. We are enclosing information provided by the European Council on Business Education (ECBE). Representatives from ACBSP will be attending the pre-conference seminar and meeting in Athens next year, and we hope to see some of our members there as well. If you are interested in using your current ACBSP accreditation to obtain ECBE accreditation using an accelerated process, please contact the ACBSP office.

Online registration for the conference will be available on our website beginning January 2, 2009 at www.acbsp.org. Please make your hotel reservations by May 15, 2009.

Congratulations on maintaining such a high quality business program.

Sincerely,

[Signature]

Steve Parscale  
Director of Accreditation

Enclosures

To:

Dr. David Rosen, Vice President for Academic Affairs  
Dr. Andre van Niekerk, Dean – School of Business  
Dr. Satinder Dhiman, Associate Dean, Chair, MBA Program  
Dr. Patricia Rucker, Baccalaureate/Graduate Degree Commissioner