



BUSINESS
GRADUATES
ASSOCIATION

LEADERS NEVER STOP LEARNING

BGA ACCREDITATION GUIDANCE

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1. GUIDANCE FOR BUSINESS SCHOOLS

1.1 Introduction

The Business Graduates Association is an international impartial authority on business education, and is part of the Association of MBAs and Business Graduates Association (AMBA & BGA). The organisation was established in 1967. BGA's charitable objective is to advance the principles of responsible management, positive impact and lifelong learning at institutions offering business and management education. BGA is a leading professional membership association connecting business schools and employers, students and graduates.

1.1.1 Governance

AMBA & BGA is a charity registered in the UK, governed by a Board of Trustees known as the International Management Board (IMB). A full list of the organisation's trustees can be found on the BGA website at: www.amba-bga.com/our-people

Accreditation oversight is devolved by the IMB to the BGA Accreditation Advisory Board (BAAB), a sub-committee of the International Accreditation Advisory Board (IAAB).

1.1.2 Who is this document for?

This document is for business school staff who are considering accreditation of their business school or those with a re-accreditation visit due.

1.1.3 What is the document for?

This document is intended as an introduction to BGA accreditation only. It should not replace communication with BGA staff who can provide support and critical information before the BGA assessment visit.

The guidance in this document provides details about the BGA accreditation criteria such as expected documentation to be submitted, charts, and descriptions required under each section.

BGA ensures high quality, timely and customer-focused accreditation based on a unique formula of a dedicated account manager for support and advice, an academic mentor, a Peer Review Team (PRT) and appropriate documentation. Three types of accreditation are covered in this document:

- 1) Accreditation of new institutions: Institutions following this route will be required to make a full application through all three stages of the process, submit relevant documentation including their Continuous Impact Model (CIM), Self-Assessment Form (SAF) and Self-Audit Report (SAR), and receive a visit from a BGA PRT.
- 2) Re-accreditation: BGA accreditation is awarded for a defined period of time, and institutions are prompted when their accreditation is due for renewal. Institutions will need to complete the final stage of the process and also submit relevant documentation including the SAF and SAR and receive a visit from a BGA PRT.

- 3) AMBA & BGA joint accreditation: AMBA-accredited institutions can apply for AMBA & BGA joint accreditation. The process has been designed to minimise work by combining the AMBA & BGA accreditation principles and required documentation, as well as streamlining the creation of impact metrics.

A joint accreditation requires the following documents:

- AMBA Self-Assessment Form
- BGA Self-Assessment Form (for the second sample programme)
- AMBA Self-Audit Report
- Impact & Responsible Management Exercise (Found in the BGA Self-Assessment Form)

For a comprehensive review of the AMBA accreditation criteria, please see www.associationofmbas.com/amba/business-schools/accreditation for further details.

Institution definition

An 'institution' is classified as any degree-awarding organisation such as a business school, university, or similar entity at which the business degree is regionally or nationally recognised. BGA will work with the organisational entity, or business school, to determine the most appropriate parameters for the institutional scope.

2. CORE PRINCIPLES OF BGA ACCREDITATION

2.1 Rationale

BGA's rigorous assessment criteria ensure that only institutions who can fully demonstrate their quality are accredited. BGA's accreditation is focused on measuring changes in impact, developing feedback loops, and applying feedback to improve against BGA's accreditation criteria. This consultative, in-depth and detailed approach means that the highest standards of teaching and learning are guaranteed by BGA accreditation.

BGA believes that institutions should demonstrate best industry practice and understand changing trends to innovate and continuously meet market demands. The BGA accreditation process reflects this commitment to fostering innovation and challenges institutions to continuously perform at the highest level.

2.2 Guiding principles

The BGA accreditation process is designed to provide stakeholders such as potential students and employers with a quality indicator so that they can make informed choices and decisions. BGA represents its stakeholders by ensuring that BGA only accredits institutions which demonstrate current best practice in business and management education, including a clear grasp on responsible management, impact, coverage of relevant syllabus topics, and a provision of support for students and alumni which enhance the overall learning experience. The BGA accreditation process

also emphasises that institutions have a clear grasp of their key strategic objectives, and can provide relevant impact metrics that showcase their ability to meet their objectives.

As a registered charity, accreditation also facilitates BGA's work to improve standards in business education and share best practice with emerging markets and developing business schools. BGA's experienced peer review teams, thought leadership and research, and representation of the business education sector all contribute to achieving this.

The accreditation process is meant to both examine and consult the institution, where it receives recommendations in terms of programme and curriculum design, methods of teaching and delivery, alumni services, admissions strategies, and much more.

The BGA accreditation criteria is overseen by the BGA Accreditation Advisory Board (BAAB) which is formed of deans and senior academics from AMBA & BGA's global network of accredited business schools. Relevance and consistency is key to the accreditation process; the accreditation criteria are reviewed fully every five years. The BAB will conduct the next full review of the BGA accreditation criteria in 2024, and will include extensive consultation with key stakeholders; employers, graduates, students and business schools.

3. ACCREDITATION PROCESS

3.1 New institutions

There are three stages for institutions without prior BGA accreditation. At each stage there are documents to submit and corresponding payments in order to progress to the next stage. The three stages are:

- Application stage
- Development stage
- Assessment stage

Institutions must be fully paid members of BGA before they can initiate BGA accreditation. In addition to this, they must also meet the following eligibility criteria:

- (i) The institution must have been in continuous operation for at least five years
- (ii) The institution must possess degree-awarding powers (in the event of not having this, schools should obtain a recommendation letter from an AMBA or BGA accredited business school and provide a letter for the strategic reasons for not having degree-awarding powers)
- (iii) The institution must have graduated at least three student cohorts from one of its programmes
- (iv) The institution must have audited financial statements showcasing financial sustainability

3.2 Application stage

Interested institutions are advised to first contact the BGA accreditation team at bga-accreditation@amba-bga.com so that they may discuss the mission and key strategic objectives of the institution and the relevant BGA accreditation criteria with the senior management team of the institution. This time can be used to answer any questions regarding the criteria or process. The BGA team is also happy to meet with senior members of the institution at BGA's London office and correspond via e-mail and telephone. BGA accreditation staff may also be able to visit the institution, even if it is based overseas, under certain circumstances.

Once the institution is ready to make a formal application, please contact BGA at bga-accreditation@amba-bga.com so that it can be allocated a specific account manager who will progress the application through to completion.

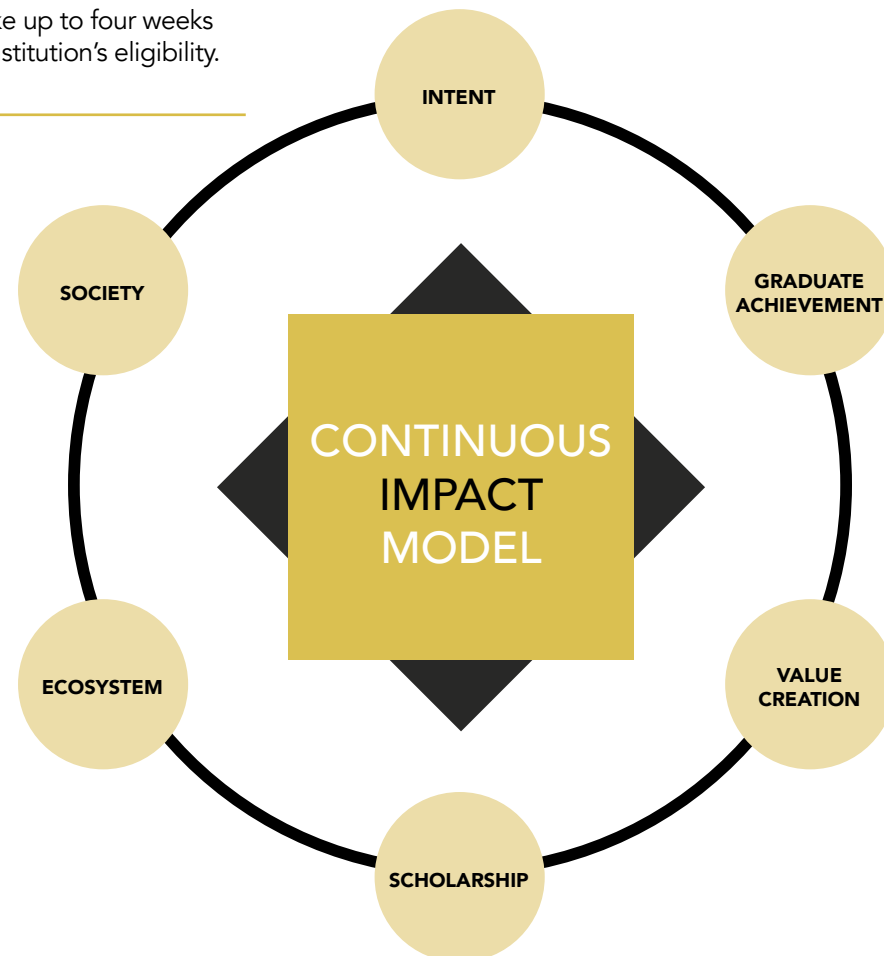
New institutions must confirm that they understand the BGA accreditation process and criteria by sending a formal letter of intent, agreeing to the relevant terms and conditions. An example of this can be found in Appendix 2. The institution will also be asked to submit their accreditation application form, as well as a signed copy of the BGA Standard Assessment Costs. All documents are easily accessible online: www.amba-bga.com/bga/accreditation.

The BGA account manager will be able to provide the institution with guidance and support when completing the forms, which is used to determine that:

- (i) The main eligibility criteria for accreditation are being met by the institution
- (ii) The institution does not progress any further and complete unnecessary work or payments without this check being carried out by a member of BGA staff.

Once the application form has been reviewed, and any issues resolved, the institution will be formally invited to become a candidate for accreditation and will progress to the next stage.

Please note that once BGA has received the non-refundable application stage fee and application form from the institution, it is anticipated that it can take up to four weeks for BGA to confirm the institution's eligibility.



3.3 Development stage

Once the institution is formally recognised as a candidate for accreditation, it will progress to the development stage of the accreditation process. The development stage includes the selection of an academic mentor from the AMBA & BGA network of business schools and the development of impact metrics using BGA's Continuous Impact Model (CIM), which measures changes in impact under six distinct dimensions:

Institutions will be required to develop impact metrics, which are tailored to their mission and key strategic objectives, under at least five of the listed dimensions above. The academic mentor will play a key role in advising the institution on developing and measuring appropriate metrics - however it is not in their remit to operationalise the CIM or produce any other accreditation documentation. For a full description and guidelines on the CIM and how to develop impact metrics, please visit: www.amba-bga.com/bga/accreditation/continuousimpactmodel.

The academic mentor will support the institution in defining appropriate metrics that reflect the school's mission. Once metrics have been identified, they must be signed off by the mentor.

Once signed off, the metrics must be measured at the time they are defined (Year 0) and then again at the end of Year 1 and Year 2, with the variance analysed. If the institution can demonstrably show positive improvements with narratives that support the changes, the CIM will be submitted to the BAAB for review.

In instances when the submission is deemed unacceptable by the BAAB, full written feedback will be supplied by the mentor as to why further development is required regarding the impact metrics. Note that it can take up to four weeks for the BAB to fully review CIM progress and provide the institution with feedback on whether it can proceed to the next stage in the accreditation process.

The development stage is also where the school will prepare its accreditation documentation, i.e. the self assessment form (SAF) and the self audit report (SAR). The school should use this time in the Development Stage to improve on any areas of weaknesses that it feels it may have in relation to the BGA accreditation criteria. The mentor will assist in this endeavour by conducting a gap analysis and providing ongoing advice and support.

The SAF is a data-driven document that collects information about an institution's programmes, faculty, students, alumni initiatives, and more. Two sample programmes will be reviewed in detail, and will need to be presented in the SAF. One programme will be selected by the school, while BGA selects the other. Both programmes must ultimately be confirmed by BGA before work can commence on the SAF.

Alongside the SAF, the institution will also be asked to complete a final document known as the SAR. The SAR contains more detailed information about the institution, its initiatives under social responsibility, and programmes, and must demonstrate how each of the BGA accreditation criteria are met using the impact metrics developed during the development stage. It is a narrative document of approximately 80-100 pages in length, and is an opportunity for an institution to showcase its strengths against the BGA criteria. The institution will receive a SAR template, which contains the BGA accreditation criteria and expectations under each criteria that the institution will need to address in the SAR.

3.4 Assessment stage

The BGA account manager will inform the institution whether approval to proceed to the Assessment stage has been granted. At this point, the SAF and the SAR should be finalised and brought fully up-to-date.

Both the SAF and SAR will be due for submission three weeks before the assessment visit, allowing the Peer Review Team (PRT) sufficient time to become familiar with the materials. Prior to submission, the account manager will work together with the institution to set dates for the assessment visit to take place. In most cases, the institution will need at least three months' notice to prepare and arrange for the assessment visit.

Once the assessment visit dates are set, the account manager will organise the accreditation PRT, a panel of three senior staff from the AMBA & BGA faculty of assessors who are trained to assess institutions against the BGA accreditation criteria and CIM. In order to comply with UK Anti-Bribery and Corruption legislation, institutions may not suggest specific team members for the visit, but may suggest accredited institutions based in the region from which an assessor may work at. BGA cannot, however, guarantee that an assessor from an accredited institution in the region is available. The final PRT information will be provided by BGA to the institution as soon as it is confirmed.

Institutions will also be asked to review the base room requirements, found in the appendix, and a template 'Agenda' for the assessment visit that will indicate which members of institution's staff should attend each session. Information on the accreditation visit, what to expect, and how to prepare, can be found in section 6 and Appendix 8. The base room requirements can be found in the appendix. BGA uses the same template

agenda at all assessment visits to ensure each institution has the same opportunity to present themselves to the BGA PRT.

Following the accreditation visit from the PRT, a full invoice for travel, accommodation and subsistence incurred by the PRT during the visit will be compiled and submitted to the institution. This is known as the "Recharges Invoice". It is anticipated that the recharges invoice can take between four to six weeks to compile and submit to the institution.

Once the assessment visit is complete the PRT will produce a final report, usually within six weeks of the date of the accreditation visit. This report will be sent to the institution once BGA has received full payment for any costs incurred by the PRT. During this stage, BGA welcomes any amendments the institution would like to make to the factual parts of the documentation. Please note that it is not possible to change any opinions or analysis in the PRT's report.

Once BGA has received the institution's feedback, the report will be submitted to the BAAB Endorsement Committee who will review the recommendations from the PRT and make a final decision. The institution will receive an update from their account manager once the decision has been endorsed (usually within four weeks) and a copy of the final version of the Accreditation Report as well as an Impact Report, showcasing the institution's impact measurements. The report will also contain information about when the institution will be due for re-accreditation.

4. RE-ACCREDITATION PROCESS

Institutions which have previously been accredited by BGA, and are due for re-accreditation, will undergo a review of the already established impact metrics and the final stage of the accreditation process. They are also listed and explained below:

- Review of impact metrics
- Assessment stage

4.1 Review of impact metrics

BGA will send the institution a reminder approximately twelve months before the re-accreditation visit is due. The institution will be asked to sign the BGA 'Re-Assessment Costs' schedule to confirm that it is happy with the charge for the re-assessment visit and to pay for any assessor expenses incurred during the visit. In preparation for the assessment visit, institutions should view and download copies of the BGA accreditation criteria online: www.amba-bga.com/bga/accreditation/criteria.

The institution will be required to submit an update on their CIM three months in advance of the reaccreditation visit. It may be that some of the elements of the CIM have changed as the school's strategy evolves, and this is both acceptable and encouraged, as long as the narrative explains any changes made.

The BGA account manager will review the impact metrics and will include any feedback if necessary for the creation of the accreditation documents in the next stage.

4.2 Assessment stage

The institution will need to arrange dates for the assessment visit with BGA and provide a named point of contact for BGA to liaise with. The following documents will be required three weeks before the assessment visit:

- Self-Assessment Form (SAF)
- Self-Audit Report (SAR)
- Finalised CIM

The BGA account manager will be able to provide guidance and support when an institution is completing these documents.

The BGA account manager will be able to confirm the names of the Peer Review Team (PRT) approximately three months before the assessment visit. The base room requirements and a template agenda for the visit will be sent to the institution, which indicates the members of staff who should attend each session. BGA uses the same template agenda at all assessment visits to ensure each institution has the same opportunity to present themselves to the BGA PRT.

Following the accreditation visit from BGA, a full invoice for travel, accommodation and subsistence incurred by the PRT during the visit will be compiled and submitted to the institution. This is known as the "Recharges Invoice". It is anticipated that the recharges invoice can take between four to six weeks to compile and submit to the institution.

Once the assessment visit is complete, the PRT will produce a final report, usually within six weeks of the date of the accreditation visit. This report will be sent to the institution once

BGA has received full payment for any costs incurred by the PRT. During this stage BGA welcomes any amendments the institution would like to make to the factual parts of the documentation. Please note that it is not possible to change any opinions or analysis in the PRT's report.

Once BGA has received the institution's feedback, the report will be submitted to the BAAB Endorsement Committee who will review the recommendations from the PRT and make a final decision. The institution will receive an update from its BGA account manager once the decision has been endorsed and a copy of the final version of the Accreditation Report as well as an Impact Report, showcasing the institution's impact measurements. The report will also contain information about when the institution will be due for re-accreditation.

5. AMBA & BGA JOINT ACCREDITATION PROCESS

Institutions which have previously been accredited by AMBA, and who are due for re-accreditation, are eligible to combine their AMBA accreditation with a BGA accreditation. An AMBA & BGA accreditation visit uses a condensed approach to limit both workload and costs for the institution. A joint accreditation visit involves a full two day visit with an agenda focusing on the MBA, a second sample programme, and the institution as a whole.

Institutions will have to meet both the AMBA and BGA accreditation criteria to pass, and the accreditation outcome is coterminous, meaning the weaker of the two will determine the accreditation cycle. For example, if the decision is a five-year BGA accreditation but a three-year AMBA accreditation, the next joint visit will take place in three years.

Alongside accrediting the institution, AMBA & BGA accreditation involves in-depth auditing of two sample programmes. One is the MBA, which must meet the AMBA criteria, the second is a programme that will be chosen by the BGA team.

5.1 Letter of intent

An institution wishing to undergo a joint accreditation must submit a letter of intent outlining that they understand the costs and process involved in a joint accreditation process. Alongside the letter of intent, the institution is required to submit a scanned copy of the 'AMBA & BGA Standard Assessment Costs' document. Both should ideally be submitted nine months prior to the re-accreditation visit. The assigned

accreditation account manager will be able to provide both the letter of intent and standard assessment cost templates.

It is highly recommended that an institution contacts their AMBA account manager to discuss the joint accreditation process in detail and whether the institution meets the BGA accreditation criteria. Once ready, it can submit the two required documents to accreditation@amba-bga.com.

5.2 Assessment stage

The institution will need to arrange dates for the assessment visit in accordance with AMBA requirements for their re-assessment. The following documents will be required three weeks before the assessment visit:

- AMBA Self-Assessment Form
- BGA Self-Assessment Form (for the second sample programme)
- AMBA Self-Audit Report
- Impact & Responsible Management Exercise

The Impact & Responsible Management Exercise is a document or presentation demonstrating clear and concise arguments and KPIs on how the institution addresses the United Nations Sustainable Development Goals and measures its impact on stakeholders. Institutions undergoing joint accreditation are not required to undergo the CIM exercise. The Impact & Responsible Management Exercise replaces the CIM exercise in the joint accreditation process.

The AMBA account manager will be able to provide guidance and support when an institution is completing these documents. The SAF and SAR documents are required to be submitted to AMBA & BGA at least three weeks prior to the assessment visit.

Please see the AMBA accreditation criteria on the official AMBA website: www.associationofmbas.com/amba/business-schools/accreditation.

6. THE ACCREDITATION VISIT

BGA will convene a PRT, which will include a BGA accreditation director (or other representative) and three senior staff from other AMBA or BGA accredited institutions. AMBA & BGA maintains a Faculty of Assessors in excess of 100 individuals who carry extensive experience in management education, many are Deans of business schools. The institution has the right to veto any assessor of the PRT if it is uncomfortable with the suggested assessors. A sample list of assessors used by BGA can be accessed here: www.amba-bga.com/bga/accreditation/meet-the-assessors.

Unlike other accreditation organisations, AMBA & BGA pays their PRT members a small consultancy fee to ensure that the service received by the PRT is professional, consistent, and consultative in nature. Feedback on assessment from the PRT visits is highly encouraged and can be discussed in confidence with a BGA account manager. All members of the BGA Faculty of Assessors receive initial training and regular refresher sessions. In most cases, BGA aims to select at least one member of the PRT from the continent in which the institution operates, and BGA also aims to add an international member to every team so that the institution can gain the most from the peer review process. BGA also ensures that any new assessors (maximum one per team) are always paired with an experienced PRT. The PRT plays a vital role in offering the institution strategic feedback on its short to mid-term objectives, offering various solutions and ideas that can help the institution improve.

Institutions are required to provide the PRT with a 'base room' that can be used throughout the accreditation visit. This should be a separate room to that used for the formal meetings. The base room should be private, and the PRT will work there and leave personal items including luggage. In addition to the documentation submitted to the PRT in advance of the visit, institutions may provide base room documentation digitally. Schools may choose to provide a digital base room in advance of the visit, where documents are organised by category and are easily accessible via a service such as DropBox or OneDrive. The BGA account manager will inform the institution of any specific additional documents that should be provided. See the appendix for further information.

BGA will arrange travel for the PRT members to the city where the accreditation is taking place, however the institution should organise airport transfers in addition to pick up and return to the hotel each day. It is recommended that the PRT travel as a group where possible throughout the assessment visit. BGA asks institutions to organise – and pay for – suitable hotel accommodation for the PRT members. The BGA account manager will advise the best time and way to arrange this.

Hotel accommodation should be of good standard, and preference should be given to establishments which are located close to the institution. Long commutes between the hotel and the institution should be avoided. PRT members are happy to walk to the institutions from the hotel if it is a suitable distance, however institutions are advised to check with the BGA account manager about this, as PRT members may have heavy bags and documents.

A sample of what an accreditation visit schedule looks like can be found in Appendix 8.

6.1 Accreditation outcomes

At the end of the second day of the visit, the PRT will provide initial verbal feedback to the institution, which will include a preliminary accreditation decision. The standard format includes commendations, recommendations and conditions of accreditation. Please bear in mind that this feedback is preliminary in nature and will need to be ratified by the BAAB Endorsement Committee in the post-assessment stage of the process.

The PRT have the following options available to them in terms of their final recommendation:

New institutions:

- Accreditation for five years
- Accreditation for three years
- Deferral of accreditation (with a reduced visit within one year)
- Denial of accreditation

Re-Accreditation:

- Accreditation for one year
- Accreditation for three years
- Accreditation for five years
- Removal of accreditation

In instances where conditions have been set, the institution is usually asked to report back to BGA within a defined period of time, in order to indicate how any changes are being implemented to address any concerns raised. This is called a Progress Report. In some circumstances, BGA may arrange for a reduced assessment team (usually two members) to visit the institution to ensure that the concerns have been addressed and resolved sufficiently.

In instances where institutions have multiple delivery sites or partners, BGA is ideally required to visit at least one overseas location during the accreditation cycle. This will be pre-arranged with the institution and will be a one day visit undertaken by a reduced PRT. A full template agenda will be provided by BGA.

Any report and findings made during the accreditation visit are confidential to BGA and the institution. Other than the institution's accreditation status (i.e. accredited or non-accredited), BGA does not share the outcomes of the assessment such as length of accreditation or the written reports with third parties, and all BGA accreditation assessors are trained to understand the importance of confidentiality. The Impact Report is the only aspect of the accreditation that is communicated externally.

6.2 Finalising the accreditation

The accreditation is only complete once the BGA account manager has sent the institution a copy of the BAAB endorsed Accreditation Report and the Impact Report, along with the official completion letter. New institutions will receive a framed certificate of accreditation. Re-accredited institutions will receive an updated certificate.

BGA will enter the details of the accreditation onto the BGA website site once the final report is endorsed. Institutions can request a formal presentation and acknowledgement of BGA accreditation at the next annual Global Conference by speaking to their account manager.

Please note that in order to maintain BGA Accreditation, institutions are required to pay their annual membership fees.

6.3 Appeals

In exceptional circumstances, institutions may appeal specific aspects of the BAAB-endorsed accreditation decision such as failure to follow due process or a disregard of material facts. Appeals on the basis of accreditation judgements will not be accepted. Appeals are rare and need to be supported with evidence. They should be submitted in writing to bga-accreditation@amba-bga.com within two weeks of receipt of the final report.

6.4 Payments

At each stage of the accreditation process, BGA will send an invoice when payment is due. If the institution has a purchase order number that they would like BGA to use, then they are advised to let their account manager know so that the purchase order number can be included in all invoices. Institutions should note that all payments are non-refundable. Some payments are also limited by set periods of time, and will expire if the institution does not proceed to the next stage within the specified period. See the BGA website document for further details on accreditation fees: www.amba-bga.com/bga/accreditation/apply.

6.5 Timescale

The BGA accreditation process is designed to move at each institution's own pace, and progression between stages relies on the production of documentation as well as collection of data that supports measurable positive impact. BGA endeavours to provide a timely, efficient and customer focused process and progresses each application to the next stage as quickly as possible. Institutions can expect the full BGA accreditation process to take at least two years. Please see Appendix 7 for a detailed breakdown.

6.6 Impact report

Upon completing the standalone BGA accreditation process, the institution will be given an impact report consisting of two pages that highlight the strengths of the institution. The impact report will draw its narrative and conclusions from the impact metrics developed by the institution, highlighting the areas where the institution delivers the most impact and value addition for key stakeholders. The report does not disclose sensitive data about the institution or areas where the institution may require further improvement.

The impact report may be used as a marketing tool to communicate to prospective students, and can be made available as a resource on the institution's official website.

Institutions undergoing joint accreditation do not receive an Impact Report as it is based on the CIM.

7. MAINTAINING THE RELATIONSHIP WITH BGA

7.1 Promoting BGA Accreditation

Promoting BGA accreditation is an essential part of demonstrating the world-class quality of the institution's impact in the highly competitive market for potential students. BGA also supports institutions by promoting their accreditation to reach potential students in a number of ways.

7.1.1 Maintaining the business school profile

Institutions are advised to keep their business school profile up to date on BGA's Business school search: www.businessgraduatesassociation.com/schools/search. The search function is where the institution's impact report is available to the general public, and contains essential information for prospective students, faculty, and employers. Institutions can make changes to their profile by contacting bga-accreditation@amba-bga.com.

7.1.2 Using the BGA logo

The Business Graduates Association is recognised worldwide as a quality brand. BGA-accredited institutions are encouraged to use the 'BGA Accredited' logo on marketing collateral, website and course literature. Institutions who become accredited receive the accredited logo alongside general guidelines.

7.1.3 Business Impact

BGA accredited institutions receive a feature article in BGA's magazine, *Business Impact*. The articles showcase how the institution achieved accreditation, as well as the institution's efforts in sustainability and social responsibility practices. Business Impact is available to the entire AMBA & BGA network, as well as their associated student networks.

7.1.4 Awards

The AMBA & BGA Excellence Awards recognise high achievers from the business school industry, and every year accredited institutions, as well as their students and graduates, are invited to participate in the competition.

7.1.5 Conferences and workshops

BGA organises three annual conferences: Global, Asia Pacific and Latin America. BGA conferences are a great way to meet staff from other BGA institutions to share ideas, best practice and to engage with current trends within business and management education. All BGA institutions are eligible and encouraged to nominate speakers, themes or topics for the conference programme, and if interested should contact bga-membership@amba-bga.com.

7.1.6 Research

BGA accredited institutions receive exclusive access to the latest research publications, global statistics and a direct line to the BGA research department. BGA also provides advocacy and lobbying through AMBA & BGA's policy work for the business education sector.

7.1.7 Student and graduate membership

BGA offers an extensive student membership platform (and graduate membership for accredited institutions) exclusively tailored to students as well as alumni of accredited institutions. The platform is fully designed to support students and alumni in their careers by giving them the following services:

- Employer training videos, written tutorials and interactive career resources;
- CV builder, aptitude tests, career assessments and bite-size online courses;
- Webinar series on career advice and soft-skills development;
- Business Impact access, housing a plethora of global business stories and thought-leadership;
- Up to 30% off best-selling leadership and management books from leading publishers including Routledge, Harvard Business Press, MIT Press, Bloomsbury, Kogan Page and Wiley;

APPENDIX 1: BGA ACCREDITATION PROCESS

1. Application stage

- 1) Institution expresses interest in accreditation
- 2) Institution sends formal 'Letter of Intent' agreeing to assessment terms & conditions
- 3) Institution sends signed 'Standard Assessment Costs' document
- 4) Institution completes and sends the accreditation application form
- 5) Institution pays non-refundable application stage fee (valid for one year)
- 6) Institution invited to be a formal candidate for accreditation

2. Development stage

- 1) Institution assigned academic mentor
- 2) Institution pays annual accreditation fee
- 3) Institution develops impact metrics using the Continuous Impact Model (CIM)
- 4) Initial CIM is approved by BAAB
- 5) Institution measures and details impact metrics
- 6) Institution submits impact metrics to the BAAB with approval from the academic mentor
- 7) BAAB sends institution confirmation to proceed to the assessment stage

3. Assessment stage

- 1) Institution completes Self-Assessment Form (SAF)
- 2) Institution completes Self-Audit Report (SAR)
- 3) Institution pays assessment stage fee
- 4) Preparation of assessment visit and peer review team (PRT)
- 5) PRT assessment visit is made
- 6) Initial feedback given to the institution
- 7) Institution pays assessment visit PRT expenses

4. Post-assessment

- 1) Report compiled by PRT
- 2) Factual checking of report by the institution
- 3) Report considered by BAAB for endorsement
- 4) Final Accreditation confirmation provided by BGA Director
- 5) Full re-assessment due at the end of accreditation cycle

APPENDIX 2: EXAMPLE LETTER OF INTENT

Before BGA can begin the accreditation process, it needs to have received a letter of intent from the institution. **Before completing the letter of intent, the institution should request the relevant 'Standard Assessment Costs' document for the region from the accreditation team. The cost schedule can also be downloaded on the BGA portal.**

The letter must be written on the institution's headed paper and signed by the Head of School (dean or equivalent). It must include the following wording:

I confirm that <name of school> accepts the Business Graduates Association's criteria for accreditation, and I confirm that we have read and accept the expenses detailed in the STANDARD ASSESSMENT COSTS document and understand the process for BGA accreditation as detailed in the BGA Accreditation Criteria.

In addition, please attach a copy of the accreditation costs (which BGA will provide) signed by the Dean/Head of School.

This should be addressed to:
**AMBA & BGA, 3 Dorset Rise,
London, EC4Y 8EN, United Kingdom.**

The letter and signed cost schedule can be scanned and submitted by email to the designated BGA account manager.

APPENDIX 3: ACCREDITATION VISIT – ADDITIONAL FEES

During the assessment visit, the Peer Review Team (PRT) of four will incur expenses for:

- Subsistence (food, drinks, Wi-Fi, printing)
- Travel relating to the assessment visit, including airport transfers
- Any other reasonable expenses attached to the assessment visit

Hotel accommodation is booked and paid for by the institution in advance of the visit for all four members of the PRT. This may also include the cost of meals the day before the visit. On average a PRT member will not require more than three nights' accommodation, and no less than one night.

All BGA PRT members are required, as paid consultants, to adhere to BGA's own expenses policy which states that only expenses related to the assessment visit activities can be claimed. All PRT members are asked to submit receipts and expense claims directly to BGA (not via the host institution) and they are scrutinised by BGA before the final re-charge invoice is generated. Institutions are also entitled to request full copies of all receipts if they so wish.

AMBA & BGA adheres to UK Anti-Bribery & Corruption Legislation. BGA assessors are not encouraged to invite guests (such as family members) to assessment visits. When this occurs guests should play no part in the assessment visit and the assessor will need to pay the hotel directly for any additional expenses such as double occupancy rate and additional breakfast.

APPENDIX 4: ELIGIBILITY COMMITTEE MEMBERS

New institutions applying for accreditation are reviewed first by a BGA accreditation team member who examines the 'Application Form'. Institutions that pass this stage are then asked to work in their impact metrics during the development stage. Both initial and final submission of the impact metrics are reviewed by the Eligibility Committee, which is part of the BGA Accreditation Board (BAAB). Institutions cannot progress any further until the Eligibility Committee have approved the impact metrics.

Eligibility Committee members

| | | |
|-----------------------------|--|-------------------------------|
| Dr Mark Oakley | Former pro vice-chancellor | Aston University, UK |
| Professor Philip McLaughlin | Former founding co-dean and director | Kedge Business School, France |
| Professor Martyn Jones | Deputy vice-chancellor (international) | Kingston University, UK |

APPENDIX 5: ENDORSEMENT COMMITTEE MEMBERS

Each accreditation report produced by the Peer Review Team (PRT) is subject to review by three members of the Endorsement Committee, formed of members (or former members) of the BGA Accreditation Board (BAAB). Accreditation recommendations are not finalised until they have been endorsed by this committee and a full list of Endorsement Committee members is shown below.

Endorsement Committee members

| | | |
|-----------------------------|--|---|
| Professor Andrew Lock | Former dean | Leeds University Business School, University of Leeds, UK |
| Professor Philip McLaughlin | Former founding co-dean and director | Kedge Business School France |
| Dr Mark Oakley | Former pro vice-chancellor | Aston University, UK |
| Carlos Ramos | MBA International adviser | AMBA & BGA, Argentina |
| Professor Martyn Jones | Deputy vice-chancellor (international) | Kingston University, UK |

APPENDIX 6: BGA ACCREDITATION APPEAL PROCESS

On receipt of the final accreditation decision provided by the BGA Accreditation Advisory Board (BAAB), the institution has the opportunity to appeal the decision. BGA's appeal process is outlined below:

- (i) The institution has the right to appeal an accreditation decision made by the BAAB. Appeals can only be accepted based on the grounds of a failure to follow due process or a disregard of material facts. Appeals simply on the basis of accreditation judgements will not be accepted.
- (ii) A BAAB Appeal Sub-committee will be established, consisting of three members of the BAAB to be nominated by the BAAB Chair, who were not a member of the original BAAB Endorsement Committee and who have no conflict of interest with the institution or the accreditation process of the institution.
- (iii) The institution may make written representations in writing to the Appeal Sub-committee, in which the institution will have the opportunity to provide all the evidence that will be considered. It is incumbent on the institution to provide all the information and evidence necessary to state its case for appeal at this time.
- (iv) The appeal should be sent to the relevant BGA account manager with responsibility for the appealing institution, within two weeks of receiving the final endorsed accreditation report.
- (v) The BAAB Appeal Committee will consider any appeal made and return its official decision within four weeks of receipt of the appeal.
- (vi) The Appeal Sub-committee will come to a majority verdict, and this decision will be final. In the case of significant disagreement amongst the Appeal Committee of the BAAB, the matter may be referred to AMBA & BGA's International Management Board (IMB).

APPENDIX 7: TIME FRAMES

| BGA TASKS | ESTIMATED TIME FRAME |
|--|---|
| Application stage Review institution application form | Within four weeks of receipt of application form |
| Development stage Selection of academic mentor Confirm eligibility | Within four weeks Within four weeks of receipt of impact metrics |
| Assessment stage Issue draft assessment and impact report to institution Endorse report | Within eight weeks of assessment visit Within four weeks of receipt of institution comment |

| INSTITUTION TASKS | ESTIMATED TIME FRAME |
|--|--|
| Application stage Submit letter of intent Pay application stage fee Submit application form | At time convenient to the institution Within four weeks of sending letter of intent Within one year of payment of application stage fee |
| Development stage Pay development stage fee Collection and submission of impact metrics to BAB | Within four weeks of acceptance into the development stage Two years |
| Assessment stage Submit Self-Assessment Form (SAF) + Self-Audit Report (SAR) Pay assessment stage fee Pay PRT expenses invoice | Within three years of acceptance into assessment stage (three weeks prior to assessment visit) At least eight to twelve weeks before assessment Within 30 days of receipt of invoice |

APPENDIX 8: ACCREDITATION ASSESSMENT AGENDA

Day One

| TIME | AGENDA ITEM | CRITERIA | PERSONNEL |
|-------------|--|------------------|---|
| 09.00-09.30 | Tour of facilities (teaching, IT and library facilities) | | Assessors |
| 09.30-13.00 | Private meeting (assessment team in base room) | | Assessors |
| 13.00-14.00 | Lunch with Dean & key staff | | Dean Senior executive team |
| 14.00-16.00 | The institution Faculty Students Programmes | 1 2 3 4 | Dean (15 min. Presentation) Programme directors Senior academic faculty Admissions/marketing staff |
| 16.00-16.15 | Private break | | Assessors |
| 16.15-18.00 | Impact Responsible management | 5 ALL | Careers/alumni staff Dean (optional) Staff responsible for CSR |

Day Two

| TIME | AGENDA ITEM | CRITERIA | PERSONNEL |
|-------------|---|----------|---|
| 09.00-10.00 | Sample Programme One Management | 4 | Programme Director/s Senior academic faculty Dean (optional) |
| 10.00-11.00 | Private meeting with students, graduates & employers (representatives for Sample Programme One) | All | Current students, graduates and key employers |
| 11.00-11.15 | Private break | | Assessors |
| 11.15-12.15 | Sample Programme Two | 4 | Programmes Director/s Senior academic faculty Dean (optional) |
| 12.15-13.15 | Private meeting with students graduates & employers (representatives) for Sample Programme Two) | All | Current students, graduates and key employers |
| 13.15-14.15 | Private lunch | | Assessors |
| 14.15-15.15 | Open discussion with faculty | | Sample of faculty – some from sample programmes (non-management faculty only) |
| 15.15-16.30 | Private meeting of assessment team | | Assessors (base room) |
| 16.30-17.00 | Feedback to institution | | Dean and any other personnel as institution sees fit |

APPENDIX 9: BASE ROOM REQUIREMENTS

Introduction

The base room is both the private workspace for the PRT and the area where essential documentation not already provided in the Self-Assessment Form (SAF) and Self-Audit Report (SAR) is located.

All information requested here must be provided unless formal approval is provided by BGA or the PRT Chair.

The checklist should be completed, signed, and returned to BGA, at least one week before the assessment visit to confirm that all information requested will be present.

Set-up

- The base room should provide sufficient desk space to enable four-to-five people to work with large volumes of documentation.
- Luggage may also need to be stored in the base room. Please account for this.
- The base room should not be booked or used for any meetings during the visit.
- The base room must include at least one working PC/laptop with internet access; if a significant amount of material is online then four terminals will be necessary.
- The base room must include a printer within the base room so that assessors can print securely.
- Access to Wi-fi should be provided to the PRT.

- Full student and teacher access to the virtual learning environment (if applicable) should be available for the PRT in the base room.
- If possible, a key to the base room should be provided so that personal items may be left in there during meetings.
- An internal telephone should be provided in the base room.

Contact

The institution should nominate someone as the PRT's contact person during the visit. This contact should be accessible at all times during the visit and provide an e-mail address and telephone number so the PRT can contact him or her if needed.

Contents

Documentation to be made available in the base room should include items considered to be too bulky to include in the self-audit documentation. The base room should include all of the following items of evidence / documentation if they exist, and are listed below against the appropriate BGA criteria.

Given its commitment to sustainability and responsible management, BGA encourages that as much of the documentation as possible is made available electronically. However, in such cases, all information must be easily accessible and readable on-screen.

1: Institution

- Marketing materials for the institution
- Marketing strategy for institution
- Evidence of teaching quality to include details of:
 - national teaching audits (if applicable)
 - management research
 - consultancy
 - research contracts
 - involvement in industry
 - external examiners' reports (if required)
- Evidence of satisfactory outcomes from the institution's own internal, external and national audit processes. This might include minutes of relevant meetings over a period of three years
- Examples of student feedback and response to student reactions to course delivery and content. An audit trail of relevant student committee meeting minutes should be made available
- Minutes of all relevant committee meetings at the institution for the past three years must also be available. This would include, for example, strategic planning committee meetings, faculty meetings, programme committee meetings, student/staff meetings and external advisory board meetings
- Evidence of successful work in the area of sustainability and responsible management, particularly with reference to the UN SDGs.
- Formal agreements with other institutions

2: Faculty

If not already supplied in the form of appendices in the self-audit documentation, the PRT needs to be able to examine the following:

- Most recently available CVs of all faculty. The base room documents should facilitate the easy reference of faculty via their unique ID number provided in the SAF and other documents
- Teaching and learning strategy
- Evidence of high-quality scholarship not provided in the SAF or SAR
- Faculty handbook
- Minutes of faculty meetings

3: Students

- Student handbook for sample programmes must be available
- Details of any surveys of students offered places on programmes, but declined
- General student data (in an anonymised format) will have been provided in advance via the SAR and SAF – however the PRT may request during the visit for more detailed individual information to be made available

4: Programmes

- Minutes of all relevant committee meetings at sample programme level for the past three years must be available. This would include for example programme committee meetings, programme review meetings, student/staff meetings and external advisory board meetings
- Module descriptors for **every core/mandatory module** should be available for all programmes that are being assessed. Module descriptors should also be made available for every **elective/optional module which has been delivered in the past academic year**. All core modules should have module descriptors translated into English if applicable
- Course outlines for any formal study trips including details of assessment and calendar of activities including academic study, company visits, and cultural immersion

In addition, for **most modules** (compulsory and those options/electives which have run in the past academic year) and for each sample programme examples of the following must be provided:

- Marked coursework to include borderline passes, as well as average and high scoring examples, and evidence that this has been used to provide feedback to students
- Student examination papers; to include borderline passes, as well as average and high scoring examples, and evidence that this has been used to provide feedback to students
- Both individual and group projects (with marking sheets), to include borderline passes, as well as average and high scoring examples

- Literary based dissertations with marking sheet, (if applicable) to include borderline passes, as well as average and high scoring examples
- Examples of capstone or integrative element of the programme (such as project) with marking sheet to include borderline passes as well as average and high scoring examples
- For distance learning / blended learning provision, examples of any specific / bespoke learning materials provided
- Sample of teaching materials (core texts etc.)

5: Impact

- Full results of career surveys
- Full evidence of Continuous Impact Model (CIM) implementation.
- Any additional evidence of impact



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