Accreditation Council for Business Schools and Programs (ACBSP)
Quality Assurance (QA) Report
for
Baccalaureate/Graduate Degree Programs
Current as of July / August 2017

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, 2017__
Address: C/ Granduxer 70. 08021 Barcelona, Spain

O 3. Year Accredited or Reaffirmed: 2010 / This Report Covers Years: 2015-2017

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

Undergraduate / Bachelor Programs
- 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
- BMW – Bachelor of Arts in Wealth Management (renamed: BS – Bachelor of Science in Business Finance)
- BS - Bachelor of Science in Multimedia Management (renamed: BS – Bachelor of Science in Digital Media Management)
- BOT - Bachelor of Science in Technology Management (no longer offered in current course catalog)
- BIS - Bachelor of Science in Information Systems (no longer offered in current course catalog)
- EBBA - Executive BBA

BA programs delivered by EU Business School under franchise to the University of Derby (UK)
- BA - Bachelor of Arts (Hons) in Business Management
- BA - Bachelor of Arts (Hons) in Business Management & International Business

- BA - Bachelor of Arts (Hons) in Business Management & Marketing
- BA - Bachelor of Arts (Hons) in Business Management & Finance
- BA - Bachelor of Arts (Hons) in Business Management & Enterprise
- BA - Bachelor of Arts (Hons) in Business Management & Human Resources Management

BA programs delivered by EU Business School under franchise to the University of Roehampton (UK)
- BS – Bachelor of Science (Hons) in International Business

MBA Programs 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
- Online MBA

MBA Programs delivered by EU Business School under franchise to the University of Roehampton (UK)

- MSc – International Management
- 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

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.
- BA – Bachelor of Arts in Business & Sustainability Management

- BA – Bachelor of Arts in Business & Design Management
- BA – Bachelor of Arts in Family Business Management

Accreditation status and accredited program are clearly explained on the EU Business School website. The EU website also clearly differentiates between EU programs and partner programs delivered on site.

O 6. List all campuses that a student can earn a business degree from your institution:
Barcelona, Spain. Montreux & 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**
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E-mail address:	**c.clarke@euruni.edu**
ACBSP Champion name:	**Christine Clarke**
ACBSP Co-Champion name:	**Julie Stein**

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

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 and links to previous ACBSP and IACBE QA reports. https://www.euruni.edu/Scripts/Index.aspx?id=17483

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) - Changes in Position (* denotes newly created position)

Staff Member	Position
Sanz Pardo, David	Head of Faculty Quality Coordination
Merino Llusa, Oscar	Head of Admissions
Calbet Cid, Gemma	Head of Graduate Coordination
Lieutard, Sacha Andre Gilbert	Head of Admissions Counseling
Camp Espargaro, Gloria	Undergraduate Administration Support
Alonso Castro, Ana Maria	Academic Quality Officer
Gonzalez Orozco, Ivan	IT Officer
Menergi Santesmases, Ingrid	Online Graduate Coordinator*
Fernandez Cerdan, Jose Manuel	IT Officer
Zlof, Sandra	Head of Undergraduate Coordination
Le Dentu, Laurie Avril Marthe	Career Advisor
Seger, Verena	Alumni Relations Manager
Piñon Sousa, Carlos Jesus	Admissions Counseling
Pye, Judith Catherine	Online Undergraduate Coordinator*
Pi Boixadera, Anna Maria	Academic Counselor
Riccio, Marica	Student Services Officer
De la Maza Pujol, Nuria	Admissions Officer
Hopkins, Lauren Elizabeth	Admissions Officer
Kovazh, Tamara	Student Services Officer
Vladimirova Todorova, Elitsa	Careers and Alumni Relations
Martinez Sanchez, Berta	Admissions Officer
Suarez Muñoz, Estibaliz	Academic Counselor – Special Groups

Carter Jr., John Andrew	Academic Quality Assistant*
Liptakova, Lenka	Corporate Event Planner*
Kidelova, Silvia	Academic Assistant
Gomez Pardos, Marta	Front Desk Administrator
Salvat, Isabel	Academic Dean
Clarke, Christine	Dean of Professional Accreditations*
Stein, Julie	Head of Administration Support

SWITZERLAND - Changes in Position (* denotes newly created position)

Staff Member	Position
Jon-Hans Coetzer	CAO*
Svetlana Elinova	Registrar & Head of Academics*
Stef De Jong	Academic Dean
Christèle Brice	Accountant
Farida Messaoud	Accountant & HR
Maxim Bragin	Admissions Counselor
Catalina Moisescu	Faculty Coordinator
Claudia Boulet	Academic Coordinator & Student Affairs Officer
Julija Atanasovski	Senior Academic Coordinator
Natalia Savitcaia	Academic Coordinator
Joana Jantet	Executive Assistant to the President
Tatiana Sunshine	Careers & Alumni Coordinator
Eva Berlinghi	Receptionist

MUNICH - Changes in Position (* denotes newly created position)

Staff Member	Position
Begoña Otero	Academic Dean
Andre Schlipp	Managing Director
Raluca Roznov	Academic Assistant
Liana Hartig	Academic Assistant

Yolanda Fernandez	Student Affair Officer
Velislava Yankova	Admissions Officer
Christina Knopfle	Admissions Officer
Anne Marie Fischer	Accommodation Officer
Farida Messaoud	Accountant
Natalia Sauvaget	Accounting Assistant
Javier Rosero	Head of Academic Administration & UoR Partnership Coordinator*

Please see Appendix A for the current organizational charts by campus.

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?

Not Applicable

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.

Not Applicable

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			
Increase number of alumni actively engaged on LinkedIn	EU Alumni Hub	Nºs for the official alumni page on LinkedIn have risen to 3,348 during the period of August 2015-August 2017. This figure does not include 6,000 total members also connected to the Career Services Department LinkedIn page	Maintained, high alumni interest in ongoing relationship with EU as their alma mater	In 2016 the EU Business School launched the online platform, EU Alumni Hub which currently includes 1,305 members. EU will continue to develop further and deeper relationships through these media	Alumni on LinkedIn (chart: values rising from ~500 in Jan 2010 to ~3300 in Aug 2017, with x-axis labels Jan 2010, Jan 2011, Aug 2011, Aug 2012, Aug 2013, Aug 2014, Aug 2015, Aug 2016, Aug 2017; y-axis 0 to 4000)

80% of students would judge the use of the case study method to be effective	Annual Outgoing Survey	The objective has been achieved	Results indicate that the previous, improved trend is robust	Continue the special guideline sessions	

Student Outgoing Survey - Use of Case Studies

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.

<u>**BUSINESS SCHOOL OBJECTIVES**</u>

Broad-Based Student Learning Goals:
1. To offer tailor-made education through a mix of traditional and innovative programs
2. To uphold business ethics while focusing on the highest standards

Broad-Based Operational Goals:
1. To prepare students for success in the global marketplace
2. To assume and maintain a leadership role in international business education
3. To provide a multicultural, multilingual experience
4. To provide education which focuses on young, professional, progressive, innovative and international people
5. To maintain high-tech educational services
6. To make education accessible by offering full- and part-time programs, multimedia and distance-learning options
7. To meet the needs of individuals, institutions and public agencies through a variety of both degree and non-degree programs

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.

1. Students will apply theoretical knowledge to practical situations
2. Students will develop analytical skills
3. Students will demonstrate oral and written communications skills
4. Students will develop diagnostic skills

Bachelor's Learning Outcomes**: Major Specific**

Bachelor of Business Administration (BBA & EBBA)
1. Students will be able to analyze issues facing multinationals, companies and structures when involved in change management
2. Students will be able to demonstrate understanding of the analysis, decision making and implementation issues of managing a service

Bachelor of Arts in Communications and Public Relations
1. Students will be able to gain understanding of the field of public relations and to be able to devise basic communications strategies
2. Students will be able to show an understanding of PR major theories and their applicability

Bachelor of Arts in Leisure and Tourism Management
1. Students will be able to assess sustainability in a tourism business or destination
2. Students will be able to describe the characteristics of the hospitality industry and understand service as the most important facet of the hospitality industry
3. Students will be able to review major trends and assess their potential impact on the tourism industry

Bachelor of Arts in International Relations
1. Students will be able to identify the theoretical tools necessary to understand the international system
2. Students will be able to analyze how and why diplomacy is conducted

Bachelor of Arts in Sports Management
1. Students will be able to demonstrate understanding of all key processes involved in sports event operations
2. Students will be able to develop a business plan that will provide the blueprint for moving a sports project forward

Bachelor of Science in Business Finance
1. Students will be able to prepare management accounting reports from the information created from the cost accounting systems studied in order to support planning and decision making
2. Students will be able to demonstrate an understanding of major marketing strategies commonly used by international financial corporations and their applicability in specific situations
3. Students will be able to interpret and apply the legal terminology used in tax regulations

Bachelor of Science in Digital Media Management
4. Students will be able to demonstrate understanding of the overall world of multimedia and what it means

Bachelor of Arts in Business & Sustainability Management
1. Students will be able to assess an organization's environmental, social and financial sustainability strategies and processes
2. Students will be able to develop an action plan to enhance an organization's sustainability practices and outcomes
3. Students will be able to increase an organization's stakeholder value through improved use and allocation of resources

Bachelor of Arts in Business & Design Management
1. Students will be able to show an understanding of different media channels
2. Students will be able to demonstrate an understanding of design research in contemporary issues

Bachelor of Arts in Family Business Management
1. Students will be able to demonstrate an understanding of the peculiarities of family businesses compared to non-family businesses, as well as the similarities
2. Students will be able to understand the wide range of businesses that fall into the category of a family business
3. Students will be able to demonstrate understanding of family business issues, such as succession and ownership, governance and policies, as well as the very special dynamics associated with family relationships

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.

1. Students will demonstrate analytical and diagnostic skills
2. Students will demonstrate scholarly writing skills and conceptual skills
3. 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

Master's Learning Outcomes**: Major Specific**

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

Communications and Public Relations
1. Students will be able to demonstrate theoretical knowledge to enable them to play a managerial role, contributing to decision making
2. Students will be able to design effective messages for specific audiences
3. Students will be able to develop a Media Mix for a given brand

International Marketing
1. Students will be able to develop an International Marketing Plan
2. Students will be able to demonstrate understanding and application of major advertising theories
3. Students will be able to evaluate and appropriately use all available techniques in marketing research

Global Banking and Finance

1. Students will be able to abstract from simple problems and formulate a financial model which summarizes a given business situation
2. Students will be able to design optimal working capital policies (cash, inventory, etc.), given the characteristics of the industry and the firm
3. Students will be able to analyze the various structures of M&A

Leisure and Tourism
1. Students will be able to analyze the different issues in International Tourism Management
2. Students will be able to distinguish between developing hospitality and tourism marketing strategies
3. Students will be able to demonstrate an understanding of E-business and its application within the tourist industry

Entrepreneurship
1. Students will be able to demonstrate the skills necessary to formulate, plan and implement a new venture
2. Students will be able to identify the characteristics which differentiate family business from other businesses

Leadership
1. Students will be able to integrate coaching and mentoring programs in the organizational context
2. Students will be able to develop action plans for self-development that will increase effectiveness at work

E-Business
1. Students will be able to demonstrate clear understanding of why and how the Internet and new technologies contribute to the creation of e-business models
2. Students will be able to appraise the wider impact of e-business on today's business processes, particularly relating to the supply chain, CRM, etc.

Sports Management
1. Students will be able to demonstrate insight in and knowledge of new developments in the professional & recreational sports industry
2. Students will be able to apply theoretical knowledge practical business situations, simulated by cases

Human Resource Management
1. Students will be able to demonstrate understanding of International Human Resources Strategies: Recruitment, Information and Communication, Training and Development, Compensation and Benefits
2. Students will be able to identify and appraise the critical success factors for managing IHR departments
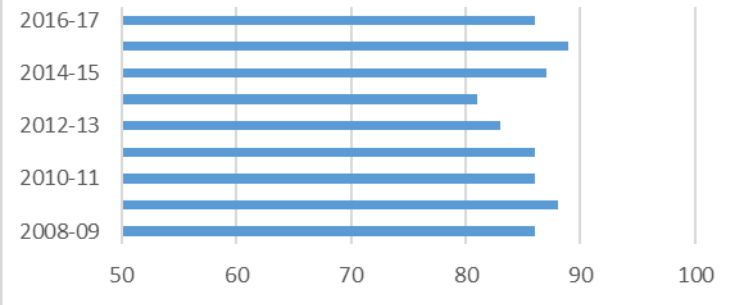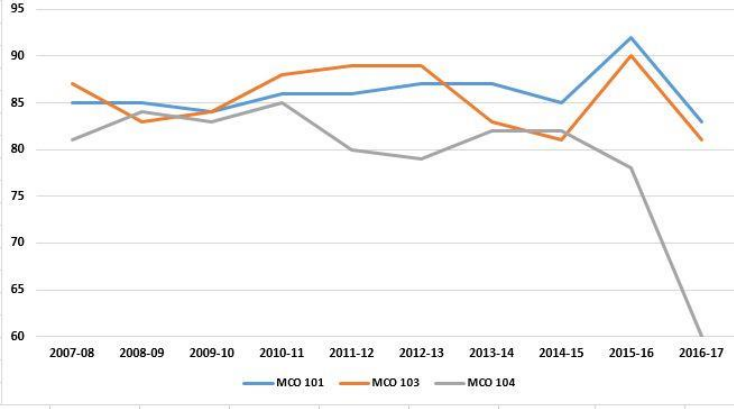
Design Management
1. Students will be able to demonstrate an understanding of visual design in communication and interaction
2. Students will be able to demonstrate an understanding of the impact of design in different management functions

b. Performance Results

Complete Table Standard 4 - Student Learning Results found under the Evidence File tab above. 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.	Improved results in 2015 have been maintained during the following 2 years.	Specific centralized coordination appears to positively impact results	Continue with the current coordination methodology	

Average analytical thinking score equal to or greater than 80%	Capstone Internal summative	Results have remained above 80%	The steps taken concerning faculty training and focus have positively impacted results	Continue monitoring results	
Graduate students will demonstrate overall knowledge of the learning objectives of introductory courses in management, marketing and accounting. Average grades will exceed 80%	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	Results show a decline in all scores.	The changes are likely due to methodology of calculation. Previously, the course grade rather than the number of students achieving the objective 80% was used.	Review content and exam focus in all courses. Ensure correct calculation is performed in future editions	

Graduate students will demonstrate an understanding of current business issues Average grades will exceed 80%	Formative internal instrument used in MCO 204. Success is based on final exam grades	Results show a decline	The guest speaker program may be detracting from content focus	Continue monitoring results to verify if this trend continues. Review guest speaker program content	

Students will demonstrate written communication aptitude corresponding to tertiary academic norms, with an average score of 85%	Thesis Internal, summative.	The upturn in a/y 14-15 has been maintained during the last 2 academic years	The faculty training has proved positive and is appreciated by faculty.	Continue monitoring results	
Students will demonstrate analytical skills. Students average analytical thinking scores will exceed or equal 80%	Thesis internal summative	The objective has been met in 16-16	Specific promoter training was introduced prior to 16-17 and appears to have positively impacted outcomes	Continue monitoring results to verify if the positive trend is robust	
Students will demonstrate an understanding current business issues. Students average business issue score will exceed or equal 80%	Formative internal assessment used in BCO 321. Success is based on course results. Students average business issue score will exceed or equal 80%	Results show a decline in 15-16 with some improvement in 16-17	A/Y 15-16 saw a sharp increase in first year intake and the need to recruit many new faculty members. It is likely that this unfamiliarity with EUBS methodology impacted the results	Continue to monitor results to ensure that the positive 16-17 trend continues	

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	Formative. Internal. Success is based on the grades of internal exams in Mgt BCO 111, Mkt BCO 112, Acc BCO 114, Comm BCO 113.	The trend shows that objectives are not being met, only in Communication.	A/Y 15-16 saw a sharp increase in first year intake and the need to recruit many new faculty members. It is likely that this unfamiliarity with EUBS methodology impacted the results	Results will continue to be monitored to ensure that the positive trend continues. Faculty development sessions will be strengthened in these areas	

BCO Core Outcomes - Average Grades

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 has continued to increase, especially 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. New premises will be available in 17-18	Continue to monitor this issue to ensure sufficient staffing and facilities are available to maintain and improve stakeholder service	
To optimize faculty interactions in order to enhance feedback and faculty development	Feedback from faculty post-faculty meeting	The program of faculty development continues to have positive attendance records	Further development sessions have proved popular, shown by consistent high attendance	Sessions to be included: additional Moodle training, presentation techniques. Turnitin usage, continued promoter and dissertation training, best practice for outcomes assessment	The horizontal axis represents percentage of faculty attending

					sessions Note: Most faculty are adjunct and attend voluntarily with no financial incentive
To maintain a professionally prepared and student-oriented faculty	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	Objectives have been met	The increased faculty development sessions appear to have a positive impact	Continue and Increase faculty training & workshops	 **Evaluation of Faculty** (bar chart showing values for 2008-09: 4.15, 2009-10: 4.13, 2010-11: 4.12, 2011-12: 4.2, 2012-13: 4.16, 2013-14: 4.15, 2014-15: 4.17, 2015-16: 4.15, 2016-17: 4.33)

Faculty Qualifications

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

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

Prof. Name	Field	Taught Course(s)	Education Background	Professional Experience	Academic / Professional
Cots Serra, Francesc	Tourism, Environmental Sustainability	Introduction to Business Law. Business Law. Developing Sustainable Services and Products. Environmental Sustainability. Change Management.	Juris Doctor – Law (University of Puerto Rico) PhD – Environmental Law and Policy 3 Masters – Political Science, Public Management, Coaching (Autonomous University	2002 – current Lawyer and Consultant in International Law, Renewable Energies	Academic

		Economics of Sustainability.	of Barcelona)		
Rung, Nina	Management	Strategic Management. Business Policy and Strategy. Management Skills. Foundations of Business. Small Business Management	MBA – Economics and Policy (Harvard) B.A. – Business (Royal Danish Military Academy)	1978-1985 Danish Army Lieutenant 1993-2005 Private Sector Finance Executive	Professional
Salvat, Isabel	Strategic Management, Marketing, Pharmaceuticals, Business Development	Foundations of Business Management, Negotiation, Entrepreneurship & New Venture Creation, Small Business Management	Medical Doctorate – University of Barcelona Diploma – Marketing Management (ESADE)	2010-2015 Executive Leadership in Strategic Marketing 1991-2010 Pharmaceutical Administration	Professional
Barcells, Oliver	Entrepreneurship, E-Business, Finance	Budgeting and Control, E-Business, Entrepreneurship	MBA – Finance (IESE) B.A. – Finance (IQS)	2000-2009 Financial Consulting	Professional
Brito, David	Management, Human Resources, Sustainability	Project Management, Written Communications, Personal & Academic Development	PhD Candidate – Urban Management (UPC) Masters – Economic Development (New York University)	2012-2015 Urban Planner – New York State Parks and Town of New Castle 2005-2010 Project Manager	Professional
Bunge, Axel	Design	Interaction Design, Motion Design, Design History, User Experience, Design Management, UX Case Studies	Master – Animation (CICE Madrid) Master – Animation (UPF Barcelona)	1997-2015 Designer, Creative/Animation Director	Professional
Calvo, Ches	Finance, Human	Business Finance I,	MBA – Global Executive	2000-2014	Professional

	Resources Management	Cases in Finance	Program (IESE Barcelona) BBA – General Management & International Economics (Portland State University)	Financial Advisor and HR Consultant	
Casanova, Carlota	Management, Environmental Sustainability, Architecture, Urban Planning	Hotel & Design	Masters – Fine Arts (University of Barcelona) Architecture Degree (ETSABarcelona)	2012-current Consultant 2008-2013 Entrepreneur – LO+CA Studio	Professional
Escursell, Silvia	Design Management, Marketing	Media Design, Digital Media Project Management	Master – Humanities and Research (UOC) Postgraduate Diploma – Marketing Management (Universitat Ramon Llull)	2001-2016 Graphic Designer / Marketing Assistant	Professional
Garcia, Joan-Albert	Economics, Business Management, Project Management	Introduction to Economics, Foundations of Business Management	PhD Candidate – Business Innovation & Strategy (UVic) MSC – Research Management (IQS-URL)	2003-current Project Manager (Education, Business Strategy and Regional Inspection)	Professional
Garriga, Eduardo	Finance	Corporate Finance, Business Finance, Financial Statement Analysis	MBA – Business Administration (ESADE) B.A. – Business Administration (UPF & UB)	1999-current CEO (Mutua Universal) and Senior Auditor (EY)	Professional
Gommon, Natalie	Communication, Academic Development	Oral Communication Skills, Personal & Academic Development, Study Skills	B.A. – Psychology (City University London)	2007-current Educational Trainer and Professor	Professional
Lou, Monica	Photography,	Design Management,	PhD – Fine Arts	2007-current	Academic

	Design Management	Photography & Management	(University of Barcelona)	Professional Photographer	
O'Dea, Greg	Law	Business Law	Juris Doctorate (UPF) BA – English Literature (Northwestern University)	2000-2004 United States Army Judge	Academic
Seo, Mihee	Entrepreneurship, Business Management, Project Development	Strategic Management, Foundations of Business Management	PhD – Entrepreneurship and Management MBA – International Business Management	2012-current Entrepreneur – OASTA Consultancy 2003-2011 Finance Analyst / Consultant	Academic
Serra, Emilio	Finance, Asset Management	International Financial Management	Postgraduate Degree – Derivatives (London Business School) MBA – Finance (ESADE Barcelona)	2000-2013 Corporate Finance and Banking	Professional
Simkievich, Cecilia	Economics, Mathematics	Macroeconomics, Microeconomics, Elementary Calculus	Masters – Economics (UPF) Masters – Economics (Universidad de San Andrés)	2005-2016 Research Analyst 2014-2015 Economist	Professional
Zreigat, Ala	Architecture, Graphic Design	Introduction to the World of Design	Masters – Architecture (Barcelona Institute of Architecture) Bachelors – Architecture (Jordan University Amman)	2007-current Architect	Professional

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

Prof. Name	Field	Taught course(s)	Education Background	Professional Experience	Academic/Professional
Atienza, Nadia	Sports	Sponsoring & Sports	Master – Work	2003-current	Professional

	Management, Event Planning	Communications, Sports Broadcasting, Sports Sociology	Psychology (Universities of Lausanne & Neuchatel)	Marketing and Events Project Manager	
Bagri, Jas	Finance, Economics	Business Finance, Microeconomics, Macroeconomics	MBA (Durham University) BA – Geography (Reading University)	1995-present Financial Manager / Consultant	Professional
Bradley, David	Marketing, Sales	Marketing Management, Strategic Management	Doctorate – Education (University of Derby) MSc – Marketing Strategies (University of Strathclyde)	3 years' experience Sales Manager 3 years' experience Administrative Manager	Professional
Broennimann, Alexandra	Marketing, Design Management	Design & Management	MS – Luxury Brand Management (Metropolitan University) PhD – Consumer Behavior (EU Business School)	2008 Director and Creative Lead	Professional
Castella, Guy-François	Information Technology, Management	Applied Computer Skills I, Applied Computer Skills II	Postgraduate – International Management MSc – Business Administration (University of Lausanne)	1998-2011 Consultant / Project Manager	Professional
Delaroche, Nicolas	Design Management, Graphic Design	Photography & Management	Master – Fine Arts (Hochschule der Kunste Bern) Bachelor – Photography (Ecole	2011-2012, 2015-2016 Art Director 2009-2016 CEO – Archives Modernes	Professional

			Cantonal d'art de Lausanne)		
Duberry, Jerome	Communications, International Relations	Business Ethics	PhD – Information and Communication Technologies (UPF)

Masters – International Relations (Escuela Diplomatica Madrid) | 2009-present Program Coordinator, Communications Manager | Professional |
| Durig, Hasmik | Environmental Sustainability, Business Management, Tourism | Social Sustainability, Environmental Sustainability, Building Sustainable Business, Environments of Tourism, Developing Sustainable Products and Services | PhD – Philosophy of Language (Academy of Science of Armenia)

Masters – Russian Language (Yerevan State University) | 1995-current Project Manager | Professional |
| Hoseason, Julian | Entrepreneurship, Business Management | Entrepreneurship, New Venture Creation | Masters – Economic Location, Marketing and Consumer Behavior (Oxford-Brookes) | 1993-1998 General Manager / Director

1978-1989 Executive Assistant | Professional |
| Ismail, Fadi | Finance | Business Finance | Masters – International Political Economy (University of Warwick)

Postgraduate – Economics (University of Bristol) | 1996-2014 Trader / Broker / Investment Manager | Professional |
| Krebs, Viola | Communications, International Relations | Business Ethics, International Organizations, International Marketing | PhD – Information and Communications (Université de Strasbourg)

Masters – | 1996-current Professor

1990-2015 Program Coordinator | Academic |

			Sociolinguistics (Université de Genève)		
Kozenkow, Judit	Economics, Sustainability	International Economics, Microeconomics, Macroeconomics	PhD – Economics (University of Budapest) Masters – International Economics, European Studies (University of Budapest)	2011-2016 Project Manager / Coordinator	Academic
Lawson Botez, Lesley	Communications, Management	English for Business, Oral Communications, Conflict Management	Postgraduate – Creative Writing (Kingston University) MSc – Psychology (Geneva University)	2000-current CEO, Founder – 2 Relationship Success 1985-1999 Editor / Communications Manager	Professional
Nick, Sacha	Sustainability Management, Information Technology, Entrepreneurship	Sustainability & Global Financial Markets, Sustainability, Ethics & Technology	MBA – Business (INSEAD)	1991-current Founder, CEO – Idtect / CO2 Monitor AG	Professional
Rodrigues, Hugo	Finance	Business Finance, Mathematics of Finance	MBA – Finance (Columbia Business School)	2005-2006 Economist 2006-current Private Equity Investments	Professional
Schofield, Jo	Communications, Business Management, Tourism	Organizational Communications, Ethics in Business, Business	PhD – Education (University of Liverpool) Masters – Tourism Management (University of Derby)	17 years' experience Professor	Professional
Sergi, Giancarlo	Sports	Sports Management,	MSc – Business	2006-2015	Professional

	Management	Event Management, Sports Marketing	Administration (University of Lausanne) Executive Master Degree – Management of Sport Organizations (University of Lyon)	FIFA National Federations / UEFA National Federations	
Spicher, Phillipe	Environmental Sustainability, Business Management	Sustainability	Master – Environmental Management (HEC)	1997-1999, 2000-2010 CEO / Founder – Inrate Sa & Centre Info SA	Professional

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

Prof. Name	Field	Taught course(s)	Education Background	Professional Experience	Academic/Professional
Biginas, Konstantino	Management, Project Management	Strategic Management	PhD – Management Leadership and Organizational Change (Walden University)	2014-current Professor – London College of International Business Studies	Academic
Witt, Alessa	Business Management	Strategic Management	PhD – Management (University of Edinburgh)	2012-current Professor / Assistant Professor	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.

      Not Applicable

   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.

      Not Applicable – only majors have been added

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

   Not Applicable – only majors have been withdrawn

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	
Increase student intake	Monitoring of new enrollments	Continuing High increase in BCN intake, MTX & GVA are relatively stable. Decrease in Munich	Intake is highly dependent on exchange rates and economic and political stability. Given the current economic situation, Spain has become more attractive for foreign currency	Monitor the growth in Barcelona to ensure sufficient staff are available. Relocation of Via Augusta premises to a new campus site (in Diagonal) to accommodate new classrooms and offices	

				Provide extra support to the Munich team	
To extend and strengthen EU academic and professional network	Review of partnerships; depth of relationship	The partnerships with the University of Derby (UK) and Roehampton University (UK) have been expanded. A further partnership with UCAM (Spanish University) will start in a/y 17-18	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 with support from the Dean for Professional Accreditations	See EU website for complete list and links of partners, which can be accessed from the following link: https://www.euruni.edu/en/About-EU/Institutional-Partners.html

Complete the following table **only** if you have new programs or substantially changed an accredited program.

Not Applicable