Standard #6 - Organizational Performance Results, Table 6.1

Student Enrollment and Graduation at SUMAS Undergraduate and Graduate Programs

AY 2016/2017 - AY 2017/2018

Table 6.1 Standard 6 - Organizational Performance Results

Organizational Effectiveness Results	Organizational effectiveness results examine attainment of organizational goals. Each business unit must have a systematic reporting mechanism for each business program that charts enrollment patterns, student retention, student academic success, and other characteristics reflecting students' performance. Key indicators may include: graduation rates, enrollment, improvement in safety, hiring equity, increased use of web-based technologies, use of facilities by community organizations, contributions to the community, or partnerships, retention rates by program, and what you report to governing boards and administrative units.			

		Analysis of Results			
Performance Measure **Measurable goal** **What is your goal?**	**What is your measurement instrument or process?** **(Indicate length of cycle)**	**Current Results** **What are your current results?**	**Analysis of Results** **What did you learn from the results?**	**Action Taken or Improvement made** **What did you improve or what is your next step?**	**Insert Graphs or Tables of Resulting Trends** (3-5 data points preferred)
Undergraduate and Graduate Licensure Pass Rates by ACBSP Accredited Programs will be equal and above 80%	The graph presents the figures of examinations taken for the three accredited programs of Sustainability Management School. It presents the percentage of examinations passed by enrolled students for the academic years 2017 and 2018. The programs included are as follow: 1. **Bachelor in Business Administration** 2. **Master in Business Administration** 3. **Master of Arts in Management**	The licensure pass rates for undergraduate as well as graduate students are 80% and above for Academic Year 2016/2017 and 2017/2018.	We found that the licensure pass rate for all programs remained equal and above our goal percentage.	The SUMAS student body is small. Our classes range from a student number of 3 - 15 students. This allows professors to interact with students and assess their learning improvements during lecture time. Students also receive feedback from their main grading activities. However, we are aware that the more the student body invrease, the more it will be a challenge to maintain the same level of academic performance. For this reason,	

Licensure Pass Rates by ACBSP Accredited Programs

Number of students enrolled vs previous year will be at least 20% or more in undergraduate programs.	We measure the enrollment as the total number of returning students and the new students.	We observed a steady increase in the total number of enrolled students in our BBA program until the end of 2016/2017. This increase was due to relationships with International Schools. These relationships helped us to build an innovative strategy to expand the knowledge of sustainability-related topics by introducing an educational program specifically dedicated for high school students (International Baccalaureate programs).	During the implementation period of the sustainability high school program we have not invested our time in marketing and recruitment activities in international schools. Probably, this is the reason why the number of enrollment of bachelor students decreased in the academic years 2016/2017 and 2017/2018. Indeed, we have a long-term strategy to introduce our sustainability courses in high schools, where students can learn about innovative topics and choose their future academic paths with the awareness of the existence of such	We will continue to strenthen partnerships with International Schools all over the world, so that high school students will be aware of sustainability programs. We hope that many other universities around the globe will introduce sustainability programs and folllow the guidelines of PRME, Princiciples for Responsible Management Education as SUMAS does since 2012. Our vision is to educate the future managers with responsible values. For sure, these ethical principles will induce students to choose these programs in the future.	
Number of students enrolled in the Master of Arts in Management programs vs previous academic terms will be at least 20% or more.	We measure the enrollment as the total number of returning students and the new students.	We observe that Winter Term 2017, Spring Term 2017 and Fall Term 2017 had a steady enrollment rate. In Winter 2018 the rate decreased, but increased again Spring Term 2018. If we compare with the entry date September 2016, we see a general decrease of enrollment rate. For this reason we started in Winter 2018 to implement our SEO strategy with the support of an external company.	Probably, there is a high local competition regarding recruitment of international students that aim to study in Switzerland. Visa acceptance is strict for non-European countries and this is a challenge for additional challenge for internati9onal recruitment.	Given the difficulties in international recruitment we are planning to increase our local visibility with the help of our local community.	

Our Online MBA program has four entry dates each year. We aim to keep a steady increase in the number of students enrolled considering the number of graduating students in each terms.	We measure the number of students as the total of returning students and new students.	We observed a steady increase in the total number of enrolled students in our online MBA program over five academic years.	We reflect on the opportunities to maximise enrollment rates of our distance learning programs thanks to a more simplified admission procedure, in comparison with the on-campus programs. Decision-making of students that want to apply to our distance programs is quick, as they do not have to move to another country and spend additional money	Given the steady success of our Online MBA enrollment, we are planning to launch other graduate programs as distance learning programs. We recently started offering a hybrid attendance option to local students, which means they have the option to attend courses both online and on-campus.	

Online MBA Enrollment

Number of Students

Number of new students
Total number of students

Terms