

Tips and Guidelines to Avoid Citations in SACSCOC Interim Reports

Sample Narrative from AUD's 5th Year Interim
Report for Group 3

6.2 For each of its educational programs, the institution

c. assigns appropriate responsibility for program coordination.
(Program coordination)

 X Compliance

 Non-Compliance

Table 1 reflects AUD’s current degree and certificate offerings:

Table 1 – Educational Programs and Majors (where applicable):

School	Program	Degree or Certificate	Major(s)
Architecture, Art and Design	Architecture	B.Arch.	-
	Interior Design	B.F.A.	-
	Visual Communication	B.F.A.	Advertising, Digital Media, Graphic Design, Studio Art
Arts and Sciences	International Studies	B.A.I.S.	-
	Middle Eastern Studies	Certificate	-
Business Administration	Business Administration	B.B.A.	Accounting, Economics, Finance, Management, Marketing, Advertising and Integrated Marketing Communications
		M.B.A.	Finance, Management, Marketing
Mohammed Bin Rashid School for Communication	Communication and Information Studies	B.C.I.S.	Digital Production and Storytelling, Journalism
	Leadership and Innovation in Contemporary Media	M.A.	-
Education	Education	M.Ed.	
	Professional Teaching	Certificate	-
Engineering	Civil Engineering	B.S.C.E.	-
	Computer Engineering	B.S.Comp.E.	-
	Electrical Engineering	B.S.E.E.	-
	Mechanical Engineering	B.S.M.E.	-
	Construction Management	M.S.C.M.	-

Coordination Structure and Assignment of Coordination Responsibility

As previously noted, degree programs at AUD are housed within schools offering any number of related disciplines. These schools are administered by deans who are discipline generalists and whose academic specialization is in one of the disciplines (or only discipline) offered by the school. It is the responsibility of each dean to ensure that his or her school's operations (including the achievement of student learning outcomes) are aligned with the mission and goals of the school and university.

At AUD, "coordination" consists of: leadership in curriculum development; course scheduling; student advising; and assessment. Anyone exercising a coordination function has the appropriate academic and administrative (i.e., organizational) credentials that enable him or her to assume a leadership role.

There is no single coordination structure at AUD. However, appropriate responsibility is assigned for program coordination. With minimal exception*, the coordination function is assigned to a department chair. In cases where there are majors in a single degree program (e.g., Business Administration [B.B.A.]), notwithstanding the dean's ultimate responsibility for the proper functioning of his or her school (including coordination), a department chair assumes the coordination function specific to a given major. These chairs may be aided by additional discipline specialists who sit on the school's curriculum committee and strengthen stewardship over degree specialization. Where the specialization is part of the degree designation (e.g., engineering [B.S.C.E., B.S.Comp.E., B.S.E.E., B.S.M.E.]), a department chair assumes the responsibility for coordination of the specialization.

The following table reflects AUD's degree program coordination structure, together with the names and credentials of those who exercise a coordinating function. See [Appendix 1](#) for dean, chair, associate dean and program director position profiles. In all cases, those responsible for coordination possess a terminal

*For the M.Ed./P.T.C., the dean has direct coordination responsibility; and for the graduate program in media (M.A.), it is a program director who carries out this responsibility.

degree in a key discipline of the program and all except one exercise all their teaching responsibilities within that program (click on name for CV):

Table 2 – Qualifications: Program Coordination

<u>School of Architecture, Art and Design</u>		
Nabyl Chenaf, Ph.D. (Architecture) Dean and Professor of Architecture		
Degree	Resp. Coordination	Other Credentials/Comments
Bachelor of Architecture (B.Arch.)	Georges Kachaamy , Ph.D. (Architecture); Chair	<ul style="list-style-type: none"> • 8 years at AUD; 4 years in present position • Since his appointment as chair, the B.Arch. has undergone substantive curricular updates and an enhancement in opportunities for student display and merchandising of work • Recipient of the President’s Award for Teaching Excellence (2014) • The indisputable “driver” behind AUD’s candidacy for NAAB accreditation (expected: 2020)
Bachelor of Fine Arts in Interior Design (B.F.A.)	Kristin Lee , M.S. (Design); Chair	<ul style="list-style-type: none"> • 5 years at AUD; 1 year in present position • Significant experience as a multi-faceted designer, gained in both the US and UAE (2007-2012) • Highly instrumental in obtaining CIDA accreditation (2016) and NASAD (2017) substantial equivalency
Bachelor of Fine Arts in Visual Communication (B.F.A.)	Woodman Taylor ,* Ph.D. (Art History); Chair	<ul style="list-style-type: none"> • 6 years at AUD; 4 years in present position • Served to champion the process for obtaining NASAD substantial equivalency • Experience as a curator (Harvard) and librarian (Harvard) • Recipient of awards for excellence in teaching
	*See Table 3 for discipline specialists	

		<ul style="list-style-type: none"> • (University of Illinois at Chicago; University of Chicago) • An internationalist; recipient of Fulbright Teaching Fellowship (2005)
<u>School of Arts and Sciences</u> Sabrina Joseph, Ph.D. (History), Dean and Professor of History		
Degree and Certificate	Resp. Coordination	Other credentials/Comments
Bachelor of Arts in International Studies (B.A.I.S.) Certificate in Middle Eastern Studies	Elham Seyedsayamdost, Ph.D. (Political Science); Chair	<ul style="list-style-type: none"> • 1 year, 6 mos. at AUD; 1 year, 6 mos. in present position • Has combined the pursuit of academic credentials, teaching experience and scholarship with service to and engagement by international organizations such as the UN and the World Bank
<u>School of Business Administration*</u> Mohammed Abu Ali, Ph.D. (Economics) Dean and Professor of Economics * Coinciding with and in the wake of AACSB accreditation, department title nomenclature was selectively modified in a process concluding on January 2, 2018. The Departments of - Business and Economics - Management...		
... were changed to Departments of - General Business and Management - Decision Sciences and Economics		
Degree Program	Resp. Coordination	Other credentials/Comments
Bachelor of Business Administration (B.B.A.)	<u>Management</u> Udo Braendle,* Ph.D. (International Business Administration); Chair, Business and Management *See Table 3 for discipline specialists	<ul style="list-style-type: none"> • 6 years at AUD; 4 years as chair of the department of business and economics • Successfully served for four years as chair of previous department of business and economics • Five years teaching experience at AUD as Associate Professor of Management building upon previous teaching career in

		<ul style="list-style-type: none"> • Austria, the UK, Germany and Saudi Arabia • In possession of a license in management consulting (earned in 2011) • Consulting experience dating back to 2006 in the areas of corporate governance, regulatory compliance and social responsibility • Previous and concurrent practitioner experience in these same areas
	<p><u>Accounting, Finance</u></p> <p>Angelo Corelli,* Ph.D. (Finance) Chair, Finance and Accounting</p> <p>*See Table 3 for discipline specialist</p>	<ul style="list-style-type: none"> • 3 years at AUD; 2 mos. in current position • Academic preparation in finance and economics at both the master's and doctoral levels has provided a multi-faceted grasp of both fields • Has taken an active interest in curriculum design and obtained various pedagogy and learning-related certificates • Publications (books, journal articles, conference proceedings) reflect the depth and scope of discipline-related competencies
	<p><u>Economics</u></p> <p>Hassan Zeineddine,* Ph.D. (Computer Science); Chair, Decision Sciences and Economics</p> <p>*See Table 3 for discipline specialists</p>	<ul style="list-style-type: none"> • 8 years at AUD; 5 years as chair of management • Successfully served for six years as chair of the department of management • Has taught several courses in the areas of operations management, logistics and quantitative analysis, as well as management systems analysis • Recently championed design of a business analytics major

		<ul style="list-style-type: none"> • Practitioner experience has revolved around software engineering and design and systems analysis • Continuous industry contact through workshop and professional training delivery • Substantial track-record in refereed journal proceeding papers
	<p><u>Marketing, Advertising and Integrated Marketing Communications</u></p> <p>Mohammad Obeidat,* D.B.A. (Marketing); Chair, Marketing</p> <p>*See Table 3 for discipline specialists</p>	<ul style="list-style-type: none"> • 3 years at AUD; 6 mos. in present position • Has divided his career between academia, publishing and marketing practice • 5 years' teaching experience at the university level, two of which have been at AUD • Publications have been centered in consumer behavior-related topics bridging the disciplines of marketing and marketing communications
<p>Master of Business Administration (M.B.A.)*</p> <p>*The dean acts as overall program coordinator</p>	<p><u>Finance</u></p> <p>Angelo Corelli, Ph.D. (Finance) Chair, Finance and Accounting</p>	<ul style="list-style-type: none"> • 3 years at AUD; 2 mos. in current position • Academic preparation in finance and economics at both the master's and doctoral levels has provided a multi-faceted grasp of both fields • Has taken an active interest in curriculum design and obtained various pedagogy and learning-related certificates • Publications (books, journal articles, conference proceedings) reflect the depth and scope of discipline-related competencies

	<p style="text-align: center;"><u>Management</u></p> <p>Udo Braendle,* Ph.D. (International Business Administration); Chair, Business and Management</p> <p>*See Table 3 for discipline specialists</p>	<ul style="list-style-type: none"> • 6 years at AUD; 4 years as chair of the department of business and economics • Successfully served for four years as chair of previous department of business and economics • Five years teaching experience at AUD as Associate Professor of Management building upon previous teaching career in Austria, the UK, Germany and Saudi Arabia • In possession of a license in management consulting (earned in 2011) • Consulting experience dating back to 2006 in the areas of corporate governance, regulatory compliance and social responsibility • Previous and concurrent practitioner experience in these same areas
	<p style="text-align: center;"><u>Marketing</u></p> <p>Mohammad Obeidat, Ph.D. (Marketing); Chair, Marketing</p>	<ul style="list-style-type: none"> • 3 years at AUD; 6 mos. in present position • Has divided his career between academia, publishing and marketing practice • 5 years' teaching experience at the university level, two of which have been at AUD • Publications have been centered in consumer behavior-related topics bridging the disciplines of marketing and marketing communications

<u>Mohammed Bin Rashid School for Communication</u>		
Ali Jaber, M.S. (Public Relations), Dean, Assistant Professor of Communication and Information Studies		
Degree	Resp. Coordination	Other credentials/Comments
Bachelor of Communication and Information Studies (B.C.I.S.)	<p>Carol Moufarrej,* Ph.D. (Communication); Associate Dean</p> <p>*See Table 3 for discipline specialists</p>	<ul style="list-style-type: none"> • 8 years at AUD; 7 years in present position • Responsible for the day-to-day internal academic administration of the MBRSC • Highly instrumental in the school's obtaining accreditation in 2015 by the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC)
Master of Arts in Leadership and Innovation in Contemporary Media (M.A.)	<p>Pedro Sellos, Ph.D. (Communication); Program Director</p>	<ul style="list-style-type: none"> • 1 year, at AUD; 1 year in present position • Academic degrees cover a wide range of communication-centered topics: performing arts, audio-visual communication and online journalism Doctoral dissertation title – <i>Multiplatform Journalism on Mobile Devices: Comparative Analysis of Four Quality Papers from Brazil and Spain;</i> • Prior to joining AUD, served as Academic Director of the Media Management Program (2012-2016) and Communications and Marketing Director (2015-2016), both at ISE Business School, Sao Paulo); • Has taught various courses in media and communications, with emphasis on the digital age and industry and professional dynamics;

		<ul style="list-style-type: none"> • Some research and public presentation activity • Fluent speaker of Portuguese, Spanish, English, German and French
<u>School of Engineering</u> Alaa Ashmawy, Ph.D. (Civil Engineering) Dean and Professor of Civil Engineering		
Degree	Resp. Coordination	Other credentials/Comments
Bachelor of Science in Civil Engineering (B.S.C.E.)	Elias Saqan, Ph.D. (Civil Engineering); Chair	<ul style="list-style-type: none"> • 11 years at AUD; 8 years in present position • More than a decade of teaching, research and administrative service to AUD • Recipient of the President's Award for Distinguished Service (2011)
Bachelor of Science in Computer Engineering (B.S.Comp.E.) Bachelor of Science in Electrical Engineering (B.S.E.E.)	Wael Bazzi, Ph.D. (Electrical and Computer Engineering); Chair	<ul style="list-style-type: none"> • 12 years at AUD, 5 as chair of mechanical engineering • Over the last 15 years, has taught several general courses in engineering, as well those specific to his specialization • Has honed his administrative skills since being given the opportunity to manage an academic department five years ago • Prolific presence in journals and has delivered several conference papers • Frequently engaged in service initiatives, both internal and external to the university • Robust attendance over the last ten years at teaching-related workshops at AUD
Bachelor of Science in Mechanical Engineering (B.S.M.E.)	Salem Haggag, Ph.D. (Mechanical Engineering)	<ul style="list-style-type: none"> • 5 years at AUD; 2 mos. in current position • Active consultant and publisher, in addition to several years teaching experience at the university level interspersed with

		practitioner experience at Caterpillar and ServoTech (in Aurora and Chicago, Illinois)
Master of Science in Construction Management (M.S.C.M.)	Elias Saqan , Ph.D. (Civil Engineering); Chair	<ul style="list-style-type: none"> • 11 years at AUD; 8 years in present position • More than a decade of teaching, research and administrative service to AUD • Recipient of the President's Award for Distinguished Service (2011)
<u>School of Education</u> Catherine Hill, Ed.D. (Administration Planning and Social Policy), Dean		
Degree or Certificate	Resp. Coordination	Other credentials/Comments
Master of Education (M.Ed.) Professional Teaching Certificate (P.T.C.)	Catherine Hill , Ed.D. (Administration Planning and Social Policy); Dean	<ul style="list-style-type: none"> • 6 years at AUD; 6 years in present position • Prolific scholarly output in the field of curriculum and instruction and other education-related subjects; • Taught in public, parochial and private independent schools in the US for 16 years • Served as special assistant to the CEO and superintendent, Philadelphia public Schools, Philadelphia, PA (2008-2012) • Served as academic associate dean and asst. professor, Villanova University, college of arts and sciences (2000-2008); director of program in educational leadership (1996-2008) • Successfully launched AUD's M.Ed. program in 2011 and the professional teaching certificate (graduate) in 2014

	<ul style="list-style-type: none"> • Recipient of the President’s Award for Distinguished Service (2015)
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Full membership of curriculum committees for all AUD schools is reflected in [Appendix 2](#). Table 3 provides the names and credentials of those discipline-specialists who assist the dean, chair or associate dean in programs with majors or programs (i.e., program: Middle Eastern Studies Certificate) outside the specialization of the person assigned the coordination function as previously reflected (click on name for CV):

Table 3 – Discipline Specialists

Program	Major	Curriculum Committee Discipline Specialist
Bachelor of Fine Arts in Visual Communication (B.F.A.)	Advertising and Graphic Design	Dina Faour , M.Digital.Des.
	Digital Media	Bradley Moody , M.F.A. (Electronic Arts)
	Studio Art	Flounder Lee , M.F.A. (Studio Art)
Bachelor of Communication and Information Studies (B.C.I.S.)	Digital Production and Storytelling	Roozbeh Kafi , M.F.A. (Directing-Cinematography)
	Journalism	Yasmine Bahrani , M.A. (Journalism)
Bachelor of Business Administration (B.B.A.)	Accounting	Medhat El Guindy , Ph.D. (Accounting)
	Advertising and Integrated Marketing Communications	Ode Amaize , Ph.D. (Advertising)
	Economics	Steven Buigut , Ph.D. (Economics)
	Management	Assaad Farah , Ph.D. (Management)
Certificate in Middle Eastern Studies		Matthew Ingalls , Ph.D. (Islamic Studies)
		Summer Loomis , Ph.D. (Arabic Language)
		Nadia Wardeh , Ph.D. (Islamic Studies)

As demonstrated by the preceding, AUD is in compliance with Requirement 6.2(c) on *program coordination*.

Supporting Documentation and Evidence:

- Appendix 1 Dean and chair position profiles
- Appendix 2 Curriculum committees

Reference

CS 3.4.11 Qualified Academic Coordinators in the
2012 Principles

- 3.4.8** The institution awards academic credit for course work taken on a non-credit basis only when there is documentation that the noncredit course work is equivalent to a designated credit experience. (**Noncredit to credit**)
- 3.4.9** The institution provides appropriate academic support services. (**Academic support services**)
- 3.4.10** The institution places primary responsibility for the content, quality, and effectiveness of the curriculum with its faculty. (**Responsibility for curriculum**)
- 3.4.11** For each major in a degree program, the institution assigns responsibility for program coordination, as well as for curriculum development and review, to persons academically qualified in the field. In those degree programs for which the institution does not identify a major, this requirement applies to a curricular area or concentration. (**Academic program coordination**)
- 3.4.12** The institution's use of technology enhances student learning and is appropriate for meeting the objectives of its programs. Students have access to and training in the use of technology. (**Technology use**)

3.5 Undergraduate Educational Programs

- 3.5.1** The institution identifies college-level general education competencies and the extent to which students have attained them. (**General education competencies**)
- 3.5.2** At least 25 percent of the credit hours required for the degree are earned through instruction offered by the institution awarding the degree. (*See Commission policy "Agreements Involving Joint and Dual Academic Awards: Policy and Procedures."*) (**Institutional credits for a degree**)
- 3.5.3** The institution publishes requirements for its undergraduate programs, including its general education components. These requirements conform to commonly accepted standards and practices for degree programs. (*See Commission policy "The Quality and Integrity of Undergraduate Degrees."*) (**Undergraduate program requirements**)