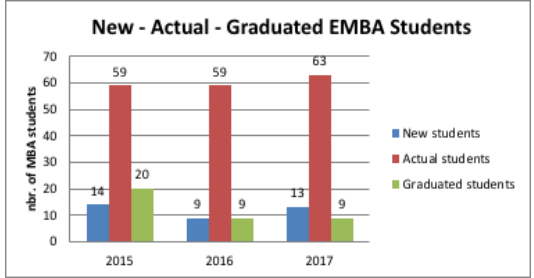
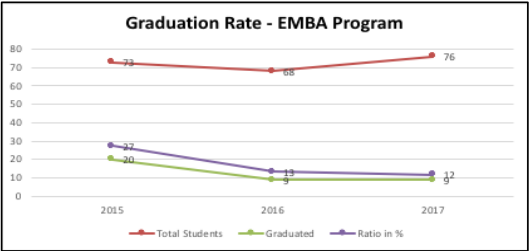
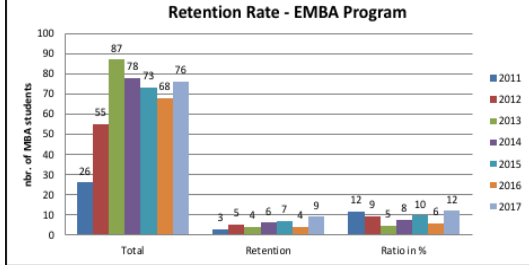


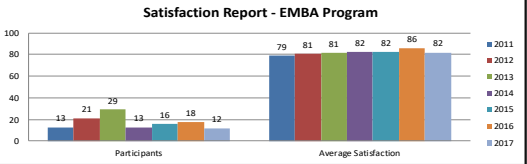
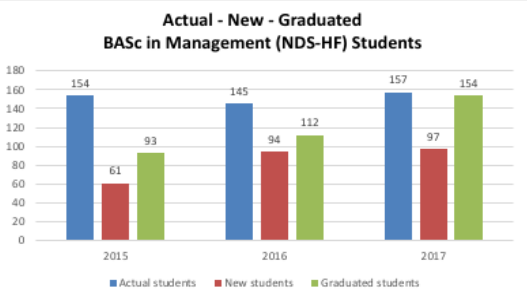
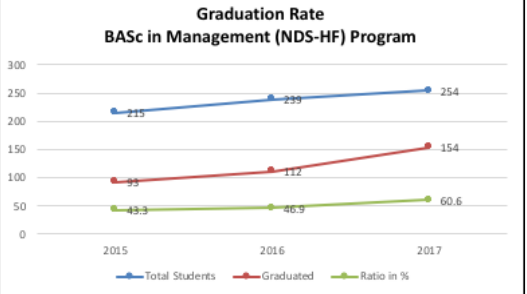
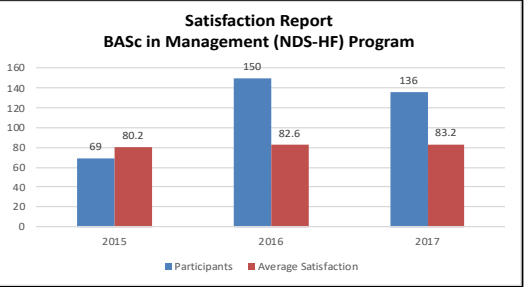
Standard #6 - Organizational Performance Results, Table 6.1

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 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.																			
Performance Measure		Analysis of Results			Insert Graphs or Tables of Resulting Trends (3-5 data points preferred)																
Measurable goal	What is your measurement instrument or process? (Indicate length of cycle)	Current Results	Analysis of Results	Action Taken or Improvement made	What did you improve or what is your next step?																
What is your goal?		What are your current results?	What did you learn from the results?	What did you improve or what is your next step?																	
∅ annual number of EMBA students ≥ 15 new students p.a. ≥ 60 actual students ≥ 20 master graduations p.a.	Rates according to annual report to the school management every February	Number of EMBA students in 2017: 13 new students 63 actual students 9 master graduations	We suffer from a stiff competition with state business schools offering executive master programs at subsidized prices. Need to step up efforts towards a higher rate of graduations.	Further intensification of marketing and recruitment measures. Intensification of contact to our students e.g. through regular yearly meetings with every business student regarding continued education and completion planning's.	 <table border="1" style="margin: 0 auto; border-collapse: collapse; font-size: small;"> <caption>New - Actual - Graduated EMBA Students</caption> <thead> <tr> <th>Year</th> <th>New students</th> <th>Actual students</th> <th>Graduated students</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>14</td> <td>59</td> <td>20</td> </tr> <tr> <td>2016</td> <td>9</td> <td>59</td> <td>9</td> </tr> <tr> <td>2017</td> <td>13</td> <td>63</td> <td>9</td> </tr> </tbody> </table>	Year	New students	Actual students	Graduated students	2015	14	59	20	2016	9	59	9	2017	13	63	9
Year	New students	Actual students	Graduated students																		
2015	14	59	20																		
2016	9	59	9																		
2017	13	63	9																		

<p>EMBA: Graduation Rate larger than the current intake to reduce backlog.</p>	<p>Master graduations per calendar year</p>	<p>In 2017 only 9 out of 76 matriculated students have finished their master thesis and received their master degree.</p> <p>This is equivalent to the current intake but does not reduce the backlog.</p>	<p>The finalization of the master thesis is a major challenge for our students. Being enrolled in a part-time program they have to manage their studies, a demanding job and family life.</p> <p>HSO's requirements for the master-thesis are high and compare favorably with full-time and part-time University programs in the DACH region Germany, Austria, Switzerland)</p> <p>On the upside, students do not terminate their studies and HSO keeps them enrolled as long as they progress with their thesis.</p>	<p>We intensified our support to the students during the writing period of their master thesis. Our mentoring focusses in particular on academic advice, the methodical procedure and time management.</p>	
<p>Retention Rate \geq 10% (to motivate more than 10% of our BAsC graduates to join the EMBA program)</p>	<p>Number of matriculations to the EMBA program per calendar year</p>	<p>After a drop of the number of students in 2016 we were facing a positive development in 2017 with 12 BAsC-graduates joining our EMBA program</p>	<p>It is important to visit our BAsC-students in their classroom and actively "sell" our EMBA program. This "sales talk" must be held in the right moment. If it is held too early during the BAsC curriculum an EMBA is a too-far-away-option. On the other hand, if we address the EMBA option only after graduation we are at risk to lose the contact with our student.</p>	<p>We intensified our contact to the students and arranged cleverly our presentations of the EMBA program to our BAsC-students.</p>	

<p>Overall satisfaction with the EMBA program \geq 85% (as standard)</p>	<p>Customer surveys at the end of each course and module</p>	<p>The overall review shows with 86% in 2016 only one year with a full target achievement. In all other years we face a customer satisfaction between 79% (in 2011) and 82% (e.g. in 2017).</p>	<p>To achieve 85% of customer satisfaction seems to be a very challenging target. However, in 2016 we achieved 86% thus it is possible to accomplish with this standard.</p>	<p>We intensified our contact to the students and discuss results of surveys with students, faculty and administration.</p>	 <p>Satisfaction Report - EMBA Program</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Participants</th> <th>Average Satisfaction</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>11</td> <td>79</td> </tr> <tr> <td>2012</td> <td>21</td> <td>81</td> </tr> <tr> <td>2013</td> <td>29</td> <td>81</td> </tr> <tr> <td>2014</td> <td>13</td> <td>82</td> </tr> <tr> <td>2015</td> <td>16</td> <td>82</td> </tr> <tr> <td>2016</td> <td>18</td> <td>86</td> </tr> <tr> <td>2017</td> <td>12</td> <td>82</td> </tr> </tbody> </table>	Year	Participants	Average Satisfaction	2011	11	79	2012	21	81	2013	29	81	2014	13	82	2015	16	82	2016	18	86	2017	12	82
Year	Participants	Average Satisfaction																											
2011	11	79																											
2012	21	81																											
2013	29	81																											
2014	13	82																											
2015	16	82																											
2016	18	86																											
2017	12	82																											
<p>Ø annual number of BAsc in Management (NDS HF) students \geq 150 actual students \geq 90 new students p.a. \geq 100 Bachelor graduations p.a.</p>	<p>Rates according to annual report to the school management every February</p>	<p>Number of NDS HF students in 2017: 157 actual students 97 new students 154 Bachelor graduations</p>	<p>Our school belongs to the largest Höhere Fachschulen in Switzerland. We attribute this to a commitment to our transfer oriented and modular education concept (which works best at a large school) and the availability of our program at different school sites, near by our "customers".</p>	<p>Further refinement and improvement of our education concept. Ongoing renovation and modernization of our 9 school campuses.</p>	 <p>Actual - New - Graduated BAsc in Management (NDS-HF) Students</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actual students</th> <th>New students</th> <th>Graduated students</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>154</td> <td>61</td> <td>93</td> </tr> <tr> <td>2016</td> <td>145</td> <td>94</td> <td>112</td> </tr> <tr> <td>2017</td> <td>157</td> <td>97</td> <td>154</td> </tr> </tbody> </table>	Year	Actual students	New students	Graduated students	2015	154	61	93	2016	145	94	112	2017	157	97	154								
Year	Actual students	New students	Graduated students																										
2015	154	61	93																										
2016	145	94	112																										
2017	157	97	154																										
<p>Graduation Rate in BAsc \geq 50%</p>	<p>Bachelor graduations per calendar year</p>	<p>In 2017 BAsc graduations quota reached 60.6 % and exceeded by this our target of 50% by 10.6 %. However, this positive achievement results not only from good school management nor students' work discipline but also from the change of the program curriculum.</p>	<p>Through a change of system various modules of different classes could be merged. This led to an accumulation of the number of graduations in 2017. In 2018 however we expect a graduation quota at the level of 2016 again.</p>	<p>We analyzed our BAsc-syllabus with particular attention and found different approaches for an optimization of our program.</p>	 <p>Graduation Rate BAsc in Management (NDS-HF) Program</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Total Students</th> <th>Graduated</th> <th>Ratio in %</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>215</td> <td>93</td> <td>43.3</td> </tr> <tr> <td>2016</td> <td>239</td> <td>112</td> <td>46.9</td> </tr> <tr> <td>2017</td> <td>254</td> <td>154</td> <td>60.6</td> </tr> </tbody> </table>	Year	Total Students	Graduated	Ratio in %	2015	215	93	43.3	2016	239	112	46.9	2017	254	154	60.6								
Year	Total Students	Graduated	Ratio in %																										
2015	215	93	43.3																										
2016	239	112	46.9																										
2017	254	154	60.6																										
<p>Overall satisfaction with the BAsc program \geq 85% (as standard)</p>	<p>Customer surveys at the end of each course and module</p>	<p>The overall review shows a light but stable increase of the students' satisfaction towards the program and overall performance of our school over the last three years, from 80.2 % in 2015, to 82.6% in 2016, up to 83.2 % in 2017.</p>	<p>We continuously strive to achieve the targeted 85% satisfaction!</p>	<p>We intensified our contact to the students and discuss results of surveys with students, faculty and administration.</p>	 <p>Satisfaction Report BAsc in Management (NDS-HF) Program</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Participants</th> <th>Average Satisfaction</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>69</td> <td>80.2</td> </tr> <tr> <td>2016</td> <td>150</td> <td>82.6</td> </tr> <tr> <td>2017</td> <td>136</td> <td>83.2</td> </tr> </tbody> </table>	Year	Participants	Average Satisfaction	2015	69	80.2	2016	150	82.6	2017	136	83.2												
Year	Participants	Average Satisfaction																											
2015	69	80.2																											
2016	150	82.6																											
2017	136	83.2																											

<p>Retention Rate \geq 10% (more than 10% of our BASc students to be acquired internally resp. from another HSO program e.g. KV College vocational education)</p>	<p>Number of matriculations to the BASc (NDS HF) program per calendar year</p>	<p>Our school internal student acquisition of participants coming from another HSO program shows a slight increase from 16 people (resp. 7.4% of all BASc-students) in 2015 to 25 people (resp. 9.8% of all BASc-students) in 2017. Former students having left our school one or more years ago are here NOT reported.</p>	<p>It is necessary to visit systematically all participants of our various basic business programs in their classrooms and to actively promote our bachelor studies.</p>	<p>We established a visit planning for all eligible classes in order to periodically inform these students about our Bachelor study programs and their possibilities to matriculate.</p>	<table border="1"> <caption>Retention Rate BASc in Management (NDS-HF) Program</caption> <thead> <tr> <th>Year</th> <th>Total</th> <th>Retention</th> <th>Ratio in %</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>215</td> <td>16</td> <td>7.4</td> </tr> <tr> <td>2016</td> <td>239</td> <td>23</td> <td>9.6</td> </tr> <tr> <td>2017</td> <td>254</td> <td>25</td> <td>9.8</td> </tr> </tbody> </table>	Year	Total	Retention	Ratio in %	2015	215	16	7.4	2016	239	23	9.6	2017	254	25	9.8
Year	Total	Retention	Ratio in %																		
2015	215	16	7.4																		
2016	239	23	9.6																		
2017	254	25	9.8																		
<p>Ø annual number of BASc in Business Administration (HFW) students \geq 300 actual students \geq 200 new students p.a. \geq 100 Bachelor graduations p.a.</p>	<p>Rates according to annual report to the school management every February</p>	<p>Number of HFW students in 2017: 341 actual students 439 new students 146 Bachelor graduations</p>	<p>Our school belongs to the largest Höhere Fachschulen in Switzerland. We attribute this to a commitment to our transfer oriented and modular education concept (which works best at a large school) and the availability of our program at different school sites, near by our "customers".</p>	<p>Further refinement and improvement of our education concept. Ongoing renovation and modernization of our 9 school campuses.</p>	<table border="1"> <caption>Actual - New - Graduated BASc in Business Administration (HFW) Students</caption> <thead> <tr> <th>Year</th> <th>Actual students</th> <th>New students</th> <th>Graduated students</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>189</td> <td>96</td> <td>93</td> </tr> <tr> <td>2016</td> <td>260</td> <td>244</td> <td>112</td> </tr> <tr> <td>2017</td> <td>341</td> <td>439</td> <td>146</td> </tr> </tbody> </table>	Year	Actual students	New students	Graduated students	2015	189	96	93	2016	260	244	112	2017	341	439	146
Year	Actual students	New students	Graduated students																		
2015	189	96	93																		
2016	260	244	112																		
2017	341	439	146																		
<p>Graduation Rate in BASc \geq 20%</p>	<p>Bachelor graduations per calendar year</p>	<p>In 2017 the HFW-BASc graduation quota dropped below 20% (18.7%). Due to the large growth of the student number from 2015 to 2016 and again from 2016 to 2017 this figure is not significant. The great demand for our HFW program with meanwhile 780 students enrolled results in a time lag for graduation rate. This is why this figure here is not significant resp. should not be seen in isolation.</p>	<p>The extraordinary growth of the number of students of our HFW-program results to some major challenges for our school organization particularly with regard to the quality management.</p>	<p>Focus on quality management.</p>	<table border="1"> <caption>Graduation Rate BASc in Business Administration (HFW) Program</caption> <thead> <tr> <th>Year</th> <th>Total Students</th> <th>Graduated</th> <th>Ratio in %</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>285</td> <td>93</td> <td>32.6</td> </tr> <tr> <td>2016</td> <td>504</td> <td>112</td> <td>22.2</td> </tr> <tr> <td>2017</td> <td>780</td> <td>146</td> <td>18.7</td> </tr> </tbody> </table>	Year	Total Students	Graduated	Ratio in %	2015	285	93	32.6	2016	504	112	22.2	2017	780	146	18.7
Year	Total Students	Graduated	Ratio in %																		
2015	285	93	32.6																		
2016	504	112	22.2																		
2017	780	146	18.7																		

<p>Overall satisfaction with the BASc program \geq 85% (as standard)</p>	<p>Customer surveys at the end of each course and module</p>	<p>The overall review shows a decrease of students' satisfaction from 84,5% in 2016 to 77.4% in 2017.</p>	<p>We continuously strive to achieve the targeted 85% satisfaction despite the extraordinary challenges resulting from the growth of this program.</p>	<p>We intensified our contact to the students and discuss results of surveys with students, faculty and administration. See column above).</p>	<table border="1"> <caption>Satisfaction Report BASc in Business Administration (HFW) Program</caption> <thead> <tr> <th>Year</th> <th>Participants</th> <th>Average Satisfaction</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>146</td> <td>85.2</td> </tr> <tr> <td>2016</td> <td>232</td> <td>84.5</td> </tr> <tr> <td>2017</td> <td>185</td> <td>77.4</td> </tr> </tbody> </table>	Year	Participants	Average Satisfaction	2015	146	85.2	2016	232	84.5	2017	185	77.4				
Year	Participants	Average Satisfaction																			
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<p>Retention Rate \geq 10% (more than 10% of our BASc students to be acquired internally resp. from another HSO program e.g. KV College vocational education)</p>	<p>Number of matriculations to the BASc (HFW) program per calendar year</p>	<p>The internal acquisition of students coming from another HSO program shows encouraging results: In 2017 a number of total 119 students joined our HFW BASc-program. Thus, even though the ratio of internal students at HFW dropped from 21,8% in 2016 to 15,3% in 2017 we regard this as a positive result, due to the large growth rate of the entire program.</p>	<p>It is necessary to visit systematically all participants of our various basic business programs in their classrooms and to actively promote our bachelor studies.</p>	<p>We established a visit planning for all eligible classes in order to periodically inform these students about our Bachelor study programs and their possibilities to matriculate.</p>	<table border="1"> <caption>Retention Rate BASc in Business Administration (HFW) Program</caption> <thead> <tr> <th>Category</th> <th>2015</th> <th>2016</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>Total</td> <td>285</td> <td>504</td> <td>780</td> </tr> <tr> <td>Retention</td> <td>48</td> <td>110</td> <td>119</td> </tr> <tr> <td>Ratio in %</td> <td>16.8</td> <td>21.8</td> <td>15.3</td> </tr> </tbody> </table>	Category	2015	2016	2017	Total	285	504	780	Retention	48	110	119	Ratio in %	16.8	21.8	15.3
Category	2015	2016	2017																		
Total	285	504	780																		
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