![International Academy of CIO logo]

Accreditation

Handbook

For Advanced Education in CIO and IT Leadership

First Edition   2015

About International Academy of CIO

Founded in 2005, the **International Academy of CIO** (IAC), is an international NGO headquartered in Tokyo, Japan having the objectives of fostering the exchange and adoption of best practices on government CIO and IT Executive leadership; and government IT institutions and organizations. The IAC promotes and facilitates CIO and IT Executive leadership education, government CIO and IT governance legislation and institution building, and global standards for CIO education.   The IAC has 15 country chapters, active participation from governments, private sector and universities in over 50 countries and partnerships with World Bank, APEC, OECD and U.N. University.

IAC Board members:

- President: Prof. Dr. Toshio Obi, Waseda University

- Vice President: Prof. Dr. Jean-Pierre Auffret, George Mason University

- Vice President: Prof. Lim Cheang Swee, National University of Singapore

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For more information on International Academy of CIO, please visit:

http://academy-cio.org/index.htm

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1. About the Accreditation Center

1.1 IAC Global Accreditation Center

In light of the fast-growing e-Government and e-business initiatives and a global shortage of well-trained IT leaders, the world has witnessed a rapid formation of education and training programs in CIO and IT Leadership. IAC finds it imperative to establish standards and benchmarks to foster and maintain best practices and public trust in such programs, through the process of accreditation.

The IAC's Global Accreditation Center (hereafter referred as "GAC") develops its accreditation criteria through close collaborations with academic counterparts and IT practitioners both in private sectors and governments. The criteria include metrics of indicators reflecting various aspects of a successful education program in CIO and IT leadership, including institutional requirements, financial capacity, staff qualification, administration adequacy, and curricula development. Using the criteria as benchmarks, GAC accredits programs that meet and exceed such standards.

1.2 IAC Global Resource Center

As a supporting partner to GAC, the IAC has established the Global Resource Center (hereafter referred as "GRC").

GRC provides assistance and support to CIO and IT leadership programs in their early stage of establishment, especially in countries and regions where infrastructure and resources are limited. Such assistance includes help in developing program design and curriculum. GRC also provides consultation services established programs as well as e-Government initiatives.

2. About the Accreditation

IAC accreditation is a process of quality assurance and improvement for advanced CIO and IT leadership education. IAC aims to assess institutions or programs in their capability to meet and exceed the standards in the field of IT leadership training.

Currently, the accreditation targets graduate level programs only and are open to programs in all countries.

2.1 What are the Objectives of the Accreditation?

The accreditation has three main objectives:

1) Support the continuous discussion and development of CIO or IT Leadership Core Competencies (See Appendix A: "CIO Core Competencies and Learning Objectives" for details).
2) Establish guidelines and frameworks of CIO and IT leadership education that correspond to CIO Core Competencies.
3) Promote the development of more educational programs that focus on CIO and IT leadership.

2.2 What are the Benefits of the Accreditation?

The benefits of the Accreditation are twofold:

To the institutions:

1) IAC accreditation provides standard benchmarking in establishing and running a successful CIO and IT leadership education program, including learning objectives, curriculum guidelines, etc.
2) IAC accreditation offers the only accreditation, recognized around the world, in the field of advanced IT leadership training.

To the students:

1) IAC accreditation provides standards in program evaluations, and confidence in the outcome of accredited programs.
2) A graduate of an accredited program receives a CIO Certificate, a globally recognized professional certificate in CIO and IT leadership. (See "What is CIO Certificate?" on page 5).

2.3 Who can apply?

Graduate degree programs which focus on, or have a large component in, CIO and IT leadership can voluntarily apply. Programs must have been in operations for more than two years.

3. How IAC GAC Operates?

3.1 Organizations and Responsibilities

As an international NGO, IAC is governed by its Board, which consists of individuals and representatives of institutions that share a strong interest in CIO and IT executive education. GAC is a subsidiary of IAC and is run by the GAC Accreditation Committee.

Managing Body - Accreditation Committee

The Accreditation Committee is comprised members from the IAC Board, advisors from outside of IAC, and operators that implement the day-to-day procedures and processes of the accreditation, set by the Committee.

Responsibilities of the Committee include:

1) To develop and maintain policies and procedures, including the composition and publication of the Accreditation Handbook, and other documents to ensure the integrity and transparency of the accreditation process and its guidelines.
2) To review and enhance evaluation standards and guidelines regularly.

3) To commission and appoint staff needed to undertake the accreditation process, including application reviews and site visits, and other necessary functions of GAC.
4) To have the sole and final authority for granting IAC GAC Accreditation to applicant academic programs.
5) To receive, review, arbitrate and decide written appeals from any applicant program appealing an action of the IAC GAC.
6) To facilitate GRC in providing counsel and assistance as needed to established and developing academic programs in the field of CIO and IT leadership education.

3.2 Code of Conduct

GAC aligns itself with all well-established accreditation organizations and strives to live up to the best practice code of conduct that include, but not restrict to, the following:

1) Recognize that the primary operation of the accreditation is to evaluate and

accredit an academic program in CIO and IT leadership.

2) Recognize that an institution's or program's accreditation status is to be viewed regularly.

3) Foster and assist the pursuit of excellence in the development of academic programs in the field of CIO and IT executive programs.

4) Keep the accreditation criteria and guidelines up-to-date with the fast changing environment in which CIOs and IT leaders operate.

5) Ensure that its evaluations recognize the diversity of academic, cultural and political backgrounds of the institutions and/or programs.

6) A conflict of interest within the direct task force evaluating a program, such as an alumnus, a past employee, will be scrupulously avoided to assure the integrity of the accreditation program.

7) Refrain from offering accreditation upon the payment of fees other than evaluation costs, and/or for reasons other than the applicant's demonstrated qualification for accreditation.

4. What is IAC CIO Certificate?

Graduates from an IAC GAC accredited program are entitled to the "CIO Certificate", a professional certification in recognizing an individual's completion of all required CIO and IT leadership curriculum.

5. General Eligibility and Accreditation Requirements

5.1 General Eligibly

Graduate or Master's programs applying for IAC GAC Accreditation must demonstrate that they satisfy the following requirements:

1) **Institution eligibility.**

   The institution or program must be legally authorized to confer advanced degrees, i.e. Master's degrees and above, by a recognized accrediting agency or appropriate government agency.

2) **Mission statement.**

   The program shall have a clearly expressed mission statement, which are consistent with both the institution's overall missions and IAC GAC's objectives.

3) **Faculty and Staff.**
   The institution or program must have sufficient faculty and staff in curriculum design, instruction, management, enrollment, administration, human resources, IT support, etc.

4) **Student requirement.**
   Students admitted should meet the institution or program's general admission and selection policies, and should hold a bachelor's degree or equivalent from a recognized institution. In addition, assessment of applicants should be made via a review of previous academic performance, performance on a recognized standardized test, and/or relevant work experience related to the field of CIO and IT leadership.

5) **Financial Resources, Facilities and Equipment.**
   Where applicable, such programs must have access to institutional support, financial resources, facilities and equipment comparable to those made available to the other similar professional programs within the institution.

6) **Participation in IAC events and programs including IAC Annual Meeting.**

5.2 Curriculum

Curriculum Design

Generally speaking, an accredited program should abide by the following principles in designing a curriculum.

1) It must develop and maintain a curriculum with learning objectives that address the generally accepted competencies for CIOs.
2) Curriculum design should be expected to incorporate regional, cultural, political and organizational backgrounds, with learning objectives tailored to local needs.
3) Curriculum should include components addressing the differences in policies, guidelines and strategies, between government and private sectors.
4) Curriculum should strive to stay current with the changes in CIO or IT executive competencies.
5) Curriculum should include real world case study and on-site learning opportunities.

Curriculum Assessment and Evaluation

Accredited programs should demonstrate self-correction capabilities through at least three of the following self-evaluation methodologies:
1) Annual assurance of learning.

2) Course evaluations – class and instructor evaluations and feedbacks at the end of each course.
3) Midpoint and exist survey – experience survey conducted at the middle and conclusion of the program.
4) Student experience mapping – sequences of student interviews conducted along the course of the program.
5) Alumni survey – surveys aims at collecting feedbacks and suggestions from alumni of the program.

5.3. Outcomes Requirement

An accredited program shall have clearly stated learning outcomes for each course within the curriculum. Generally speaking, each course should deliver at least one of the following outcomes:

1) Elaborate, demonstrate and practice one or more core competencies of a CIO or IT executive (See "Appendix A: CIO Core Competencies and Learning Objectives" for details).
2) Integrate functional business disciplines, such as leadership, finance, business development, etc.
3) Leverage technology perspectives in identifying and assessing IT needs and opportunities.

6. Accreditation Decisions

(1) Grant of Accreditation

A program seeking initial accreditation may be granted accreditation for a maximum period of three years prior to renewal. The grant of accreditation may request the submission of annual information report as a condition for its accreditation.

(2) Deferral of Accreditation

Accreditation decision may be deferred if information submitted is deemed insufficient. IAC GAC will resume the review process once required information is provided by applicant programs.

(3) Denial of Accreditation

IAC GAC will deny accrediting a program if the program fails to meet the minimum accreditation requirements herein stated by the IAC GAC.

(4) Appeal Process

Any denial can be appealed by the applicant program. To appeal, the applicant should submit a statement containing reasons why IAC GAC should reconsider the decision of denial and evidence to support such position. IAC Board shall create an ad hoc appeals panel to review the appeal and render a final decision on the accreditation.

7. Accreditation Process

7.1 Accreditation Process

The IAC Accreditation process consists of the following steps:

1) Applicant submission of Letter of Intent (See "Appendix B: Letter of Intent" for details) by the program
2) IAC GAC evaluates applicant's eligibility.
3) Eligible applicant submit Self-evaluation report
4) IAC GAC reviews application materials
5) IAC interviews applicant.
6) IAC GAC renders decision on accreditation.

7.2 Continuing Accreditation Responsibilities

Accredited programs should submit annual self-evaluation reports every year to maintain status until current accreditation expires. The annual report should address overall performance of

the referred program, progress or changes made to issues of concern pointed out during previous evaluation(s), and any major changes undertaken that may affect the program in whatever way.

7.3. Renewal of Accreditation

Each accredited program must submit "Intent to Renew IAC GAC Accreditation" one year prior to the expiration date of its current accreditation. The IAC GAC will conduct a full evaluation of the program and issue a decision of accreditation renewal prior to the expiration of the program's current accreditation. Programs denied or deferred of renewal can follow the same procedures applied to programs denied or deferred of initial accreditation.

7.4. Progress Report for Deferred Programs

Deferred programs should submit a progress report one year from first evaluation to resume evaluation process and IAC GAC will update accreditation decision based on newly submitted information.

8. Application Specifics

8.1. Application Contact

All applications should be sent to:

Dr. J.P. Auffret

George Mason University, 4400 University Drive, Fairfax, VA 22030 USA

Telephone: 1-703-993-5641

Email: jauffret@gmu.edu

8.2. Letter of Intent

Letter of Intent should include:

- Name, accreditation and legal authority of the high-learning Institution that houses the program

- Name, mission statement and organizational structure of Department that offers the program

- Reasons why the applicant program is seeking GAC Accreditation
- History and size of program (time program in existence, numbers of graduates, size of class, etc.)

(See "Appendix B: Letter of Intent" for more details)

8.3. Self-evaluation Report

Once an institution's Letter of Intent is reviewed and deemed eligible, the applicant should provide a self-evaluation report that includes:

- The program's targeted student market and admission policy

- Curriculum
- Faculty background and credentials
- Academic requirements for graduation

Appendix A:

CIO Core Competencies and Learning Objectives

IAC has adopted a set of core competencies and learning objectives based on IAC research,   IAC member consultation, APEC TEL projects and national CIO core competencies and learning objectives. IAC core competencies are organized by individual, IT organization and business organization perspectives and serve as the foundation for IT course and curriculum development. The motivation is to reflect the multiple perspectives of the role of the CIO in the competency structure and to provide flexibility for incorporating regional, cultural and organizational backgrounds with learning objectives tailored to local needs.

Specific competencies within these perspectives include:

Individual / Personal

- Communications

- Systems and Design Thinking

- Service Mindset and Marketing

- Human Relationship Management

IT Departmental

- Project and Program Management

- Cybersecurity

- IT Policy and Organization

- IT Performance Assessment

- Acquisition

Business Organizational

- Strategic Aspects of Information Technology and Digital Business Transformation

- Innovation

- Technology Management and Assessment and Emerging Technologies

- Capital Planning and Investment

- E-Government

- Enterprise Architecture

Appendix B:

Letter of Intent

The Letter of Intent should include the following:

- **Introduction of Institution**:

  - Name, address and contact(s) of the institution/university/college;

  - Name, address and contact(s) of the college/school/department that hosts the applicant program(s);

  - Statement that the institution is accredited by a recognized accrediting agency or appropriate government and is legally authorized to confer higher education degrees.

- **Introduction of Applicant Program(s)**:

  - Name of the applicant degree program(s) and the degree(s) offered;

  - Mission statement of the applicant program(s);

  - Associated credit hours;

  - Method of delivery (on campus vs. online);

  - Admission policy;

  - Length of program since inception;

  - Number of current student and graduates;

  - Source of funding for program(s).

- **Reason for Application**

- **Academic Specifics**:

  - List(s) of core and elective courses required for each degree;

  - Academic requirement necessary to satisfy the applicant degree program(s).