



May 11, 2022

Dr. Stephen Spinelli, Jr.
President
Babson College
231 Forest Street, Babson Park
Wellesley, MA 02457-0310

Dear President Spinelli:

I am pleased to inform you that at its meeting on April 21, 2022, the New England Commission of Higher Education took the following action with respect to Babson College:

that Babson College be continued in accreditation;

that the institution submit an interim (fifth-year) report by August 15, 2026 for consideration in Fall 2026;

that, in addition to the information included in all interim reports, the institution give emphasis to its success in:

- 1) ensuring sufficient capacity to support its institutional research goals;
- 2) developing and tracking performance indicators for its strategic plan and using those indicators to inform resource allocation;
- 3) aligning resources and capacity with its plans for expansion of academic programs and student enrollment;
- 4) assessing the effectiveness of its new academic structure, including the support of faculty under the new structure;

that the next comprehensive evaluation be scheduled for Fall 2031.

The Commission gives the following reasons for its action.

Babson College is continued in accreditation because the Commission finds the institution to be in compliance with the *Standards for Accreditation*.

The Commission commends Babson College (Babson) for its clear, thorough self-study that was developed through a participatory and self-reflective process. We note with favor that the College's most recent strategic plan, *One Babson Delivering Entrepreneurial Leadership Anywhere, Impacting Ecosystems Everywhere*, was developed with engagement from the campus, Babson alumni, and trustees, and is comprised of four "integrated initiatives:" Entrepreneurial Leadership, Everywhere Platform, Ecosystems, and One Babson. We appreciate the institution's culture of

innovation and entrepreneurship which, as noted in the team report, is “emblematic of Babson academic programs” and “evident in all that Babson does.” Recent innovations include the revision of the undergraduate core curriculum, the restructuring of senior administration, and the creation of the Arthur M. Blank School for Entrepreneurial Leadership. The College’s undergraduate FTE increased from 2,308 in FY2018 to 2,408 in FY2021, and Babson “has consistently recruited and matriculated a diverse and talented student body” with the diversity of entering multicultural students increasing from 37% in 2011 to 49% in 2020. The Commission is further gratified to learn that Babson achieved its Centennial Campaign fundraising goal of \$300 million and that, over the last decade, the College has more than doubled its endowment from \$243 million in 2011 to “more than \$700 million” at the time of the visit. It is evident that with its strong, committed academic leadership team, engaged faculty and staff, and supportive Board of Trustees, Babson College is well-positioned to continue to “prepare[] and empower[] entrepreneurial leaders” well into the future.

Commission policy requires an interim (fifth-year) report of all institutions on a decennial evaluation cycle. Its purpose is to provide the Commission an opportunity to appraise the institution’s current status in keeping with the Policy on Periodic Review. In addition to the information included in all interim reports, the College is asked, in Fall 2026, to report on four matters related to our standards on *Planning and Evaluation*; *Institutional Resources*; *Organization and Governance*; and *Teaching, Learning, and Scholarship*.

The Commission appreciates that institutional research at Babson College is a “sustained, systematic process.” The institutional research function was “reconfigured” in 2018 and is now “distributed and shared among the director of accreditation, the manager of learning outcomes assessment and the senior data specialist.” We are gratified to learn that Babson plans to discuss “re-envisioning institutional research in terms of expanded capability for analytics” and note that the Dean of the College formed a task group to “conduct a gap analysis.” We concur with the report of the visiting team that this discussion is an “important” one and look forward to learning, through the Fall 2026 interim report, of the institution’s success in this matter. We are informed here by our standard on *Planning and Evaluation*:

Institutional research is sufficient to support planning and evaluation. The institution systematically collects and uses data necessary to support its planning efforts and to enhance institutional effectiveness (2.2).

As noted positively above, Babson recently developed its new strategic plan. We understand from the visiting team report that the College is still “developing key performance indicators” that will help “inform the success of its strategic and complementary plans and inform resource allocation decisions.” As guided by our standard on *Planning and Evaluation* (cited above and below), the Fall 2026 interim report will provide an opportunity for Babson College to update the Commission on its success in developing and tracking performance indicators for its strategic plan and using the indicators for resource allocation:

The institution has a demonstrable record of success in using the results of its evaluation activities to inform planning, changes in programs and services, and resource allocation (2.8).

As Babson College continues to introduce “innovative new programming” and implement its “Everywhere Platform” initiative, we concur with the visiting team that “careful attention” will be needed to align human resources and organizational capacity with the College’s plans. The Commission appreciates that Babson’s Enrollment Advisory Committee will continue to analyze enrollment and other trends to “advance the College’s strategy and mission.” We understand that Babson will also continue its facility improvements intended to “transform the student, faculty,

and staff experiences on campus.” As guided by our standard on *Institutional Resources*, we seek assurance, through the Fall 2026 interim report, of the College’s success in this area:

The institution employs sufficient and qualified personnel to fulfill its mission. It addresses its own goals for the achievement of diversity, equity, and inclusion among its personnel and assesses the effectiveness of its efforts to achieve those goals (7.1).

The institution has sufficient and appropriate information, physical, and technological resources necessary for the achievement of its purposes wherever and however its academic programs are offered. It devotes sufficient resources to maintain and enhance its information, physical, and technological resources (7.21).

The Commission understands that Babson College reorganized its internal administrative structure by eliminating the role of Provost and creating a Vice President for Academic Affairs and Dean of the College, a Vice President for Learner Success and Dean of Campus Life, and a Vice President for Innovation, along with eight associate dean positions. Division chairs “are responsible for mentoring faculty and for their annual performance evaluation.” We appreciate that Babson administered the COACHE Faculty Job Satisfaction Survey in Spring 2022 and understand that recommendations and action plans resulting from the survey findings will be developed in 2022-2023. We ask that the Fall 2026 interim report give emphasis to Babson’s success in assessing the effectiveness of its new academic structure, including the support of faculty under the new structure. This section of the report will be informed by our standards on *Organization and Governance* and *Teaching, Learning, and Scholarship*:

The effectiveness of the institution’s organizational structure and system of governance is improved through regular and systematic review (3.19).

The institution periodically evaluates the sufficiency of and support for academic staff and their effectiveness in teaching and advising, scholarship, service, and as appropriate to institutional mission, research, and creative activity. The results of these evaluations are used to enhance fulfillment of the institution’s mission (6.14).

The scheduling of a comprehensive evaluation in Fall 2031 is consistent with Commission policy requiring each accredited institution to undergo a comprehensive evaluation at least once every ten years.

You will note that the Commission has specified no length or term of accreditation. Accreditation is a continuing relationship that is reconsidered when necessary. Thus, while the Commission has indicated the timing of the next comprehensive evaluation, the schedule should not be unduly emphasized because it is subject to change.

The Commission expressed appreciation for the self-study prepared by Babson College and for the report submitted by the visiting team. The Commission also welcomed the opportunity to meet with you, Ken Matsuno, Vice President of Academic Affairs and Dean of the College, and James Helble, team chair, during its deliberations.

You are encouraged to share this letter with all of the institution’s constituencies. It is Commission policy to inform the chairperson of the institution’s governing board of action on its accreditation status. In a few days we will be sending a copy of this letter to Mr. Jeffery Perry. The institution is free to release information about the evaluation and the Commission’s action to others, in accordance with the enclosed policy on Public Disclosure of Information about Affiliated Institutions.

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The Commission hopes that the evaluation process has contributed to institutional improvement. It appreciates your cooperation with the effort to provide public assurance of the quality of higher education.

If you have any questions about the Commission's action, please contact Lawrence M. Schall, President of the Commission.

Sincerely,



George W. Tetler

GWT/jm

cc: Mr. Jeffery Perry
Visiting Team

Enclosure: Public Disclosure of Information about Affiliated Institutions