



ROAD TO SACSCOC REAFFIRMATION

NEWSLETTER

JULY 2025



What is Reaffirmation of Accreditation?

The Southern Association of Colleges and Schools Commission on Colleges' (SACSCOC) Reaffirmation of Accreditation is a comprehensive internal and external review process to ensure that member institutions maintain continuing compliance with Commission policies and with [The Principles of Accreditation: Foundation for Quality Enhancement](#).

According to SACSCOC, "At the heart of SACSCOC's philosophy of accreditation, the concept of quality enhancement presumes each member institution is to be engaged in ongoing improvement of its programs and services and be able to demonstrate how well it fulfills its stated mission. Although evaluation of an institution's educational quality and effectiveness in achieving its mission is a difficult task requiring careful analysis and professional judgment, an institution is expected to document the quality and effectiveness of all its programs and services."

Newsletter Archive

Missed a Newsletter? No problem! Visit our OAEE website to catch up on all past issues

- [December 2024](#)
- [January 2025](#)
- [February 2025](#)
- [March 2025](#)
- [April 2025](#)
- [May 2025](#)
- [June 2025](#)

SACSCOC SITE VISIT SAVE THE DATE!!

While there is much work to be done between now and the SACSCOC On-site Reaffirmation Committee visit, please mark your calendars.

MARCH 24th - 26th, 2026

STANDARD SHOWCASE:

Standard of the Month

SECTION 5: ADMINISTRATION & ORGANIZATION

5.1: Chief Executive Officer

Standard 5.1 *The institution has a chief executive officer whose primary responsibility is to the institution.*

The institution's chief executive officer is the president and executive dean; he reports directly to the Baylor College of Medicine's Board of Trustees. The president's job description and the College's Bylaws stipulate that the president's primary responsibility is to the institution. The Board of Trustees elects its chair from its voting membership. The president is an ex-officio non-voting member of the Board of Trustees and therefore cannot act as the presiding officer of the Board. The BCM Bylaws specifically state in Article II, § 2.2 (d) that the president and CEO "shall not have the duties and liabilities of a Trustee." The Doctor of Medicine (M.D.) Program is the only education program at the branch campus in Temple, Texas. BCM operates its branch campus under the mantra of "One school and one program, Two campuses." As such, the president is the CEO of both the Houston and Temple campuses.

The President and Presidential Responsibilities

Baylor College of Medicine's president, chief executive officer and executive dean is Paul E. Klotman, M.D and his primary responsibility is to the institution. Dr. Paul Klotman began serving as president, CEO and executive dean of Baylor College of Medicine Sept. 1, 2010. The College's Bylaws, Article IV, § 4.4 provides that the president "shall be the chief executive officer of the corporation [College], shall have general and active management of the business of the corporation [College] and shall see that all orders and resolutions of the Board of Trustees are put into effect."

The president is not the presiding officer of the Board. Under Article II, § 2.2 (d) of the College's Bylaws, the president "shall serve as an ex-officio member of the Board of Trustees, but shall not be entitled to vote, shall not have the duties and responsibilities of a Trustee, and shall not be considered a Group 2 Trustee."

Dr. Klotman reports to the Board of Trustees and its current Chair, Gregory Brenneman, as reflected in the position description for the president and CEO and in the College's organizational chart. Dr. Klotman was re-elected to a one-year term in May 2024, at the Board of Trustees meeting.

The employment responsibilities of the president and chief executive officer as outlined in the position description include acting as the chief administrative, academic, and fiscal officer of Baylor College of Medicine, including its School of Medicine, Graduate School of Biomedical Sciences, School of Health Professions, and National School of Tropical Medicine. In addition, the president oversees the management and control over the activities, affairs, operations business and property of the institution. The Board of Trustee meetings include a President's Report where the leadership role is demonstrated, and duties carried out. The president also leads a health care delivery system for private practice care as well as clinical care through the College's affiliated hospitals, working with physicians, scientists, staff, and trainees to shape and lead the College.

STANDARD SHOWCASE:

Standard of the Month

SECTION 5: ADMINISTRATION & ORGANIZATION

5.2.c: Control of Fund-raising Activities

Standard 5.2.c The chief executive officer has ultimate responsibility for and exercises appropriate control over the institution's fund-raising activities.

Baylor College of Medicine (BCM) has a chief executive officer who has ultimate responsibility for, and exercise appropriate control over the institution's fund-raising activities. BCM's president, as its chief executive officer (CEO), has ultimate responsibility for the approval of all fundraising initiative, campaigns and solicitations as well as for the policies and procedures that govern the College's fundraising efforts. The president exercises authority over fundraising activities and directs them as needed to support institutional priorities and initiatives that he and the Board identify. College Policies on the oversight of fundraising establish that the Office of Advancement and Alumni Affairs has primary responsibility for raising philanthropic gifts and engaging BCM Alumni to support the College's priorities. The office is under the leadership of the president and directed by the senior vice president of institutional advancement, as detailed in the policy 17.1.03 - Fundraising Policies.

Exercises Appropriate Control Over Fundraising Activities

According to his job description, the president "is responsible for providing strategic leadership for Baylor College of Medicine by working with the Board of Trustees and other management to establish long-range goals, strategies, plans, and policies." Among many responsibilities, he "serves as the fiscal officer of BCM" and develops "credibility for the finance group by providing timely accurate analysis of budgets, financial reports and financial trends in order to assist the Board and senior executives in performing their responsibilities".

The president leads Baylor's strategic planning process, speaks publicly about the College's fundraising priorities, meets with donors and prospective donors, and formally requests gifts from strategically selected donors, primarily those who can make gifts of \$100,000 or more. He signs all gift agreements, acknowledges gifts valued in excess of \$1 million, any gift from Board of Trustee members and faculty members who give in excess of \$1,000, approves the naming of any building with exterior recognition (as described in the Naming Policies).

The president annually presents the College's fundraising goals to the Board of Trustees for review. Once approved, the actions to achieve the goals become the responsibility of the senior vice president of institutional advancement. The president delegates day-to-day fundraising strategy and implementation to the senior vice president of institutional advancement as detailed in her job description.

The senior vice president of institutional advancement disseminates the College's fundraising priorities and policies to her direct reports in the Office of Advancement and Alumni Affairs. Working closely with her team, she identifies, cultivates, solicits, and stewards major gift donors and prospects, as described in the College policy 17.1.02 Overview of Advancement and Alumni Relations. She also builds relationships and exchanges information with trustees, alumni, faculty, and administration leaders. An example of a fundraising strategy implemented at the direction of the president is the Lillie and Roy Cullen Tower, which aligns philanthropy with needed expansion and growth for the College's educational mission.

REAFFIRMATION OF ACCREDITATION TIMELINE:

All dates subject to change throughout the process

Target Date	Accreditation Process	Quality Enhancement Plan
October 2024	SACSCOC Executive Committee Established and First Meeting SACSCOC Reaffirmation 2026 Kick-Off Review of SACSCOC narratives begins	Launch QEP Survey Recruit QEP Director
November 2024	Reaffirmation Newsletter Review of SACSCOC narratives	Review Survey Results/Analyze Comments Examine Feasibility of Topic Recruit QEP Director
December 2024	SACSCOC Annual Meeting, Austin, TX (12/7 to 12/10) Reaffirmation Newsletter Review of SACSCOC narratives	Review Survey Results/Analyze Comments Examine Feasibility of Topic
January 2025	Reaffirmation Newsletter	Engage Content Specialist Identify External review/advisory committee Recommend Topic to Executive Leadership QEP Topic Announced to BCM Community
February 2025	Reaffirmation Newsletter	Determine QEP time frame for implementation and budget
March 2025	Reaffirmation Newsletter	
April 2025	Leadership Review of Compliance Certificate begins Reaffirmation Newsletter	
July 2025	Compliance Certificate Draft Completed	
August 2025	Final Review of Compliance Certificate	
September 2025	Compliance Certificate Due (9/8)	
November 2025	Site Visit Prep Off-Site Peer Review Conducted (11/4 to 11/7)	
December 2025	Site Visit Prep Mock Visit	
January 2026	Site Visit Prep Mock Visit	
February 2026	Site Visit Prep Optional Focused Report Due (2/10)	QEP Due (2/10)
March 2026	On-Site Peer Review Conducted (3/24 to 3/26)	Present and discuss QEP (3/24 to 3/26)
December 2026	Review by SACSCOC Committee Board (12/3 to 12/6)	

OUR MISSION, OUR PURPOSE

Mission: Our mission at Baylor College of Medicine is to provide guidance, support and resources to help faculty and staff create and implement effective changes while ensuring the highest quality of education for our students.

Purpose: Our purpose is to promote academic excellence and innovation through accreditation and education effectiveness. We strive to foster a culture of continuous improvement and to provide resources and support for faculty and staff to develop and implement effective educational programs that prepare students for success.

The Office of Accreditation and Education Effectiveness supports the Baylor College of Medicine education enterprise by:

- Facilitating institutional accreditation with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and monitoring ongoing compliance with SACSCOC principles of accreditation
- Providing support for program level specialized accreditation
- Coordinating ongoing assessment of educational programs and the university's quality enhancement plan (QEP)
- Conducting and reporting the results of academic program reviews
- Conducting general institutional research and data analysis
- Reporting key academic performance metrics to federal, state, and professional organizations
- Conducting general institutional research and data analysis
- Providing process expertise in the approval of substantial changes to existing programs
- Managing educational affiliation agreements, observerships, and external learners

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