



ROAD TO SACSCOC REAFFIRMATION

NEWSLETTER

JANUARY 2026



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

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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 AND ORGANIZATION

5.4: Qualified Administrative/Academic Officers

Standard 5.4: The institution employs and regularly evaluates administrative and academic officers with appropriate experience and qualifications to lead the institution. (Qualified administrative/academic officers)

Baylor College of Medicine ensures effective leadership to accomplish its institutional mission and strategic priorities by employing administrative and academic officers with appropriate experience, qualifications and credentials to competently perform their duties and responsibilities, as outlined in their position descriptions across both of its campuses. Academic and administrative officers are regularly evaluated and receive feedback on their performance.

Defining Administrative and Academic Officers

Academic and administrative officers who serve as the key decision makers at BCM include: the executive leadership (i.e., president & chief executive officer and executive dean, executive vice president, senior vice presidents, chief financial officer, chief of academic integration, chief of staff, chief communications officer, chief audit and compliance officer, and senior deans), department chairs, center directors, and deans of schools.

Houston Campus

On BCM's main Houston campus, executive leadership, department chairs, center directors, deans of schools and other senior officers report directly to BCM's president & chief executive officer and executive dean. Positions have standardized job descriptions, based on their specific role: clinical chair, basic science chair or center director, with the exception of the chair of the Department of Educational Innovation and Technology (DEIT). The chair of DEIT leads the only BCM department that focuses on education as a discipline and thus has a unique job description. In all cases, job descriptions define the credentials, qualifications, and essential experience required of candidates appointed to these academic officer positions.

Temple Campus

In addition, academic and administrative officers of BCM include the regional dean and chairs of clinical departments at Baylor-Temple. Baylor Scott and White Health is the primary clinical affiliate of BCM for its Baylor-Temple campus and employs clinical chairs for its clinical departments. Their clinical chairs have vice chair appointments in BCM-Houston's clinical departments, serving as vice chairs of the regional campus. They have a vital role in assisting in the clinical placement and education of BCM medical students who matriculate at the Baylor-Temple campus. The leaders addressed in this narrative set the path for BCM's main campus in Houston and its branch campus in Temple, Texas; ensure the College's mission, strategic priorities and objectives are achieved; and oversee key governance issues, institutional planning and effectiveness, educational program quality and policies, academic and student support services, the faculty and financial, academic and business operations.

Recruitment and Employment of Administrative and Academic Officers

Recruitment of administrative and academic officers follows a process to ensure that BCM has effective leadership to accomplish its mission. The recruitment process for administrative and academic officers begins with identifying relevant stakeholders and formation of a search committee. There is a collective development and approval of a position description, which includes a clear delineation of job duties, responsibilities and required credentials, qualifications and professional experience appropriate to fulfill all duties.

Available positions for BCM-Houston and BCM-Temple and their respective job descriptions are posted (published) on BCM's public career website as well as other internal and external websites. The position is also often advertised in professional journals, and on relevant professional websites and listservs to attract a qualified pool of applicants. As part of the screening process for administrative and academic officer applicants, the search committee evaluates curricula vitae/resumes (as noted in the recruitment process description) to verify that a candidate has appropriate credentials, qualifications and experience to fulfill responsibilities and meet institutional expectations of the position sought. Only qualified candidates for administrative and academic offices are screened by the search committee.

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Those deemed most qualified and best suited to the position are invited to visit BCM for an initial round of interviews. Candidates are interviewed by search committee members and screened to determine whether they will proceed to a second round of interviews. During the second round, candidates meet with key members of the executive leadership team and key department/center faculty. Some positions may require the candidate to present their vision to the executive leadership team, academic council (comprised of the BCM deans, department chairs, center directors and five members of the faculty senate), other relevant groups, and search committee members.

Once all candidate visits are complete, the search committee reconvenes to review feedback, discuss candidates and their fit for the position based on the screening and interview processes, and collectively make a recommendation to the president. The committee then presents its final recommendation to the president. The president shares the candidate information via email with the academic council, which reviews the information and decides whether to advance the candidate for final review by the Board of Trustees.

Administrative officers are confirmed by the Board of Trustees, as noted in the Bylaws. The Board of Trustees is responsible for approving candidates that further the institutional mission and align with BCM's values. In the event of a dean of a school, chair or center director vacancy, the president or acting president convenes a search committee and appoints a committee chair to lead the search process in accordance with Article II of the Faculty Bylaws. The final approval vote goes to the Board of Trustees to approve the appointment.

Regular Evaluation of Administrative and Academic Officers

In accordance with institutional policies 02.5.10 Staff Performance Appraisal and 29.1.02 Faculty Performance Assessment and Development, all employees, staff and faculty, including administrative and academic officers at Baylor-Temple, are subject to a formal annual performance evaluation process designed to ensure that BCM's mission and vision are being advanced through the employee's annual goals. Annual evaluations of administrative and academic officers at BCM's main campus in Houston and at Baylor-Temple are conducted through the president's office, office of the senior dean, or via BCM's faculty or staff evaluation processes to ensure officers are reviewing goals, meeting expectations, receiving feedback and focusing on personal and institutional development plans for the upcoming year. Faculty or staff conducting evaluations are advised to seek feedback from other relevant personnel for inclusion and/or to be factored into the evaluation. Baylor-Temple officers are evaluated using the same process described below for officers on the main campus in Houston. BCM's senior dean evaluates the Baylor-Temple regional dean, and the regional dean evaluates other officers at Baylor-Temple. Administrative officers at the branch campus in Temple who report to the Baylor- Temple regional dean are evaluated by the Baylor-Temple regional dean.

Direct reports to the president include the executive leadership team, department chairs, and center directors. At the end of each academic year, each member of the executive leadership team is required to complete the executive leadership performance review self-evaluation form to assess annual goals and supply detailed information about how his or her leadership drives the institutional mission. The president reviews each completed self-evaluation, conducts in-person annual performance reviews, and provides feedback on accomplishments and recommended improvements for the upcoming year.

Deans also are evaluated through the Office of the President, through the same process described above for chairs and center directors.

The president and chief executive officer reports to, and is evaluated by the Board of Trustees, in accordance with the Executive Compensation Review Policy.

REAFFIRMATION OF ACCREDITATION TIMELINE:

All dates subject to change throughout the process

Target Date	Accreditation Process
October 2024	SACSCOC Executive Committee Established and First Meeting SACSCOC Reaffirmation 2026 Kick-Off Review of SACSCOC narratives begins
November 2024	Reaffirmation Newsletter Review of SACSCOC narratives
December 2024	SACSCOC Annual Meeting, Austin, TX (12/7 to 12/10) Reaffirmation Newsletter Review of SACSCOC narratives
January 2025	Reaffirmation Newsletter
February 2025	Reaffirmation Newsletter
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 Prep
January 2026	Site Visit Prep Mock Visit (1/12 to 1/14)
February 2026	Site Visit Prep Focused Report Due (2/09)
March 2026	On-Site Peer Review Conducted (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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