



AMERICAN GROUP
FOR MANAGING EDUCATIONAL
PROJECTS

INSTITUTION ACCREDITATION CHECKLIST

INSTITUTION NAME:

INSTITUTION ADDRESS:

DATE:



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GENERAL GUIDANCE

- Completion of the Accreditation Checklist takes place when ALL ITEMS become fulfilled.
- When the item is properly fulfilled, GOOD is selected and is given points; and if the item is not completely covered one point is provided for a FAIR grading.
- If an item or area is not attempted, “N/A” is listed.
- Supporting relevant documents are attached.

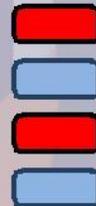
- Applicable Blocks are checked:

Initial Accreditation

Re-Accreditation

Facility Modification

Administrative Page Change



CHECKLIST CONTENT

- Section A: General Information.**
- Section B: Accreditation Standards Checklist.**
- Section C: Accreditation Overall Report.**



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Section A: General Information.

A.1 Institute Information:

Institution Name	
Institution Address	
Institution City	
Institution State	
Institution Zip Code	
Institution Phone	
Institution Web Address	

A.2 Type of Accreditation:

<i>Institutional</i>	An accreditation type which normally applies to an entire institution, including freestanding single-purpose institutions.	
<i>Specialized</i>	An accreditation type which normally applies to the evaluation of programs, departments, or schools which usually are parts of a total collegiate or other postsecondary institution.	
<i>Internship/Residency</i>	An accreditation type which is granted to locations which provide practical training and/or specialized training to advanced students or recent graduates.	<input checked="" type="checkbox"/>



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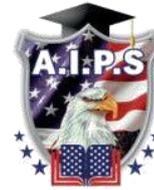
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Section B: Accreditation Standards Checklist

Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
		2	1	0
1.	Institution Mission, Goals, and Objectives			
1.1	<i>Description of the Mission, Goals, and Objectives</i>			
	<ul style="list-style-type: none"> The institution has documented that it has a mission statement that includes its general purpose, and is supported by specific, clearly defined goals and objectives appropriate to the level of study provided, including an institutional commitment to providing quality educational programs. 			
1.2	<i>Review and Publication of the Mission Statement.</i>			
	<ul style="list-style-type: none"> The institution has documented that instructors/faculty, administration, governing board, and institutional advisory committees, (if applicable) <u>regularly review</u> the mission statement, goals, and objectives. 			
	<ul style="list-style-type: none"> The institution has documented that its current mission statement, goals, and objectives are <u>widely promulgated</u> and readily accessible to students, faculty, staff, and other stakeholders 			
1.3	<i>Implementation of the Mission, Goals, and Objectives.</i>			
	<ul style="list-style-type: none"> The institution has demonstrated that it is effectively carrying out its mission, is attaining its goals and objectives, and is <u>sharing appropriate information</u> on its attainments with relevant groups. 			
	<ul style="list-style-type: none"> The institution has documented that it identifies the <u>key indicators</u> it uses in determining how it is meeting its stated mission, goals, and objectives. 			
Total Grade		/10		



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Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
		2	1	0
2.	Educational Program Objectives, Curricula, and Materials.			
2.1	<i>Description of Program Objectives.</i>			
	<ul style="list-style-type: none"> The institution has documented that educational program objectives are clearly defined and simply stated. 			
	<ul style="list-style-type: none"> They indicate the benefits for reasonably diligent students. 			
	<ul style="list-style-type: none"> The character, nature, quality, value, source of the instruction, and educational services that are used to help students achieve the objectives are set forth in language understood by the types of students enrolled. 			
	<ul style="list-style-type: none"> If a program prepares for an occupation, field of occupations, or vocation, the objectives clearly state the types of occupations for which preparation is given. 			
2.2	<i>Appropriate Programs Objectives.</i>			
	<ul style="list-style-type: none"> The institution has documented that the program objectives are reasonably attainable. 			
	<ul style="list-style-type: none"> Appropriate objectives include the development of skills, providing job-related training, the imparting of knowledge and information, the training in the application of knowledge and skills, and the development of desirable habits and attitudes. 			
	<ul style="list-style-type: none"> Evaluation of the program is based on the announced objectives and the success with which students achieve the objectives 			
2.3	<i>Comprehensive Curriculum.</i>			
	<ul style="list-style-type: none"> The institution has documented that the curriculum is <u>sufficiently comprehensive</u> for students to achieve the stated program objectives and its content is supported by sound research and practice. 			
	<ul style="list-style-type: none"> An institution has policies and procedures for determining credit hours and/or clock hours it awards for its courses and/or programs. 			
2.4	<i>Up-to-Date Curriculum.</i>			
	<ul style="list-style-type: none"> The institution has documented that the curriculum/curricula reflect(s) current knowledge and practice. 			
	<ul style="list-style-type: none"> It also has documented that effective procedures are used continuously to keep it/them <u>up-to-date</u>. 			
	<ul style="list-style-type: none"> Internal course/program <u>reviews</u> are conducted on a periodic basis. 			



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Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
		2	1	0
2.5	<i>Comprehensive and Up-to-Date Instructional Materials.</i>			
	<ul style="list-style-type: none"> The institution has documented that instructional materials are sufficiently comprehensive to enable students to achieve the announced program objectives. 			
	<ul style="list-style-type: none"> Also, that the instructional materials are accurate and reflect current knowledge and practice and are regularly reviewed and revised. 			
2.6	<i>Examinations and Other Assessment.</i>			
	<ul style="list-style-type: none"> The institution has documented that <i>examinations</i> and other assessment techniques are adequate evidence of the achievement of stated learning objectives and outcomes. 			
	<ul style="list-style-type: none"> The institution has documented that it has published its academic <i>grading policies</i>, assignment marking system, course extension policy, and information on issuance and completion of incomplete grades, and apply them with fairness and consistency. 			
2.7	<i>Authorship</i>			
	<ul style="list-style-type: none"> The institution has documented that qualified persons competent in their subjects or fields <i>develop</i> the curriculum content and prepare instructional materials. 			
2.8	<i>Organization of Instructional Materials</i>			
	<ul style="list-style-type: none"> The institution has documented that the organization and presentation of the instructional materials are in accord with sound principles of learning and grounded in sound instructional design principles. 			
2.9	<i>Curriculum Delivery.</i>			
	<ul style="list-style-type: none"> The institution has documented that written instructional materials are appropriately presented. 			
	<ul style="list-style-type: none"> The institution has documented that materials fit the content and are delivered using readily available, reliable technology. 			
	<ul style="list-style-type: none"> Also, that institutional prepared material are keyed to the reading competence of the students in the program and be legibly reproduced. 			
2.10	<i>Study Instructions.</i>			
	<ul style="list-style-type: none"> The institution has documented that instructions and <i>suggestions</i> on how to study and how to use the instructional materials are made available to assist students to learn effectively and efficiently. 			



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Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
		2	1	0
2.11	<i>Educational Media and Learning Resources.</i>			
	<ul style="list-style-type: none"> The institution has documented that learning resources for faculty and students are available and appropriate to the level and scope of program offerings. 			
	<ul style="list-style-type: none"> Also, program designers and/or faculty/instructors make effective use of appropriate teaching aids and learning resources, including educational media and supplemental instructional aids in creating programs and in teaching students. 			
	<ul style="list-style-type: none"> The institution documented that it makes effective provisions for students to access learning resources and libraries that are appropriate for the attainment of program learning outcomes. 			
2.12	<i>Student Privacy, Integrity and Identity.</i>			
	<ul style="list-style-type: none"> The institution has documented that it has clear, specific, published <i>policies</i> related to student privacy, integrity, and academic honesty. 			
	<ul style="list-style-type: none"> The institution documented that it has a student <i>identity verification</i> process that ensures that students who earn the credit or completion credentials are the same students who did the course assignments and assessments. 			
Total Grade		/50		

Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
		2	1	0
3.	Educational Services.			
3.1	<i>Student Inquiries and Submissions</i>			
	<ul style="list-style-type: none"> The institution documented that relevant student inquiries are welcome and answered promptly and thoroughly. 			
	<ul style="list-style-type: none"> The institution documented that accurate <i>assessment, correction services</i>, and counseling by instructors/faculty are provided for assignments/lessons and examinations. 			
	<ul style="list-style-type: none"> The institution has a process for maintaining and protecting <i>confidentiality</i> of student records, as grades, test results, etc. 			



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		Good	Fair	n/a
3.2	<i>Individual Differences</i>			
	<ul style="list-style-type: none"> The institution has documented that provisions are made to be responsive and flexible to meet the individual differences of students with <i>diverse backgrounds</i>, prior achievements, employment, and other relevant circumstances. 			
	<ul style="list-style-type: none"> <i>Counseling and guidance</i> are provided, as required, to assist students to satisfy institutional and program requirements, to achieve required program objectives and individual course learning outcomes, and to achieve their educational goals. 			
3.3	<i>Student Evaluation of Courses.</i>			
	<ul style="list-style-type: none"> The institution has documented that opinions of students are systematically sought as one basis for evaluating and improving instructional materials, the delivery of instruction, and educational services. 			
3.4	<i>Appropriate Technology.</i>			
	<ul style="list-style-type: none"> The institution has documented that it uses appropriate and readily accessible technology to <i>optimize interaction</i> between the institution and the learner and enhance instructional and educational services. 			
Total Grade		/14		



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Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
		2	1	0
4.	Student Support Services.			
4.1	<i>Assessment Services.</i>			
	<ul style="list-style-type: none"> The institution has documented that student assessment services are guided by <i>published grading policies</i> and a marking system that includes prompt return of accurately, fairly, and consistently graded assessments as well as necessary academic counseling by the instructor/faculty or qualified staff member. 			
4.2	<i>Student Records.</i>			
	<ul style="list-style-type: none"> The institution has documented that essential, accurate student records are adequately and securely maintained and readily accessible. 			
4.3	<i>Student Support Services.</i>			
	<ul style="list-style-type: none"> The institution has documented that it provides support services relevant to the students enrolled, such as financial aid guidance, counseling services, employment assistance and/or alumni services. 			
4.4	<i>Student Complaints</i>			
	<ul style="list-style-type: none"> The institution has documented that it has a <i>policy and procedures</i> for the purposes of responding to, addressing, and readdressing, as appropriate, a complaint made by a student, including one who has good reason to believe that the institution is not in compliance with the standards and policies declared. 			
	Total Grade	/8		



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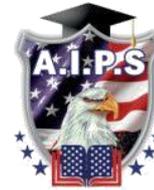


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Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
		2	1	0
5.	Student Achievement and Satisfaction.			
5.1	<i>Achievement of Student Learning Outcomes and Benefits</i>			
	<ul style="list-style-type: none"> The institution has documented that it articulates student learning outcomes and it has a systematic and ongoing process for <i>assessing student learning</i>, provides documented evidence that show that the results are used to improve programs, curricula, instruction, faculty development, and services, and the results meet appropriate benchmarked standards. 			
5.2	<i>Student Satisfaction.</i>			
	<ul style="list-style-type: none"> The institution has documented that it regularly collects evidence that students are satisfied with the instructional and educational services provided. 			
5.3	<i>Progress Through the Course/Program</i>			
	<ul style="list-style-type: none"> The institution documents that students complete their studies at <i>rates</i> that compare favorably to those of courses/programs offered by programs offered by similar accredited institutions. 1“compare favorably” means each program’s graduation rate falls within 15 points of the mean for courses/programs at similar institutions. 			
Total Grade		/6		



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Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
		2	1	0
6.	Qualifications and Duties of Owners, Governing Board Members, Officials, Administrators, Instructors/Faculty, and Staff and Reputation of Institution.			
6.1	<i>Owners, Governing Board Members, Officials, and Administrators.</i>			
	<ul style="list-style-type: none"> The institution has documented that its owners, Governing Board Members, officials, and administrators possess appropriate qualifications and experience for their positions and roles and have demonstrated the ability to oversee institutional operations. 			
	<ul style="list-style-type: none"> The governing board members are knowledgeable and experienced in one or more aspects of educational administration, finance, and teaching/learning. 			
	<ul style="list-style-type: none"> The institution has policies that clearly <i>delineate the duties</i> and responsibilities of governing board members, officials, and administrators. 			
	<ul style="list-style-type: none"> Individuals in leadership and managerial roles are qualified by education and experience. 			
6.2	<i>Instructors/Faculty/Staff.</i>			
	<ul style="list-style-type: none"> The institution has documented that it has a sufficient number of qualified instructors/faculty to give individualized instructional service to each student. 			
	<ul style="list-style-type: none"> The institution maintains files containing the resumes and official transcripts of its instructors/faculty. 			
	<ul style="list-style-type: none"> Instructors/faculty are carefully screened for appointment, and are properly and continuously trained with respect to institution policies, learner needs, instructional approaches and techniques, and the use of appropriate instructional technology. 			
	<ul style="list-style-type: none"> The institution has clear, consistent procedures to evaluate instructors/faculty <i>performance</i>. 			



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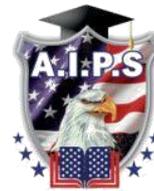
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Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
		2	1	0
6.3	<i>Reputation of Institution, Owners, Governing Board, Officials, and Administrators</i>			
	<ul style="list-style-type: none"> The institution has documented that it and its owners, governing board members, officials, and administrators <u>possess sound reputations</u> and possess a record of integrity and ethical conduct in their professional activities, business operations, and relations. 			
6.4	<i>Professional Growth</i>			
	<ul style="list-style-type: none"> An institution has demonstrated its interest in improving instruction through upgrading faculty and staff. 			
	<ul style="list-style-type: none"> Faculty and staff are encouraged to become members of professional organizations, to review and apply relevant research, to pursue continuing education or training in their respective fields, and to enhance their skills. 			
6.5	<i>Succession Plan</i>			
	<ul style="list-style-type: none"> The institution has provided a <u>written plan</u> that outlines the process by which the leadership and management succession would be approached and realized. 			
	<ul style="list-style-type: none"> The institution has <u>identified specific people</u>, committees, or boards that would be responsible to carry on with the operation of the institution. 			
	<ul style="list-style-type: none"> The plan is <u>reviewed and revised</u> on an annual basis. 			
Total Grade		/28		

Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
		2	1	0
7.	Admissions Practices and Enrollment Agreements.			
7.1	<i>Admission Practices</i>			
	<ul style="list-style-type: none"> The institution has documented that its admissions policies, requirements, and practices of the institution <u>fully conform</u> to Business Standards and Policies. 			
7.2	<i>Enrollment Agreement (Contracts)</i>			
	<ul style="list-style-type: none"> The written enrollment agreement and/or other written enrollment documents specify clearly the nature and scope of the course or program, the services and obligations of the institution, and the responsibilities, obligations, financial and otherwise, of the student. 			



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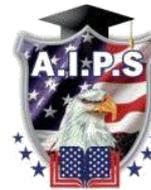
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		Good	Fair	n/a
	<ul style="list-style-type: none"> Any changes in tuition, fees, and course or program policies and procedures are made applicable to all future enrollees, not those currently enrolled. 	2	1	0
	<ul style="list-style-type: none"> The institution also uses a written enrollment agreement/contract that conforms to the provisions of Business Standards, and students are given copies of these written agreements/contracts and/or written documents. 			
Total Grade		/8		

Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
8.	Advertising, Promotional Literature, and Recruitment Personnel.			
8.1	<i>Advertising and Promotion</i>			
	<ul style="list-style-type: none"> The institution has documented that all of its advertising, promotional, and recruitment activities fully conform to Business Standard and to this accreditation standard. 	2		
8.2	<i>Control of Recruitment Personnel</i>			
	<ul style="list-style-type: none"> The institution has documented that its policies and practices in the hiring, training, monitoring, managing, and evaluating of all sales or recruiting personnel fully conform to Business Standard, and to this accreditation standards 	2		
Total Grade		/4		



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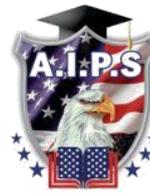


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Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
		2	1	0
9.	Financial Responsibility.			
9.1	Financial Practices			
	<ul style="list-style-type: none"> The institution shows, by complete, comparative <i>financial statements</i> covering its two most recent fiscal years, that it is financially responsible and that it can meet its financial obligations to provide quality instruction and service to its students. (<i>Financial statements must be audited or reviewed and prepared "in conformity with generally accepted accounting principles."</i>) 			
	<ul style="list-style-type: none"> The institution has <i>budgeting processes</i> that demonstrate the current and future budgets are sufficient to allow the institution to accomplish its mission and goals. 			
9.2	Financial Management			
	<ul style="list-style-type: none"> The institution has documented that individuals who oversee the fiscal and budgeting processes are qualified by education and experience. 			
	<ul style="list-style-type: none"> The institution has adequate administrative staff for effectively operating, and at least one person who is qualified and able to prepare accurate financial reports in a timely manner. 			
	<ul style="list-style-type: none"> Internal auditing trails and controls are in place to ensure finances are properly managed, monitored, and protected. 			
	<ul style="list-style-type: none"> Adequate safeguards are in place to prevent unauthorized access to online and on-site financial information. 			
9.3	Financial Sustainability and Stability.			
	<ul style="list-style-type: none"> The institution has demonstrated that it maintains adequate administrative staff and other resources to <i>operate effectively</i> as a going concern and is not exposed to undue or insurmountable risk. 			
	<ul style="list-style-type: none"> Any <i>risk</i> that exists is adequately monitored, manageable, and insured. 			
9.4	Financial Reporting.			
	<ul style="list-style-type: none"> Financial statements are prepared in accordance with Standards and Policies. 			
	<ul style="list-style-type: none"> An independent CPA's audit or review report accompanies these statements, and a <i>written plan</i> is provided that documents how the institution can resolve any challenges or anomalies identified in the CPA's report. 			



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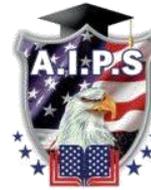
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Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
		2	1	0
9.5	<i>Demonstrated Operations.</i>			
	<ul style="list-style-type: none"> In all respects, the institution has documented continuous sound and ethical operations, as well as the necessary resources to <i>accommodate demand</i> and to ensure all learners receive a quality educational experience. 			
	<ul style="list-style-type: none"> Applicant institutions must document <i>two continuous years</i> of sound and ethical operation under the present ownership and with the current programs offered as a bona fide electronically delivered, online, or other delivery method. 			
	<ul style="list-style-type: none"> This documentation shall show that the <i>name being used</i> by the institution is free from any association with activity that could damage the reputation of the accrediting process, as illegal actions, fraud, unethical conduct, or consumer abuse. 			
Total Grade		/26		

Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
		2	1	0
10.	Tuition Policies, Collection Procedures, and Cancellations/Refunds.			
10.1	<i>Tuition Policies</i>			
	<ul style="list-style-type: none"> The institution has <i>documented</i> that its tuition policies are in keeping with the provisions of the Business Standards. 			
10.2	<i>Tuition Collection Procedures</i>			
	<ul style="list-style-type: none"> The institution has <i>documented</i> that its tuition collection practices and procedures are fair. 			
	<ul style="list-style-type: none"> They encourage the progress of students and seek to retain their good will. 			
	<ul style="list-style-type: none"> The institution exercises its right to protect its finances through collection practices in keeping with sound and ethical business standards. 			



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Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
		2	1	0
10.3	Tuition Cancellation/Refund Policies.			
	<ul style="list-style-type: none"> The institution has documented that it recognizes that there are <i>legitimate reasons</i> why enrolled students may not be able to complete their programs with benefit to themselves. 			
	<ul style="list-style-type: none"> Institution has a policy for equitable tuition <i>adjustments or refunds</i> in such cases that conform to Business Standards. 			
	<ul style="list-style-type: none"> <i>Records</i> are maintained on tuition refunds and enrollment cancellations to be reference for management analysis. 			
Total Grade		/14		

Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
		2	1	0
11.	Facilities, Equipment, Supplies, and Record Protection.			
11.1	Facilities, Equipment and Supplies			
	<ul style="list-style-type: none"> The institution has documented that it maintains sufficient facilities, equipment, and supplies to achieve its mission and goals and support its programs and future growth. 			
	<ul style="list-style-type: none"> A <i>written plan</i> exists to maintain and upgrade facilities, equipment, and supplies 			
	<ul style="list-style-type: none"> The <i>plan</i> states the resources that will be budgeted to support its goals. 			
	<ul style="list-style-type: none"> Buildings, workspace, and equipment comply with local fire, building, health, and safety regulations and are <i>adequately</i> equipped to handle educational program(s) of institution. 			
11.2	Record Protection			
	<ul style="list-style-type: none"> Institutional financial and administrative records and students' educational records are maintained in a reasonably accessible place and are adequately protected as long as they are likely to be needed. 			
	<ul style="list-style-type: none"> <i>Protection</i> may be by: <ol style="list-style-type: none"> (1) an active fire suppression system (2) passive protection using two-hour rated files or vaults for hard copy files/records (3) using off-site back up files for electronic files/records. 			
	<ul style="list-style-type: none"> Other <i>records are maintained</i> in accordance with current educational, administrative, business, and legal practices. 			
Total Grade		/14		



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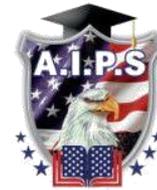


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Item No.	ITEM DESCRIPTION	STATUS		
		Good	Fair	n/a
		2	1	0
12.	Research and Self-Improvement.			
12.1	<i>Planning and Evaluation</i>			
	<ul style="list-style-type: none"> The institution has provided a <i>written plan</i> that is designed to identify internal and external trends and patterns, optimize opportunities, address challenges, reflect on achievements, and maintain quality. 			
	<ul style="list-style-type: none"> The <i>planning</i> enables the institution to improve services to students, ensure the professional growth of its instructors/faculty and staff, and provide for the long-term quality and growth of the institution. 			
	<ul style="list-style-type: none"> The institution collects and <i>analyzes data</i> on a systematic, consistent basis to monitor the status and effectiveness of the plan and evaluates its full range of services. 			
12.2	<i>Research and Self-Improvement</i>			
	<ul style="list-style-type: none"> The institution shows evidence of continuous progress and self-initiated efforts to <i>improve operations</i> and educational offerings and services. 			
	<ul style="list-style-type: none"> Sound research procedures and techniques are used to measure <i>how effectively</i> the stated institutional mission, goals, and objectives are being met. 			
Total Grade		/10		



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Overall Scoring and Rating

Item	Item Title	Expected	Actual
1	Institution Mission, Goals, and Objectives	10	
2	Training Program Objectives, Curricula, and Materials	50	
3	Training Services	14	
4	Trainee Support Services	8	
5	Trainee Achievement and Satisfaction	6	
6	Qualifications and Duties of Owners, Governing Board Members, Officials, Administrators, Instructors, and Staff and Reputation of Institution	28	
7	Admissions Practices and Enrollment Agreements	8	
8	Advertising, Promotional Literature, and Recruitment Personnel	4	
9	Financial Responsibility	26	
10	Tuition Policies, Collection Procedures, and Cancellations/Refunds	14	
11	Facilities, Equipment, Supplies, and Record Protection	14	
12	Research and Self-Improvement	10	
	Total Grade	192	
	Percentage	100%	



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Section C: Accreditation Overall Report

1. Institution Mission, Goals, and Objectives

Positive areas

Areas for improvement

2. Training Program Objectives, Curricula, and Materials

Positive areas

Areas for Improvement

3. Training Services

Positive areas

Areas for Improvement

4. Trainee Support Services

Positive areas

Areas for Improvement

5. Trainee Achievement and Satisfaction

Positive areas

Areas for Improvement

6. Qualifications and Duties of Owners, Governing Board Members, Officials, Administrators, Instructors, and Staff and Reputation of Institution

Positive areas

Areas for Improvement



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7. Admissions Practices and Enrollment Agreements

Positive areas

Areas for Improvement

8. Advertising, Promotional Literature, and Recruitment Personnel

Positive areas

Areas for Improvement

9. Financial Responsibility

Positive area

Areas for Improvement

10. Tuition Policies, Collection Procedures, and Cancellations/Refunds

Positive areas

Areas for Improvement

11. Facilities, Equipment, Supplies, and Record Protection

Positive areas

Areas for Improvement

12. Research and Self-Improvement

Positive areas

Areas for Improvement

Reviewer