

# **TEAM VISIT REPORT – MAINTENANCE OF ACCREDITATION REVIEW**

**The University of Kansas  
School of Business**

## **I. Team Recommendation**

### *A. Accreditation Recommendation:*

- Extend accreditation for an additional five years with the next maintenance review scheduled for 2017-2018. Concurrence by the Maintenance of Accreditation Committee and ratification by the Board of Directors are required prior to the confirmation of the accreditation decision. Following ratification by the Board of Directors, the applicant will be notified. The applicant must wait for this official notification before making any public announcement.

*B. Team Recommendation Review Schedule:* The Maintenance of Accreditation Committee will meet Monday, December 10, 2012.

## **II. Identification of Areas That Must Be Addressed:**

At this time, there are no areas that must be addressed prior to the next accreditation visit to maintain accreditation

## **III. Relevant Facts and Assessment of Strengths and Weaknesses in Support of the Team Accreditation Recommendation**

- A. Situational analysis: The School, like many others, is facing declining enrollment in its full-time MBA program and State support may decline in the future. Additionally, the School will have a large number of retirements.
- B. Changes impacting Eligibility Criteria: There are no changes that are likely to affect eligibility.
- C. The School has an appropriate mission statement and strategic plan. It also has in place a number of initiatives consistent with its plan. The plan is consistent with the goals of the University.
- D. Intellectual contributions are consistent with the School's mission.
- E. The School's Budget is relatively low given the number of students served. However, student and faculty satisfaction is high and there do not appear to be major adverse consequences related to the level of support.
- F. In terms of continuous improvements, the School has undertaken a comprehensive review of its MBA program and its masters programs. It has also added enrichment activities related to its new freshman admission initiative.

- G. Students admitted to the undergraduate major are of high quality. The School has taken steps to increase the quality of students in the full-time MBA and average GMAT scores have increased by 90 points.
- H. Faculty sufficiency is consistent with Standard 9 and classification of faculty appears to be appropriate
- I. Faculty quality is consistent with the School's mission. There is considerable emphasis on research and faculty members publish a significant number of articles in peer-reviewed journals. Promotion requires publications in the very top journals.
- J. Assurance of Learning: The School has an adequate system related to assurance of learning. Results are reviewed and appropriate actions are taken if shortcomings are revealed.

#### **IV. Commendations of Strengths, Innovations, Unique Features and Effective Practices**

- A. Commendations for Strengths, Innovations, and Unique Features: In terms of strengths, the school has an innovative freshman admission program that includes course work and peer as well as staff advising. It also has a new honors program for undergraduates, a revamped and innovative full-time MBA program and commendable career services for both undergraduates and MBAs. Elective classes are relatively small which has great appeal to students.
- B. The School has an overall strong faculty who are dedicated to teaching and research.

#### **V. Opportunities for Continuous Improvement**

The following are not relevant to the maintenance of accreditation, but may be useful in the context of continuous improvement.

- A. The School is in need of new facilities and is currently engaged in a fund-raising campaign. A significant percentage of the expected cost has already been contributed to the project.
- B. The School is working on refining its approach to assurance of learning. In particular, the peer review team recommends that the number of learning goals be reduced and the process simplified.
- C. PhD placements appear to be somewhat weak for a School with KU's talent and aspirations. More joint research between faculty and PhD students may help improve the situation.
- D. The School should consider developing both degree and non-degree executive education programs. Most likely, these programs will be conducted in Kansas City.

#### **VI. Visit Summary**

- A. *Descriptive Information:* The University of Kansas was founded in 1866. The School of Business is fortunate to be part of a great university that is known for academic excellence and a storied history. However, there is a challenge related to its location which is apart from a large metropolitan area.

B. *Degree Programs*: List of all degree programs included in the accreditation review and the number of graduates in the previous year for each program:

<u>Degree Program</u>	<u>Number of Graduates (AY 2011 – 2012)</u>
Bachelor of Science (BS)	581
Bachelor of Business Administration (BBA)	15
Master of Science (MS)	39
Master of Business Administration (MBA)	183
Master of Accounting (MAcc)	112
Doctor of Philosophy (PhD)	3

C. *Comparison Groups*:

**Comparable Group:**

Florida State University  
 Iowa State University  
 University of Kentucky  
 University of Oklahoma  
 University of Oregon  
 University of Utah

**Competitive Group:**

University of Missouri  
 Kansas State University

**Aspirant Group:**

University of Georgia  
 University of Iowa  
 University of Maryland  
 Michigan State University

E. *Visit Team Members*:

James Jiambalvo (Chair)  
 Dean  
 University of Washington  
 Michael G. Foster School of Business

Jan R. Williams (Business Member)  
 Dean and Stokely Foundation Leadership Chair  
 University of Tennessee at Knoxville  
 College of Business Administration

George W. Krull, Jr. (Accounting Chair)  
 National Director (Retired)  
 Grant Thornton, LLP

Galen R. Sevcik (Accounting Member)  
 Director and Professor, Accountancy  
 Georgia State University

F. *Maintenance Review Visit Schedule:*

**University of Kansas, School of Business  
AACSB Visit, November 11-13**

(School will pick up at airport and deliver to the Oread any team members who desire that service.)

**Sunday, November 11**

<b>Time</b>	<b>Business &amp; Accounting Team Meetings</b>
6:00 – 7:00 pm	Team Meeting-- Business team: James Jiambalvo (chair) and Jan Williams, Accounting Team: George Krull (accounting chair) and Galen Sevcik <b>Location: Oread Hotel, Gathering Room 3, Level B1</b>
7:00 – 9:00 pm	Dinner - Dean Neeli Bendapudi, Associate Dean Doug Houston and Chief of Staff, Kelly Muther, Area Directors –Ron Ash, Steve Hillmer, Suren Singh and John Sweeney, Program Directors – Bill Beedles, Paul Koch, Lisa Ottinger, Cathy Shenoy <b>Location: Oread Hotel, Hancock Library</b>

**Monday, November 12, 2012**

<b>Time</b>	<b>Business Team Meetings</b>	<b>Accounting Team Meetings</b>
7:00 – 7:45 am	Team Breakfast Meeting <b>Location: Oread Hotel, Hancock Library</b>	
7:45 – 8:00 am	Travel to School of Business (School will provide transportation to Summerfield Hall.)	
8:00- 8:30 am	Joint meeting with Dean Bendapudi (SUM 205)	
8:30 – 9:00 am	Meet with Doug Houston, Associate Dean of Academic Affairs (SUM 203)	Meet with Accounting Chair John Sweeney (SUM 350-G)
9:00 – 9:30 am	Joint meeting with Faculty Advisory Committee: Jim Guthrie, Murray Levin, Suman Mallik, Susan Scholz (SUM 205)	
9:30 – 10:00 am	Joint meeting with School Promotion, and Tenure Committee: George Bittlingmayer, Andrew Chen, Kissan Joseph, Jay Lee, Sanjay Mishra (SUM 205)	
<b>Time</b>	<b>Business Team Meetings</b>	<b>Accounting Team Meetings</b>

10:00-10:15 am	Break (SUM 205)	
10:15 – 10:45 am	<p>Joint Meeting with Program Support Directors:          Director of Multicultural Business Scholars Program, Bob Augelli          Undergraduate Programs Director, Bill Beedles          Director of Business School Career Services, Jennifer Jordan          Assistant Dean for Academic Programs, Jason O'Connor</p>	
10:45 – 11:15 am	<p>Joint Meeting with Center Directors:          Institute of International Business, Tailan Chi          Center for Entrepreneurship, Charlotte Tritch          International Center for Ethics in Business, Douglas May          Center for Auditing Research and Advanced Technology, Raj Srivastava          Deloitte Foundation, John Sweeney          (SUM 205)</p>	
11:15 – 11:45 am	<p>Undergraduate Program Committee members:          Bill Beedles, Lisa Bergeron, Mark Haug,          Kissan Joseph and Alee Phillips (SUM 205)</p>	<p>Accounting Assurance of Learning: Jim Heintz,          Tim Shaftel and John Sweeney (SUM 122)</p>
11:45-12:00 pm	Break – transition to lunch	
12:00-1:00 pm	<p>Lunch with Dean Bendapudi, Associate Dean          Doug Houston and three Area Directors –          MGMT: Ron Ash          FEDS: Steve Hillmer          MEL: Suren Singh          (SUM 205)</p>	<p>Lunch with AIS Director, John Sweeney and the          Accounting Faculty          (BURGE UNION)</p>
1:00 – 1:30 pm	<p>MBA Programs:          MSB-SCM (Leavenworth) – Program          Director, Greg Freix          Program Director, Cathy Shenoy          Administrative Director, Dee Steinle          (SUM 205)</p>	
1:30-2:00 pm	<p>Joint meeting with Doctoral Program committee: Charly Edmonds, Mike Ettredge, Paul Koch, Douglas May, Laura Poppo, Prakash Shenoy, Scott Whisenant (SUM 205)</p>	
<b>Time</b>	<b>Business Team Meetings</b>	<b>Accounting Team Meetings</b>

2:00- 2:30 pm	Tenure track assistant professors and lecturers: Promothesh Chatterjee, Cathy Curless, Dan Galindau, Minyoung Kim, Noelle Nelson, Kelly Welch, Diana Wu (SUM 205)	Accounting tenure track assistant professors and lecturers (SUM 122)
2:30- 3:00 pm	Senior faculty Keith Chauvin, Kissan Joseph, Jay Lee, Parker Lessig, Suman Mallik, Laura Poppo and Dan Spencer (SUM 205)	Accounting senior faculty (SUM 122)
3:00- 3:15 pm	Break (SUM 205)	Break (SUM 122)
3:15- 3:45 pm	MBA students and undergraduate students Undergrad – Hannah Bolton and Javon Shackelford MBA –Andrej Radovic and Brandi Roberts BBA – Jackie Griess (SUM 205)	MAcc Students and accounting undergraduate students MAcc – Amanda Akin, Jessica Sheahon Undergraduate – Margie Carmody, Scott Mohr (SUM 122)
3:45 – 4:30 pm	Joint Meeting with Dean’s Administrative Committee to discuss budget and preliminary findings: Dean, Neeli Bendapudi Associate Dean, Doug Houston Assistant Dean, Jason O’Connor FEDS Area Director, Steve Hillmer MEL Area Director, Suren Singh AIS Area Director, John Sweeney Director of Financial Operations, Karla Williams \ (SUM 205)	
4:40 – 4:50 pm	Travel to Oread Hotel (The School will provide transportation.)	
5:00- 5:30 pm	N/A	Meeting with AIS Council members – John Anderson, Mark Fortino, Greg Payne <b>Location: Hancock Library</b>
5:30 – 7:00 pm	Joint Reception with select Advisory Boards and Business Community/External Constituents: (John Anderson, Ron Ash, Neeli Bendapudi, Boone Bradley, Rachel Cannon, Marnie Clawson, Toni Dixon, La Verne Epp, Mark Fortino, Erin Halfen, Steve Hillmer, Doug Houston, Jim Majerle, Paul Maxwell, Jay Meschke, Kelly Muther, Greg Payne, Jason O’Connor, Sarah Rosen, Margo Shepard, Suren Singh, Ryan Sprott, John Sweeney, Bob Taylor, Amy Thomas, Karla Williams <b>Location: Oread Hotel, All Season’s Den</b>	
<b>Time</b>	<b>Business &amp; Accounting Team Meetings</b>	

7:00 – 9:00 pm	Team Work Meeting & Dinner <b>Location: Oread Hotel, Hancock Library</b>
-------------------	--

**Tuesday, November 13, 2012**

<b>Time</b>	<b>Business &amp; Accounting Team Meetings</b>
7:30 – 8:30 am	Team Breakfast <b>Location: Oread Hotel, Hancock Library</b>
8:30 - 8:45 am	Travel to Strong Hall (School will provide transportation.)
9:00- 9:30 am	Chancellor Bernadette Gray-Little (Strong Hall, Room 230)
9:30 – 10:00 am	Sara Rosen, Senior Vice Provost (Strong Hall, Room 250)
10:00- 10:15 am	Travel to Oread (School will provide transportation.)
10:15- 12:00	Open for possible Review Team meeting <b>Location: Oread Hotel, Gathering Room 3</b>
12:15 pm	Debriefing lunch with Dean Bendapudi, Mark Haug, Doug Houston, Kelly Watson Muther and John Sweeney <b>Location: Oread Hotel, Hancock Library</b>
1:15 pm	Depart (The School will provide transportation to the airport.)

F. *Materials Reviewed:* The committee reviewed numerous documents related to programs, placement, faculty publications, AOL, faculty sufficiency, etc.