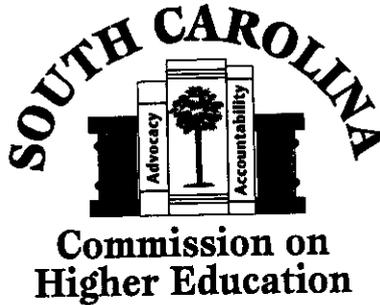


ATT VI



CHE
 03/07/02
 Agenda item 3.02.E.2

Rayburn Barton
 Executive Director

March 7, 2002

MEMORANDUM

To: Mr. Dalton B. Floyd, Jr., Chairman, and Members, Commission on Higher Education

From: Ms. Dianne Chinnes, Chairman, Committee on Academic Affairs and Licensing *DJ/SMV*

Consideration of Follow-Up Report to Consultants' Evaluations of Existing Programs: Removal of Provisional Approval Status for PhD in Business at USC-Columbia

At its meeting on February 1, 2001, the Commission approved a recommendation from its external consultant for the review of business programs at USC-Columbia that the degree program leading to the Doctor of Philosophy in Business Administration at USC be granted provisional approval status. The Commission consultant, Dr. John Kraft, Dean of Business at the University of Florida, based his recommendation on three main findings: 1) the need to reduce the size of the program, thereby making it more competitive and better able to attract top students; 2) the need to increase the amount of funding for doctoral students (i.e., stipends, assistantships, etc.); and, 3) the need to enhance placement of graduates, especially in research universities and AAU (Association of American Universities) institutions.

As part of the Commission's approval of provisional status, the agency required USC-Columbia to provide the agency staff with a follow-up report detailing measures taken to ameliorate the concerns lodged by Dr. Kraft. The Commission received this report on October 1, 2001.

After reviewing the follow-up document, the staff agrees that USC has made important strides to improve the quality of the PhD in Business Administration and that the program should now be awarded full approval status. For example, the number of slots in the program has been reduced from 54 to 48, and total funding per student has increased by 50% for accounting students and by

30% for students in other concentrations. (Please see **Attachment 1**, letter from Dr. Gordon Smith.)

Additionally, the leadership in the Moore School of Business has indicated its willingness to allocate doctoral slots to concentration areas that show the best ability to place graduates in research universities. While this is indeed a laudable decision, USC does not provide any concrete evidence to suggest that placements have actually improved since the February 2000 visit by the Commission consultant. (Given the relatively short period from the review date, this is understandable). For this reason, the Commission staff recommends that the University provide a short follow-up report detailing the placement rates of graduates in the PhD in Business at research universities no later than June 1, 2005. This report will enable the Commission to monitor the University's progress in meeting one of the seminal recommendations made by the program review consultant.

Recommendation

The Committee recommends that the Commission grant full approval to the degree program leading to the Doctor of Philosophy in Business Administration degree at USC-Columbia, provided that the University agree to provide the Commission with a report on the placement of graduates at research universities no later than June 1, 2005.

/kj

cc: Attachment



GORDON B. SMITH
ASSOCIATE PROVOST AND
DEAN OF THE GRADUATE SCHOOL

October 1, 2001

Dr. Gail M. Morrison
Director, Academic Affairs & Licensing
South Carolina Commission on Higher Education
1333 Main Street
Columbia, SC 29201

Dear Dr. Morrison:

Pursuant to our earlier conversations about terminating degree programs that are under-enrolled and/or in a probationary status, I am forwarding to you formal notifications of degree terminations and consolidations and a report from the Moore School of Business regarding its Ph.D. program.

The degree terminations and consolidations were undertaken prior to October 1 to facilitate the up-coming NCATE review and CHE's performance funding calculation. I also request that the Ph.D. in Business be removed from probationary status, based on the progress they have made in addressing the specific concerns raised by the external reviewer. We will continue to monitor efforts in the Moore School of Business to improve their doctoral program, especially in the areas of placement and research training.

If you require any additional information or documentation, please do not hesitate to contact me.

Sincerely,

Gordon B. Smith
Associate Provost and Dean of the Graduate School

Cc: Jerome D. Odom, Provost

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MOORE SCHOOL OF BUSINESS
UNIVERSITY OF SOUTH CAROLINA

Office of the Dean

MEMORANDUM

01 SEP 28 AM 9 38

TO: Gordon Smith
Associate Provost and Dean of the Graduate School

FROM: Rod Roenfeldt *RR*
Associate Dean of Academic Affairs

DATE: September 26, 2001

SUBJECT: CHE and Ph.D. in Business Administration

This memo is to provide you the more detailed information requested by the CHE concerning improvements in the Ph.D. in Business Administration program in Moore School of Business. The following addresses each of the five areas for which additional information was requested.

- 1. Reduce the size of the various concentrations.**
A decision has been made for the allocation of slots for admission of doctoral candidates. The total four-year allocations have been reduced from 54 during 1997-2000 to 48 during 2002-2005. No admissions will be made in three areas of concentration: business policy/strategic management, operations research, and probability and statistics. Areas will typically admit students every other year to reduce admissions and to maintain a critical class size.
- 2. Improve per student funding.**
The total funding package for incoming doctoral candidates has been increased from \$11,500 per year to \$17,500 for accounting and \$15,000 for other areas. These increases are over 50 percent and 30 percent, respectively. The funding consists of an assistantship of \$15,500 for accounting and \$13,000 for other areas plus a \$2,000 fellowship for all doctoral candidates.
- 3. Improve placement services.**
The placement process for doctoral students is very different than the process for master and undergraduate students. Placement is much more dependent on the relationship faculty have with faculty at other universities with positions available. Although doctoral candidates do job searches on their own, the better jobs are typically secured with the assistance and recommendation of faculty. To improve placement of doctoral candidates, Moore School of Business is strongly encouraging faculty to be actively involved in the placement process. Quality of placement is one of the factors used in determining slot allocations as discussed in #4 below.

September 26, 2001

4. Reduce funding for programs with poor placement records.

The 56 slots for doctoral candidates were allocated on the basis of quality of applicants, ability to prepare candidates for research positions, the ability to place candidates, and the productivity of past candidates. The areas receiving doctoral slots are fully aware that the Faculty Executive Committee and dean's office will monitor these factors and reallocations will be made if program quality based on these factors is not achieved.

4. Enhance research skills of students, reducing time they spend teaching undergraduate classes.

Each department and the Faculty Executive Committee are examining ways to increase research productivity of doctoral students before they enter the job market. Increased research productivity will make it easier to place doctoral students at better institutions. Many departments have adopted the policy of requiring students to develop and present research papers early in their programs. The Faculty Executive Committee will continue to develop methods to enhance the research output of the doctoral students.

Reducing the time that doctoral students spend teaching undergraduate students is probably the most difficult task. Given the limited funding and increased enrollments, course coverage is very difficult. However, Moore School is currently working with the central administration to develop an enrollment management program. In the next two to three years, this enrollment management program should reduce the demand for doctoral students to teach undergraduate classes.

RLR/hpe