



**Commission on
Higher Education**

Rayburn Barton
Executive Director

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MEMORANDUM

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

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

Staff Summary of Consultant Reports on Existing Programs in Business

Summary of Process

This staff paper summarizes a series of program review reports in business administration written by Commission consultants. The site visits that prompted these reports encompassed 72 distinct baccalaureate, masters, and doctoral programs on eleven campuses (see Attachment 1) and occurred during the 1999-00 academic year. Many were conducted in concert with the accreditation site visits of AACSB—The International Association for Management Education. AACSB, formerly known as the American Association for Collegiate Schools of Business (the acronym is now a stand-alone name), is the primary accreditor of business programming at the university level, and nine of the eleven eligible public universities in South Carolina currently hold accreditation through this body. At the time of this report, Lander University and South Carolina State University are candidates for accreditation with AACSB. Lander is scheduled for its initial accreditation visit in 2002. South Carolina State underwent an initial site visit in March 2000 and is scheduled for a follow-up visit by an AACSB accreditation team in early spring 2001.

The process of linking Commission reviews of existing academic programs to accreditation site visits is not a novel one. The Commission currently conducts reviews of education programs at public universities in the state in conjunction with the accreditation team visits of the National Council for the Accreditation of Teacher Education (NCATE), and has in the past also conducted simultaneous reviews with the American Bar Association (law), the American Dental Association (dentistry), and the National Architectural Accrediting Board (architecture).

In this particular review, the Commission staff worked closely with the staff at AACSB to schedule campus site visits within the same academic year (1999-00). The Commission and AACSB also agreed to allow one Commission consultant to join each AACSB accreditation team at each campus under review, with the caveat that the Commission consultant would play no role relative to decision-making on accreditation and that each consultant would rely on AACSB self-study documents as primary source-material. With these provisions in mind, the Commission contracted with the following consultants to serve as official reviewers on the joint AACSB/CHE site visits teams:

1. Dr. Berkwood Farmer, Dean of the School of Business, Longwood College (USC-Spartanburg, September 19-22, 1999)
2. Dr. Joseph Horton, Dean of the College of Business, University of Central Arkansas (Francis Marion University, January 23-26, 2000)
3. Dr. Benjamin Allen, Dean of the College of Business, Iowa State University (Clemson University, January 25-28, 2000)
4. Dr. William Dempsey, Dean of the College of Business and Economics, Radford University (Winthrop University, January 30-February 2, 2000)
5. Dr. Jo Ann Jones, Dean of the School of Business, Georgia College and State University (The Citadel, February 6-8, 2000)
6. Dr. Stan Hille, Dean of the College of Business, University of Nebraska at Omaha (College of Charleston, February 6-9, 2000)
7. Dr. John Kraft, Dean of the College of Business, University of Florida (USC-Columbia, February 13-16, 2000)
8. Dr. Ronald Shiffler, Dean of the School of Business, Western Carolina University (USC-Aiken, February 20-23, 2000)
9. Dr. Richard Neel, Dean Emeritus of the College of Business, University of North Carolina at Charlotte (South Carolina State University, February 29-March 3, 2000).

Coastal Carolina University underwent AACSB accreditation review in 1998, and thus, owing to the closeness of this review, was not part of the joint AACSB/CHE process. In this light, the Commission contracted with a single consultant—Dr. Ronald Bottin, Dean of the College of Business Administration at

Southwest Missouri State University—to visit Coastal Carolina and to provide a written report on programming at that institution. Dr. Bottin visited Coastal Carolina on April 17-18, 2000.

Additionally, the Commission contracted with a separate consultant—Dr. Peter Lorenzi, Dean of the Business School at Loyola College in Maryland—to visit Lander University on April 24, 2000. At this stage, Lander is in candidacy status with AACSB, pending an initial site visit in 2002.

It is important to note, too, that the institutions themselves nominated and made recommendations concerning the choice of Commission consultants for these reviews. The Commission contracted with those consultants whom the institutions ranked most favorably in terms of their expertise in the field and familiarity with the mission and scope of the various public institutions in South Carolina.

In keeping with the Commission's *Guidelines for the Review of Existing Academic Programs at Public Senior Institutions*, the Commission staff charged each consultant with making formal, summative recommendations on the status of each degree program in business administration at each institution. (The Commission's four status levels are Commendation of Excellence, Continuing Approval, Provisional Approval, and Termination.) The Commission staff took great care to delineate to each consultant the official definitions for each of these status levels as outlined in the *Guidelines* document. Consultant recommendations on each program at each institution are found on the attached spreadsheet (see Attachment 1). Copies of the actual reports are available to Commission members upon request.

Summary of Findings

The vast majority of programs reviewed as part of the Commission's review of existing programs in business received Continuing Approval status, meaning that the programs may exhibit particular weaknesses, but are generally healthy in nature. No follow-up report or review is required in regard to these programs.

Two institutions offer programs that Commission consultants thought worthy of Commendation of Excellence status: Clemson University and the University of South Carolina-Columbia. Specifically, the BS, MS, and PhD programs in Industrial Management were cited as exemplary programs at Clemson, and the Master of International Business Studies (MIBS), International MBA, and Professional MBA programs at USC-Columbia received the same status. To achieve a Commendation of Excellence, an undergraduate program must show no discernible weakness and must be of regional distinction within the

field; likewise, graduate programs must show no discernible weakness and must be of national distinction within the field.

One program, the PhD in Business Administration at the University of South Carolina-Columbia, received a Provisional Approval status from the Commission's consultant. In recommending this status, the CHE consultant, who also serves as the current chair of the accreditation committee for AACSB, cited the poor graduate placement record of this program along with concerns relative to the lack of programmatic and resource priority the program receives within the School of Business at USC. In keeping with the Commission's policy on provisionally approved programs, the staff recommends that USC-Columbia prepare a follow report for submission to the Commission no later than February 1, 2002, stating how the University has made or is in the process of making modifications to the PhD in Business Administration that will enhance program quality.

From a statewide perspective, the Commission's consultants collectively identified a number of programmatic strengths to which South Carolina universities can point relative to programming in business administration. Unless otherwise specified, the following positive attributes are generalizable to most programs within the discipline:

- the quality of students is uniformly strong, especially at the undergraduate level
- student satisfaction with business administration programs at the state's public universities is generally quite high;
- curricula in the undergraduate programs are sufficient for preparing students for the changing conditions of the business community;
- with a few notable exceptions, the diversity of student enrollments in business programs is on par with or better than national averages;
- the number and location of programs in the state seems adequate for student demand, and productivity (number of majors, number of graduates, service enrollment) for most programs at all levels is sound;
- library holdings are generally adequate for student and faculty needs;
- faculty salaries are generally competitive on a national scale (although there are specific program weaknesses in this regard at specific institutions).

In contrast, the Commission's consultants were largely in agreement in expressing the following concerns regarding business programming in the state:

- more and better linkages with the business community are required in order to provide students and faculty with a better understanding of the needs of this community; suggestions include business advisory councils linked to specific program areas, additional student and faculty internship/fellowships in the business sector, and more opportunities for student membership in professional organizations tied to specific discipline areas;
- enhancement of technology (i.e., up-to-date computer hardware and software) both in the classroom and in computer labs, is needed at many institutions;
- diversity of faculty (both in terms of race and, at some institutions, gender) requires attention; many consultants were quick to mention, however, that recruitment of minority faculty is a national concern and poses difficulty for programs throughout the United States;
- additional professional development opportunities are required at many teaching universities as a means of enabling faculty to keep current in their fields; also, along the same line of reasoning, many consultants pointed out a relative lack of requisite scholarship productivity on the part of faculty at some teaching universities.

Recommendations

The Committee recommends that the Commission approve the following recommendations regarding the review of existing academic programs in business:

1. that the programs listed on Attachment 1 of this report for which continuing approval is recommended by the Commission's consultants be granted such status;
2. that the following programs be granted commendations of excellence, as recommended by the Commission's consultants:
 - BS, MS, and PhD programs in Industrial Management, Clemson University
 - Master of International Business Studies (MIBS), International MBA, and Professional MBA, University of South Carolina-Columbia;

3. that the following program be granted a provisional approval, as recommended by the Commission's consultant, pending a follow-up report to be submitted to the Commission no later than February 1, 2002, indicating the modifications made or in the process of being made to the program to enhance its quality:

- PhD in Business Administration, University of South Carolina-Columbia.

Commission on Higher Education Existing Academic Program Review

Attachment 1

Business Administration, 1999-00

CIP Code

CIP Code	Degree Level	Program	Institution	Offsite Location	Recommended Status
520201	BSBA	Business Administration	The Citadel		Continuing Approval
520201	MBA	Business Administration	The Citadel		Continuing Approval
520201	MBA	Business Administration	Clemson University		Continuing Approval
520201	MBA	Business Administration	Clemson University		Continuing Approval
520201	MBA	Business Administration	Clemson University		Continuing Approval
520201	MBA	Business Administration	Clemson University		Continuing Approval
520201	BS	Management	Clemson University		Continuing Approval
520205	BS	Industrial Management	Clemson University		Continuing Approval
520205	MS	Industrial Management	Clemson University		Continuing Approval
520205	PhD	Industrial Management	Clemson University		Continuing Approval
520301	BS	Accounting	Clemson University		Continuing Approval
520301	MPAcc	Accounting	Clemson University		Continuing Approval
520301	MPAcc	Accounting	Clemson University		Continuing Approval
520801	BS	Financial Management	Clemson University		Continuing Approval
521001	MHRD	Human Resources Development	Clemson University		Continuing Approval
521001	MHRD	Human Resources Development	Clemson University		Continuing Approval
520301	PhD	Management Science	Clemson University		Continuing Approval
521401	BS	Marketing	Clemson University		Continuing Approval
529999	BS	Textile Management	Clemson University		Continuing Approval
520201	BSBA	Management	Coastal Carolina University		Continuing Approval
520301	BSBA	Accounting	Coastal Carolina University		Continuing Approval
520801	BSBA	Finance	Coastal Carolina University		Continuing Approval
521401	BSBA	Marketing	Coastal Carolina University		Continuing Approval
520201	BS and AB	Business Administration	College of Charleston		Continuing Approval
520301	BS and AB	Accounting	College of Charleston		Continuing Approval
520301	MS	Accountancy	College of Charleston		Continuing Approval

CIP Code

CIP Code	Degree Level	Program	Institution	Offsite Location	Recommended Status
520201	BBA	Business Administration	Francis Marion University		Continuing Approval
520201	MBA	Business Administration	Francis Marion University		Continuing Approval
520201	BBA	Management	Francis Marion University		Continuing Approval
520301	BBA	Accounting	Francis Marion University		Continuing Approval
520601	BBA	Economics	Francis Marion University		Continuing Approval
520801	BBA	Finance	Francis Marion University		Continuing Approval
521201	BBA	Computer Information Systems Management	Francis Marion University		Continuing Approval
521401	BBA	Marketing	Francis Marion University		Continuing Approval
510702	BS	Health Care Management	Lander University		Continuing Approval
520201	BS	Business Administration	Lander University		Continuing Approval
520201	BS	Management	SC State University		Continuing Approval
520204	BS	Office Administration	SC State University		Continuing Approval
520301	BS	Accounting	SC State University		Continuing Approval
520601	BS	Economics/Business Economics	SC State University		Continuing Approval
521401	BS	Marketing	SC State University		Continuing Approval
520201	MBA	Business Administration	USC-Columbia	Charlotte ETV	Continuing Approval
520201	MS	Business Administration	USC-Columbia		Continuing Approval
520201	MBA	Professional Business Administration	USC-Columbia		Commendation of Excellence
520201	MBA	Professional Business Administration	USC-Columbia		Commendation of Excellence
520201	PhD	Business Administration	USC-Columbia		Provisional Approval
520201	BSBAdmin	Management	USC-Columbia		Continuing Approval
520204	BS	Administrative Information Management	USC-Columbia		Continuing Approval
520301	BSBAdmin	Accounting	USC-Columbia		Continuing Approval
520301	MAcc	Accounting	USC-Columbia		Continuing Approval
520601	BSBAdmin	Business Economics	USC-Columbia		Continuing Approval
520801	BSBAdmin	Finance	USC-Columbia		Continuing Approval
520805	BSBAdmin	Insurance & Risk Management	USC-Columbia		Continuing Approval
521001	MHR	Human Resources	USC-Columbia		Continuing Approval
521101	MBS	International Business	USC-Columbia		Continuing Approval
521101	IMA	International Business	USC-Columbia		Continuing Approval
521301	BSBAdmin	Management Science	USC-Columbia		Continuing Approval
521401	BSBAdmin	Marketing	USC-Columbia		Continuing Approval
521501	BSBAdmin	Real Estate	USC-Columbia		Continuing Approval
521601	MTax	Taxation	USC-Columbia		Continuing Approval
			Wirtschafts @ Vienna		Commendation of Excellence
					Commendation of Excellence
					Continuing Approval
					Continuing Approval
					Continuing Approval

CIP Code

CIP Code	Degree Level	Program	Institution	Offsite Location	Recommended Status
520201 80705 BS		Retailing	USC-Columbia		Continuing Approval
520201 BSBAdmin		Business Administration & Management	USC-Aiken		Continuing Approval
520201 BSBAdmin		Business Administration & Management	USC-Aiken	USC-Beaufort	Continuing Approval
520201 BSBAdmin		Business Administration & Management	USC-Aiken	USC-Sumter	Continuing Approval
520201 BSBAdmin		Business Administration & Management	USC-Spartanburg		Continuing Approval
520201 BSBAdmin		Business Administration	USC-Spartanburg	Univ. Center at Greenville	Continuing Approval
520201 BS		Business Administration	Winthrop University		Continuing Approval
520201 MBA		Business Administration	Winthrop University		Continuing Approval
520201 MBA		Business Administration	Winthrop University		Continuing Approval
520201 MBA		Evening Business Administration	Winthrop University	Coastal Carolina Univ.	Continuing Approval
520201 MBA		Executive Business Administration	Winthrop University		Continuing Approval