

**AACSB ACCREDITATION MAINTENANCE  
ANNUAL REPORT  
2004-2005**

This was the year of Hurricane Ivan. After classes had been in session for three weeks, damage from the September 15 hurricane closed the University for three weeks. Numerous faculty, staff, and students lost their homes; others had major loss; and 95% of the University's buildings sustained damage. Classes reconvened on October 5, and the remainder of the fall semester was spent recovering. Initiatives that had been scheduled for fall were put on hold as people dealt with more pressing issues.

**Progress Over Previous Year on Existing Priorities**

Re-accreditation by the Southern Association of Colleges and Schools was a University-wide priority during the last year, and the SACS project was a major focus for the College. Preparation for SACS was timely in positioning the College to move forward in two critical areas for the AACSB maintenance review.

1. A thorough faculty qualifications review, an audit of documents and records, and implementation of a policy to ensure that no full-time or part-time faculty enters the classroom without all paperwork and documentation in place have ensured that faculty personnel files are not only complete and correct but will remain so. SEDONA was purchased for use as the faculty management system and should be fully operational in Spring 2006.
2. Student learning outcomes and assurance of learning measures are in place for the BSBA.

While the members of the College community were occupied with hurricane cleanup and preparation for the SACS review, significant progress over the previous year on existing priorities was still achieved.

*Update COB strategic plan* – The mission, values, and goals of the College of Business were reviewed and updated by the leadership team, College Council, Business Advisory Council and faculty. An updated strategic plan will be submitted to the COB faculty in the 2005-2006 Academic Year. [Goals 1, 2, 3 and 4]

***Prepare for Maintenance of Accreditation*** –

- An internal consultant who is experienced in accreditations has been hired part time to oversee the accreditation process.
- The accreditation steering committee consists of the Dean, Associate Dean, directors, department chairs, chair of the College Council, the consultant, a representative from the Business Advisory Council, and appropriate faculty members.
- The Dean, Associate Dean, Director of the MBA, chairs and consultant attended the Maintenance of Accreditation Seminar in Tampa.[Goal 4]

***Develop student learning outcomes for BSBA*** – Student learning goals for the BSBA were developed and reviewed by the curriculum committee and appropriate COB faculty. [Goal 1]

***Design and implement plan and process for assessment/assurance of learning*** –

- Outcome statements have been developed for the BSBA; a plan for gathering information has been outlined; and a pilot assessment project of general business knowledge and critical thinking skills was conducted in the capstone course. The leadership team will review the results and the process during the summer, and appropriate interventions will be initiated in the Fall.
- Outcome statements have been developed for the M.Acc; they will be presented to the Accounting Faculty in AY 2005-2006.
- Outcome statements will be developed for the MBA Program in AY 2005-2006.
- Dr. Kathryn Martell presented an outcomes assessment seminar for faculty on April 8.
- The leadership team agreed that the ETS Major Field Test in Business should be administered as an assessment measure beginning Fall 2005; the test will be administered to seniors in GEB4361 – Business in the International Environment – to assess general business and specialized discipline content knowledge student learning outcomes.
- A pilot project assessment of ethics will be conducted in GEB4444 – Business Ethics in Fall 2005. The course is required of all management and MIS students and is an elective for other majors. Faculty of accounting, finance, marketing and economics will conduct pilot assessments of student learning outcomes in business ethics within the context of their disciplines.
- A faculty member has been assigned to serve as the director of assessment. [Goals 1, 2 and 4]

***Recruit new faculty in finance, marketing, and accounting*** – A total of 5 new faculty were hired: Finance – 1, Marketing – 2, Management – 1, Economics – 1. [Goals 1 and 4]

***Develop programs to enhance faculty productivity in intellectual contributions –***

- Following a great deal of research, review, and discussion in the participants task force and the leadership committee, a policy defining academic qualifications and professional qualifications for faculty per AACSB standards was approved for submission to the COB Council, departmental faculty and the general faculty.
- The “Three Year Faculty Publication Incentive Program” was approved by the Dean and chairs and distributed to College faculty in the summer.
- Chairs are also working with the faculty to develop meaningful five-year development plans in which faculty determine where they are with regard to academic qualifications per AACSB standards and what they will do to achieve/maintain qualifications. [Goals 1 and 4]

***Review and update human resource management policies –*** This priority is a continuing one. Because of the hurricane, the participants task force did not meet until spring. During spring term, it labored to define academic/qualifications for the College, as reported previously. The *COB By-Laws* review and a draft faculty policy manual will be priorities in 2005-2006. [Goal 4]

***Secure private funds for College of Business –*** Working with alumni and community leaders, the Dean raised \$88,652 in private funds to support scholarships, faculty development and program initiatives of the College of Business. [Goals 1, 2 and 4]

***Other –*** Several other continuous improvement activities, which were not listed as existing priorities, are worth noting as progress over the previous year:

- All course prerequisites were reviewed; non-essential prerequisites were removed through the CCR process. After working closely with the Provost, Registration and Records, and Information Technology Services over a period of several years, the College is now able to electronically block students from enrolling in courses for which they have not met prerequisites. Students have been informed in numerous ways over the course of this year that prerequisite blocking will be implemented in Fall 2005. Once the semester is underway, the advisors, chairs, and Associate Dean will meet with representatives from Registration and Records to review how the process went and what needs to be done to facilitate the process before Spring semester begins.
- Dr. David Billings, Dean of the College of Administrative Science at the University of Alabama in Huntsville, has been retained as AACSB consultant to mentor the College through the maintenance of accreditation process. He will attend the Fall 2005 general faculty meeting.
- The EBI report for 2003-2004 indicated two areas for improvement: advising and career services. In response to these findings, both full-time COB advisors attended a 16-hour Advisor Training Program sponsored by the University Advising Center and the Division of Enrollment Services.

The MBA advisor will attend the second of the Advisor Training Program, which will be offered during the 2005-2006 year. Partnerships were formed with Career Services to enhance business student awareness and participation.

The EBI Report for 2004-2005 indicates some improvement in students' perceptions of the advising process: from a mean of 4.62 to a mean of 5.05 with an n of 188. Also in response to the report, efforts were made to increase business student awareness of and participation in Career Services programs. No improvements were noted in this area. Until reorganization has occurred in Career Services and a new director is named, opportunities to enhance student participation will be minimal.

**Table 1**  
**Update on Opportunities for Improvement**  
**Identified by 1998 Visitation Team**

<b>Opportunity for Improvement</b>	<b>Current Status</b>
Develop state and private resources to enhance travel support for the faculty when engaged in scholarly/creative activities identified in promotion and tenure expectation documents.	Unrestricted funds are now being used to support faculty development and research initiatives. A policy for distributing funds is being developed.
Develop state and private resources to substantially increase the number of available graduate assistants.	Funds from the capital campaign will also be used to award graduate assistantships in support of faculty research initiatives. Additional public funding has been requested.
Expand the hours of operation for the College of Business computer lab.	No further action necessary
Update the College of Business technology plan.	New faculty computers and new software in classroom and lab have been added.
Develop a marketing plan to ensure that business students and faculty are fully apprised of the services available at the University Career Center.	The Director of Career Services resigned in January 2005; when reorganization has occurred, we will continue efforts to partner with Career Services.

## **Priorities for the Immediate Future**

The College of Business leadership team continues to focus on identified priorities for the immediate future.

***Prepare for AACSB Maintenance of Accreditation*** – The Maintenance Review Application for Reaffirmation of Accreditation will be submitted on July 1; copies will be disseminated to all members of the College of Business unit. Continuing efforts will be made to inform faculty and to engage them in the strategic management of the College. Implementing the SEDONA software and gathering assessment data will be major foci in 2005-2006. The internal consultant will begin a standard-by-standard review to guide continuous improvement efforts. [Goal 4]

***Refine Assurance/Assessment of Learning Activities*** – Experience with the assessment measures initiated in the capstone course has demonstrated a need for the measures to be more discerning and prescriptive in defining results. Appropriate interventions will be made. Student learning outcomes for the M.Acc will be presented to the faculty in fall; student learning outcomes for the MBA will be developed. [Goals 1, 2 and 4]

***Ensure Faculty Development*** – Two graduate assistants per department will be hired to assist faculty in scholarship activities. Faculty incentive programs should result in improved faculty productivity in intellectual contributions. [Goals 1 and 4]

***Enhance Staff Development Program*** – The program has been successful in informing staff of major developments and activities in the College as well as providing in-service training. The number of activities will be expanded to three per semester. Maintenance of Accreditation and staff involvement in the process will be the focus of one session. [Goal 4]

***Recruit New Faculty and Monitor Faculty Sufficiency*** – Appropriate chairs will recruit for replacement faculty in economics and for the Mary Ball Washington Endowed Chair in Accounting. Additionally, an accounting faculty member will be recruited for Ft. Walton Beach. [Goals 1 and 4]

***Ensure Continuous Quality Improvement through Strategic Management*** – Working with the COB Council, the Dean will appoint a COB Strategic Management Committee. The steering committee will take the lead in the review and update of the mission and plan and will meet with the Council monthly to share its work and get Council input and endorsement. [Goals 1, 2, 3 and 4]

***Review By-Laws and Develop Faculty Policy Manual*** – The participants task force will conduct a thorough review and evaluation of the *COB By-Laws*. Task force recommendations will be presented to the faculty for ratification. A draft of a faculty policy manual will be prepared for submission to the Council for approval and presentation to the general faculty. [Goal 4]