AACSB Board of Directors
Ratification to Extend Business Accreditation

May 19, 2023

Eller College of Management, The University of Arizona
Eller College of Management

Business Degree Level(s) Offered: Undergraduate, Masters, Doctoral

Date of visit: 2023-02-26 to 2023-02-28

School Contacts
Karthik Kannan, Dean
Marci Hill, Director, Administration & Academic Affairs
Angie Hessell, Special Assistant to the Dean
Katie Maxwell, Associate Director, School of Accountancy
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Peer Review Team Members
Srilata Zaheer, Chair
Dean, Carlson School of Management
University of Minnesota

Amy Kristof-Brown, Member
Dean, Tippie College of Business
The University of Iowa
Chair of the Board of Directors Message

It is my pleasure to inform you that the peer review team recommendation to extend accreditation for the degree programs in business offered by Eller College of Management, The University of Arizona is concurred with by the Continuous Improvement Review Committee (CIRC) and ratified by the Board of Directors. Congratulations to you, the faculty, the students, the staff, and all of your supporters.

Eller College of Management, The University of Arizona has achieved accreditation for five additional years. The next on-site continuous improvement review occurs in the fifth year, 2027-2028. A timeline specific to the school’s next visit year is available on our website.

The school should begin to address the following areas identified by the peer review team and CIRC. As part of the next Continuous Improvement Review Application, due July 1st two years prior to the visit, the school is asked to update the CIRC on the progress made in addressing these areas. The Decision Report is the official record of the school’s visit, and therefore the school should report on the issues contained within this report if they are different than what is in the peer review team report.

Standard(s) affected:

9.

The school will be evaluated on its progress toward meeting its aspirations for societal impact. The school will need to develop a strategy for societal impact that is consistent with its mission, including identification of its aspiration in this area and demonstration of exemplars of success. For guidance on the societal impact expectations of the 2020 standards, review the AACSB and Societal Impact white paper.

Standard(s) affected:

3.

While the Eller College of Management meets the faculty standard across all disciplines, the college is encouraged to review the criteria by which faculty are categorized as Scholarly Academics (SA). The current standards appear to be determined largely by departments, rather than having a college-wide standard. As a result, it is unclear as to what guidelines departments are using to evaluate sufficient quality and productivity of SA faculty. As accreditation is at the level of the college, there should be clear guidelines for what activities are consistent with their mission as an R1 public university. Given that an R1 business school is expected to produce high-quality scholarship as part of their mission, some measure of quality and productivity should be incorporated into college-wide guidelines. Reviewing the expectations for SA faculty at other R1 business schools could provide clearer guidelines for faculty classification.

Standard(s) affected:

5.

The Eller College is relying on the university's TaskStream system as a way to map course objectives onto assessments and collect data using direct measures of learning at the department level. Interdisciplinary programs, such as the undergraduate and MBA programs, are assessed using a collection of direct and indirect measures. We note that the Accounting Department has a well-established assurance of learning (AoL) process based on TaskStream and is using best practices in that area. However, other departmental programs and the MBA are at a lower level of maturity on AoL. There is, however, significant attention paid to continuous improvement across all programs, and changes to the curriculum driven by student and employer feedback rather than by AoL outcomes. The online MBA and the micro-campus (international) programs also do not appear to have regular AoL processes in place. While we appreciate the focus on continuous improvement, the Eller College of Management should have more mature AoL processes established in their programs, and be able to demonstrate closing the loop with collected data, before the next continuous improvement review.

Commendations and Best Practices

Undergraduate program innovations:

Student Belongingness – Undergraduate Belongingness initiatives included recognition programs supported by student organizations including the top Hispanic Students, top African American Students, top Multicultural Students and Ordinary Women Doing Extraordinary Things networking tea recognizing accomplished women collegians and community members.

Positivity Emails
Students shared that they were feeling overwhelmed and shared that positive messaging would have a positive impact. Advisors drafted and began sending positive emails at key points of the semester to share words of support and encouragement.

Eller Business Careers Institute (EBCI) – In the summer of 2020, the Undergraduate Professional Development team created EBCI to provide a career experience for students who lost internships or other opportunities for career growth and they continue to offer the program each summer targeting lower division students as a means to educate and build their resume. EBCI is completely free of charge and virtual so that students may complete it from anywhere in the world. It is a four-week program where students spend 5-10 hours per week on the following components: (1) virtual company visits (2) read/watch/listen – they cultivate articles, videos, and podcasts from reputable sources on a variety of business fields (3) practice a technology skill.

Consultative Feedback

Verbal consultative guidance has been provided to the dean and senior leadership on the following topics:

• Strategic planning, as they are at the initial stages of developing a new plan - the main suggestion that the PRT made here was that they could draw on Eller's strong faculty council as they develop their plan.

• How to best integrate with UAGC - the PRTs suggestion was that there should be an effort to clearly differentiate Eller's brand and offerings from that of UAGC

• Optimal size for PhD programs - we discussed their current sizes and in comparable schools, the ratio is typically less than or equal to 1:1 in terms of PhD students to tenure-track and tenured faculty in each department, adjusted for advising capacity and teaching needs. There is some concern that they have too many PhD students in Economics, especially as it places a high advising burden on the few empirical economists in the department.

Comparison Groups

Comparable Peers - Eller College of Management, The University of Arizona

- Michigan State University
- Purdue University
- Texas A&M University
- The Ohio State University
- The Pennsylvania State University
- The University of Iowa
- University of Illinois at Urbana-Champaign
- University of Maryland
- University of Minnesota
- University of Washington
- University of Wisconsin-Madison

Competitors - Eller College of Management, The University of Arizona

- Arizona State University

Aspirants - Eller College of Management, The University of Arizona

- Indiana University Bloomington/Indianapolis
- The University of Michigan
- The University of North Carolina at Chapel Hill
- The University of Texas at Austin
- University of California, Berkeley
- University of California, Los Angeles
- University of Virginia-Darden

Included in Scope Programs

Education Level - Degree Title - Field / Discipline - Major Emphasis - Sub-Emphasis

- Doctoral - Doctor of Philosophy (PhD) - Accounting - Accounting
- Doctoral - Doctor of Philosophy (PhD) - Economics/ Managerial Economics - Economics
- Doctoral - Doctor of Philosophy (PhD) - Finance - incl Banking - Finance
- Doctoral - Doctor of Philosophy (PhD) - Management - Management & Organizations
• Doctoral - Doctor of Philosophy (PhD) - CIS/ MIS - Management Information Systems
• Doctoral - Doctor of Philosophy (PhD) - Marketing - Marketing
• Masters-Generalist (EMBA) - Master of Business Administration - General Business - General Business
• Masters-Generalist (MBA) - Master of Business Administration (MBA) - General Business - Entrepreneurship
• Masters-Generalist (MBA) - Master of Business Administration (MBA) - General Business - Finance
• Masters-Generalist (MBA) - Master of Business Administration (MBA) - General Business - General Management
• Masters-Generalist (MBA) - Master of Business Administration (MBA) - General Business - Health Care Management
• Masters-Generalist (MBA) - Master of Business Administration (MBA) - General Business - Management Information Systems
• Masters-Generalist (MBA) - Master of Business Administration (MBA) - General Business - Marketing
• Masters-Generalist (MBA) - Master of Business Administration (MBA) - General Business - Privacy and Security
• Masters-Specialist - Master of Accountancy (or Accounting) - Accounting - Assurance Services - Taxation or Audit
• Masters-Specialist - MS in Business Analytics - Data Analytics - Business Analytics
• Masters-Specialist - MS in Cybersecurity - CIS/ MIS - Cybersecurity
• Masters-Specialist - MS in Economics - Economics/ Managerial Economics - Econometrics and Quantitative Economics
• Masters-Specialist - MS in Entrepreneurship - Entrepreneurship/ Small Business Admin - Entrepreneurship
• Masters-Specialist - Master of Healthcare Management - Health Services/ Hospital Admin - Health Care Management
• Masters-Specialist - MS in Accountancy (or Accounting) - Accounting - Financial and/or Managerial Accounting - Accounting
• Masters-Specialist - MS in Finance - Finance - incl Banking - Corporate Finance
• Masters-Specialist - MS in Finance - Finance - incl Banking - Investment Management
• Masters-Specialist - MS in Management Information Systems - CIS/ MIS - AZSecure Cybersecurity Fellowship Program
• Masters-Specialist - MS in Management Information Systems - CIS/ MIS - Business Intelligence & Analytics
• Masters-Specialist - MS in Management Information Systems - CIS/ MIS - Dual Concentration in Business Intelligence & Analytics + Managing Business Operations
• Masters-Specialist - MS in Management Information Systems - CIS/ MIS - Dual Concentration in Security & Information Assurance + Business Intelligence & Analytics
• Masters-Specialist - MS in Management Information Systems - CIS/ MIS - Dual Concentration in Security & Information Assurance + Managing Business Operations
• Masters-Specialist - MS in Management Information Systems - CIS/ MIS - Management Information Systems
• Masters-Specialist - MS in Management Information Systems - CIS/ MIS - Managing Business Operations
• Masters-Specialist - MS in Management Information Systems - CIS/ MIS - Security & Information Assurance
• Masters-Specialist - MS in Marketing - Marketing - Marketing
• Undergraduate - BA in Economics - Economics/ Managerial Economics - Economics
• Undergraduate - BS in Business Administration - Accounting - Accounting
• Undergraduate - BS in Business Administration - General Business - Business Administration
• Undergraduate - BS in Business Administration - Economics/ Managerial Economics - Business Economics
• Undergraduate - BS in Business Administration - Entrepreneurship/ Small Business Admin - Entrepreneurship
• Undergraduate - BS in Business Administration - Finance - incl Banking - Finance
• Undergraduate - BS in Business Administration - Management - Management
• Undergraduate - BS in Business Administration - CIS/ MIS - Management Information Systems
• Undergraduate - BS in Business Administration - Marketing - Marketing
• Undergraduate - BS in Business Administration - Supply Chain/ Transport/ Logistics - MIS/Operations Management

**Excluded from Scope Programs**

**Education Level - Degree Title - Field / Discipline - Major Emphasis - Sub-Emphasis**

- Masters - Master of Public Administration - -
- Undergraduate - Bachelor Degree in Personal and Family Financial Planning (in development) - -
- Undergraduate - Bachelor of Applied Science in Organizational Leadership and Regional Commerce - -
- Undergraduate - Bachelor of Science in Public Management and Policy - -
- Undergraduate - Bachelor of Science in Retailing and Consumer Sciences - -