AACSB Board of Directors
Ratification to Extend Accounting Accreditation

May 19, 2023

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

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

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

School Contacts
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Peer Review Team Members
Chris Hogan, Chair
Chair, Department of Accounting & Information Systems
Michigan State University

Richard Archer, Member
Accounting Practitioner

Karen Hennes, Member
Director of Accounting
University of Oklahoma
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 accounting offered by Eller College of Management, The University of Arizona is concurred with by the Accounting Accreditation Committee (AAC) 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 AAC. 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 AAC 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:

A6.

Consistent with the recommendation from the business peer review team, it is recommended the Dhaliwal-Reidy School of Accountancy (DRSOA) review the criteria by which faculty are categorized as Scholarly Academics (SA). There should be clear guidelines for what activities are consistent with the 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 the SA college-wide guidelines. The current standards appear generous in the interpretation of scholarly activity. Reviewing the expectations for SA faculty at other R1 business schools and accounting departments could provide clearer guidelines for faculty classification.

Commendations and Best Practices

The DRSOA assurance of learning process is very systematic and effective. The unit is held out as a model for the college and university. The use of the university tracking software tool makes it easier to identify potential problem areas.

Faculty and students note the collegiality and supporting environment within the DRSOA. Director Shyam Sunder and Associate Director Katie Maxwell are providing consistent leadership that is appreciated by the faculty.

As discussed in the Basis for Judgment section related to Participants, the DRSOA is taking innovative steps to increase interest in the accounting major among first generation and under-represented minority students. In particular, the Business Careers Awareness Program in partnership with EY introduces high school students to careers in business/accounting. The First Generation Together program funded by Deloitte for two years, allows DRSOA to offer smaller sections of the introductory accounting course to first generation and minority students which resulted in a greater percentage of these students selecting accounting as a major relative to students in the large lecture sections.

Consultative Feedback

The unit requested feedback in the following areas:

Suggestions to increase enrollment

Declining enrollments in accounting programs are a national concern, so there is no easy solution to enrollment concerns, but the DRSOA is already engaged in a number of practices that have potential for positive impact in this area. In particular, the move to direct admission is expected to increase the number of students choosing to major in business. This does not guarantee they select accounting, but it broadens the potential pool. At the undergraduate level, getting students to select accounting as their major requires increased awareness of opportunities in accounting and the long-term career potential the major offers. The existing DRSOA high school programs are innovative and on point in terms of adding early exposure to accounting and professional services as well as building relationships with DRSOA faculty. Once students are on campus, the mentoring program strengthens relationships with DRSOA and is noted as a major factor by many students. The pilot program First Generation Together in introductory financial accounting appears to increase the rate at which accounting is selected as a major, so maintaining and even expanding this structure would be beneficial if ongoing financial support can be secured. The alumni video series is another positive attempt to increase awareness of range of careers and lifestyles available in accounting. Data
Suggestions for multi-year strategic planning process

Strategic planning is inherently linked to and dependent on the Eller strategic plan, which likely must come first or at least concurrently. If the Eller plan involves widespread surveying of students, faculty, board members, or alumni, then cutting that data to focus on those responses relevant to accounting can provide insights. The current yearly process works well and generates reasonable goals and accountability, but periodic bigger picture reviews may be beneficial, especially if major changes may be warranted. The use of an outside facilitator or even consulting firm might provide structure to process without overburdening coordinating faculty member.

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-McIntire

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 - -