

TEAM VISIT REPORT – MAINTENANCE OF ACCREDITATION REVIEW

**University of Texas at San Antonio
College of Business**

I. Team Recommendation

A. Accreditation Recommendation:

Extend accreditation for an additional five years with the next maintenance review scheduled for 2016-2017. Concurrence by the Maintenance of Accreditation Committee and ratification by the Board of Directors are required prior to the confirmation of the accreditation decision. Following ratification by the Board of Directors, the applicant will be notified. The applicant must wait for this official notification before making any public announcement.

B. Team Recommendation Review Schedule: the Maintenance of Accreditation Committee will meet March 26, 2012.

II. Identification of Areas That Must Be Addressed:

The previous accreditation review expressed concern with the AQ standard for tenured faculty in light of the College's doctoral-granting status. Since then UTSA has increased its AQ standard to three refereed journal articles in the five year period. One of the articles must be from among the some 600 ranked publications, up to 100 in the faculty member's area. While this does represent an increase in the standard, the large number of ranked publications calls into question the quality of the research that is expected. Requirements for tenured faculty in teaching in graduate programs and for those on research oriented teaching loads are higher, but requirements for NTT faculty to be AQ are reduced to just one refereed journal article.

The College aspires to become a tier one research college with a quality PhD program. Given that goal the team expects AQ standards to emphasize higher quality publications by the next accreditation review.

Prior to next maintenance review, specific recommendations relative to AACSB standards that should be addressed and reported in the maintenance of accreditation application and at the time of the next review are in the areas of Assurance of Learning and participating faculty.

III. Relevant Facts and Assessment of Strengths and Weaknesses in Support of the Team Accreditation Recommendation

Situational analysis: The College aspires to be a top tier research college. This will require sustained emphasis on research by existing faculty, increased resources to retain high performing junior faculty, and additional resources to hire very promising new faculty. The City is growing at a rapid pace and economic development is in high gear but attaining this high goal will require substantial effort and strong support from the university.

Strategic Management addressing the following: The College's strategic plan is extensive and lists numerous goals and action items. In addition, the college's work plan lists detailed individual actions to carry out the higher level actions. Unfortunately these individual items have not been priced and, while many of them are identified as being carried out by faculty or staff members, there is no indication of what activities will be removed from the already heavy workload carried by faculty and staff. In addition, the capital campaign lists a goal of \$15.3M but identifies \$45M in needed projects. These projects are not prioritized and they do not seem to be well-connected to the Strategic plan.

In regard to faculty sufficiency, participating faculty are expected to be involved with "policy decisions, educational directions, advising, research, and service commitments." At UTSA, however, currently enrolled doctoral students who are instructors of record are considered participating faculty. It seems clear that these students do not fully participate in the life of the institution. Also, the Executive MBA program is taught with only 44% participating faculty.

Assurance of Learning:

The Assurance of Learning (AoL) program has been implemented across all programs in the College, including BBA, MBA, EMBA, specialty masters, and Ph.D programs. The implementation of AoL is the most mature and developed for the BBA program, while the implementation of AoL programs in the graduate programs is more recent.

There are two avenues of improvement that should be considered, i.e. 1) a more standardized process for faculty involvement in the design and implementation of AoL and 2) further separating the processes of course evaluation from the evaluation of learning goals.

The College should consider more frequent meetings of their Assessment committee and Assessment task force. This will ensure that learning goals are revised as needed and it will engage the faculty as a whole in developing and approving rubrics and other evaluation guidelines. These have been initially designed by discipline experts on the faculty. More frequent meetings will also provide a structured means of communicating

the results of the assessments and of determining the appropriate actions for continuous improvement.

The College should determine where the assessment of learning goals could be strengthened through the addition of clear rubrics for evaluating learning goals. It is also important to separate individual student measurement when using team presentations or case reports for learning goal evaluation and to provide clear and concise reports that include longitudinal data so that the faculty can more easily determine the actions required for continuous improvement. In the cases where current metrics are easily met, more challenging metrics should be considered. For the Ph.D. programs, the assessment task force should consider working with faculty to determine more detailed learning goals and the use of rubrics related to comprehensive exams so that consistency of evaluation is enhanced. The current indirect measures can be an excellent way of supporting the rubrics' measurements and more development of them, in conjunction with the qualifying exam rubrics, can provide an innovative and best-practice assessment methodology for Ph.D. programs.

IV. Commendations of Strengths, Innovations, Unique Features and Effective Practices

Faculty Development

- Faculty qualification forms are used for the documentation of both AQ and PQ credentials. These innovative forms are directly linked to the college's AQ/PQ policy and the faculty member's academic and professional outcomes.
- The faculty is reflective of the college's student body. Minority faculty account for 20% and female faculty account for 37% of the college's academic ranks.
- The college has developed and implemented a faculty workload policy that effectively synchronizes with the UTSA teaching load policy, AACSB AQ policy, and the COB mission and goals. Tenured faculty are provided an opportunity to choose a workload track with varying weights on teaching, research, and service. Research expectations are higher for faculty who teach in the doctoral program. The college's merit policy is directly linked to the workload policy.

Strategic Management

- The College of Business has a separate and higher admission and academic standing policy for undergraduate degree programs and majors. The college's admission policies were designed to reflect the mission and goals of the college and the university and have resulted in a student body that is reflective of the population of Texas, but, in particular, reflective of South Texas. The student body is quite diverse in terms of ethnicity, age and backgrounds. Many of the students work and are first-generation college students.

Academic Programs

- The college has expanded its entrepreneurship program and seen enrollments triple. Business students are not just studying entrepreneurship in the classroom, they are putting their newfound entrepreneurial skills to practice and developing real businesses. The Center for

Innovation and Technology Entrepreneurship (CITE), a joint center in the Colleges of Business and Engineering, has created a unique blend of activities for entrepreneurship students that combine theory with practice in line with the college's mission. Their \$100K Student Technology Venture Competition pairs business students with engineering students who have developed a technology prototype. The business students then evaluate the product for commercialization and develop a business plan for that product and present it to a team of investors at the final competition.

- Only about 34% of the MACY students are Hispanic versus 47% at the undergraduate level. However, the percentage of Hispanic students enrolled in the MACY has increased from 16% in Fall 2007 to 34% in Fall 2011 due to support from this program.

Student Services

- The Career Action Plan (CAP) provides a broad approach to professional career development that includes résumé review, mock interview sessions, company site visits, industry panels and business etiquette. Upon completion of the program, students receive a certificate of professional development and become "career certified" for employers.
- The college's Business Scholars Program (BSP) is a mentoring program for first-generation college students pursuing careers in business. The program includes personalized academic support and advising, business and professional development seminars, and community service activities. Scholars also receive assistance with securing scholarships, internships and career placement opportunities. Retention rates in this program are 79%, higher than the university's retention rate.
- The college's Latino Financial Issues (LFI) program promotes wealth and asset building among Latinos. The year-long integrated academic and service learning program exposes students in multidisciplinary fields to community economic development, financial literacy and entrepreneurship. The program has earned the Bobby G. Bizzell Innovative Achievement Award from the Southwestern Business Deans' Association.

International Programs

- The Global Business Skills Research Program provides up to \$100,000 of research support for students during the year.
- The Bilingual Business Certificate program in Spanish for undergraduate business students. The only program of this type in Texas, the certificate is designed to prepare business students with the language and cultural skills necessary for successful international business careers. Currently Spanish language business courses are offered in accounting, marketing, management and management science.

Security

- The Advanced Laboratories for Information Assurance and Security (ALIAS) supports faculty research in network intrusion detection, development of forensic search algorithms, security modeling with genetic algorithms, and other areas. Additionally, the lab includes two state-of-the-art technology classroom areas that support student coursework in digital forensics, network and telecommunications security, secure operating system development, secure code development, and biometrics.

V. Opportunities for Continuous Improvement

Non-Tenure Track (NTT) faculty teach some very large sections for core business classes and they teach a heavy load of four courses per semester. In addition they are being pushed to attain AQ status. These teaching faculty members receive little support for research activities and they receive “contracts” that stipulate that their pay can be cut if courses do not materialize. While these faculty are loyal to the College their low pay and heavy loads may drive them away.

While many faculty are involved in the AoL process, we believe that increasing the number of faculty who attend AACSB workshops on AoL will add to uniform processes in assessment.

VI. Visit Summary

UTSA is a comprehensive state university created from legislation passed by the 61st Legislature on June 5, 1969. The establishment of UTSA represented recognition by the Texas Legislature of the need for a major comprehensive state university in San Antonio. Today, San Antonio is the nation’s seventh largest city. The mandate of the Legislature authorized the establishment of UTSA as a university of the first class, offering bachelor’s, master’s and doctoral degrees. UTSA has since exceeded all expectations, becoming one of the largest, most diverse public universities in Texas.

Now the third largest university in the University of Texas System, UTSA’s student population has grown from 18,830 students in Fall 2000 to over 31,000 students in Fall 2011, an increase of over 60%. UTSA’s goal is to offer both access and excellence for undergraduate and graduate students. UTSA has been designated as a Hispanic-Serving Institution by the U.S. Department of Education and provides educational opportunities for large numbers of historically underserved students. About 45% of the university’s students are Hispanic, 41% are Anglo, 6% are African-American and the remainder are American Indian, Asian and non-resident students. The majority of UTSA’s students are first generation, and over 70% receive some type of financial aid. All of these factors shape the mission and operations of the College of Business.

The vision of the university, provided in the UTSA 2016 Strategic Plan, is “to be a premier public research university, providing access to educational excellence and preparing citizen leaders for the global environment.” To continue on this path to Tier One status, the university must address the continued rapid growth in student enrollment. But, the potential rewards are great. If UTSA achieves its ambitious vision, it would be the first Hispanic-serving institution to attain the ranks of a premier research institution.

B. *Degree Programs:* List of all degree programs included in the accreditation review and the number of graduates in the previous year for each program:

Name of Degree Program	Major(s)	Graduates
BBA Degree	Accounting	146
BBA Degree	Actuarial Science	14
BBA Degree	Construction Management	4
BBA Degree	Economics	18
BBA Degree	Finance	151
BBA Degree	General Business	69
BBA Degree	Human Resource Management	42
BBA Degree	Information Systems	61
BBA Degree	Infrastructure Assurance	35
BBA Degree	Management	272
BBA Degree	Management Science	15
BBA Degree	Marketing	168
BBA Degree	BBA Degree Program Total	995

Name of Degree Program	Major(s), Concentration(s), Area(s) of Emphasis	Graduates
Executive MBA		25
MBA		91
MBA International		10
MBA Online		5
MACY		26
MS Construction Science & Management		0
MS Finance		10
MS Information Technology		8
MS Management of Technology		16
Ph.D. Business Administration		10

C. *Comparison Groups:*

Comparable peers

- University of South Florida
- University of Central Florida
- University of Illinois at Chicago
- Florida International University
- University of Wisconsin - Milwaukee
- Virginia Commonwealth University
- University of Cincinnati

Competitive group

- All Texas Public Universities

Aspirant group

- Georgia State University
- University of Texas at Arlington
- Oklahoma State University
- Mississippi State University
- Temple University
- The University of Memphis
- University of Texas at Dallas
- University of Nebraska
- Southern Illinois University
- Washington State University

D. Visit Team Members:

January 29 – 31 – visitation date

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E. Maintenance Review Visit Schedule:

UTSA College of Business AACSB Peer Review Team Visitation Schedule

PRT Dinner w/CoB Associate Deans	Brio's, La Cantera
1/30/2012 7:00 AM	
PRT Breakfast	Hotel
1/30/2012 8:00 AM	
PRT Intro to facilities and base room	BB 4.02.10 Executive Conference Room
1/30/2012 8:30 AM	
ACC Meeting w/Department Chair	BB 4.01.12 - ACC Office
BUS Faculty - Tenured	BB 1.01.20L - CPE Multipurpose Room
1/30/2012 8:35 AM	
BUS Faculty - Tenure-track	BB 1.01.20D - CPE Seminar Room
1/30/2012 9:00 AM	
ACC Faculty - Tenured	BB 2.06.12 - BB Board Room
1/30/2012 9:30 AM	
BUS Faculty - Non-tenure-track	BB 1.01.20D - CPE Seminar Room
BUS Promotion and Tenure Committee	BB 4.02.02 - Seminar Room
1/30/2012 9:45 AM	
ACC Department Faculty Advisory (DFAC),	BB 4.01.18 - Graduate Studies Conference Room
1/30/2012 10:30 AM	
ACC Promotion & Tenure Committee	BB 4.01.18 - Graduate Studies Conference Room
BUS Financial Strategy & Strategic Management	BB 1.01.20D - CPE Seminar Room
1/30/2012 11:15 AM	
PRT Meeting	BB 4.02.10 - Executive Conference Room
1/30/2012 12:00 PM	
ACC Lunch w/Tenure-track Faculty	BB 1.01.20M - CPE Conference Room
1/30/2012 12:15 PM	
BUS Lunch w/ Thematics Leaders & Department	BB 2.06.12 - BB Board Room
1/30/2012 1:15 PM	
ACC Student Representatives - MACY	BB 4.01.18 - Graduate Studies Conference Room
1/30/2012 1:45 PM	

BUS Student Representatives - GR
 BUS Student Representatives - PhD
 1/30/2012 2:00 PM
 ACC Student Representatives - UG
 1/30/2012 2:45 PM
 ACC Student Representatives - PhD
 BUS Development and Communications Team
 BUS Student Representatives - UG
 1/30/2012 3:30 PM
 BUS Student Services (includes ACC PRT)
 1/30/2012 4:15 PM
 BUS-ACC AOL and Curriculum Committees
 1/30/2012 5:00 PM
 ACC Faculty - Non-tenure-track
 1/30/2012 6:00 PM
 PRT Dinner Meeting at Hotel
 1/31/2012 7:00 AM
 PRT Breakfast and Working Meeting
 1/31/2012 8:30 AM
 PRT Meeting to Review Findings
 1/31/2012 9:30 AM
 PRT Meeting w/President & Provost
 1/31/2012 10:30 AM

BB 1.01.20D - CPE Seminar Room
 BB 4.02.02 - Seminar Room

 BB 4.01.18 - Graduate Studies Conference Room

 BB 4.01.18 - Graduate Studies Conference Room
 BB 4.02.02 - Seminar Room
 BB 1.01.20D - CPE Seminar Room

 BB 1.01.20D - CPE Seminar Room

 BB 1.01.20D - CPE Seminar Room

 BB 4.01.18 - Graduate Studies Conference Room

 Hotel

 Hotel

 Executive Conference Room

 President's Conference Room

F. Materials Reviewed:

Maintenance of Accreditation Application
 Application
 Scope of Review
 AACSB Team Report 2007
 Affirmation Letter Maintenance
 Consultative
 Best Practices
 Fifth Year Maintenance Report
 Faculty
 Qualifications Accounting
 Vita Accounting
 Journal Lists
 Accounting
 AOL Reports by Program
 BBA
 BBA-ACC
 MACY
 PhD - ACC
 Policies for Faculty Management
 Faculty Workload
 Journal Quality
 Faculty Merit
 Faculty Development Leave
 Research Grants
 Faculty Travel
 AQ & PQ Faculty

Participating and Supporting Faculty
Department of Accounting Bylaws

COB Strategic Planning
 UTSA Strategic Plan 2016
 COB Strategic Plan 2007
 Accounting Strategic Plan 2007 - 2012
 Accounting Strategic Plan 2007 - 2012: Evaluation
 Accounting Strategic Plan 2011 - 2016
Advancement Strategy and Marketing Plan
 Advancement & Marketing
 Advisory Board
USTA Home

COLLEGE OF BUSINESS, UTSA DOCUMENTS

Campus Visitation
 Participants
 Schedule
Business Accreditation Home
Accounting Accreditation Home
Maintenance of Accreditation Application
 Application
 Scope of Review
AACSB Team Report 2007
Affirmation Letter Maintenance
 Consultative
 Best Practices
Fifth Year Maintenance Report
Faculty
 Qualifications
 Accounting
 Business Law
 Economics
 Finance
 Information Systems & Technology Management
 Management
 Marketing
 Management of Technology
 Management Science
 Statistics
Vita
 Accounting
 Economics
 Finance
 Information Systems & Technology Management

- Management
- Marketing
- Management Science & Statistics
- Online MBA
- Journal Lists
 - Accounting
 - Economics
 - Finance
 - Information Systems
 - Management
 - Management Science & Statistics
 - Marketing
- AOL Reports by Program
 - BBA
 - MBA
 - MBAi
 - EMBA
 - MBAO
 - MACY
 - MSF
 - MSIT
 - MSMOT
 - PhD - ACC
 - PhD - FIN
 - PhD - IT
 - PhD - MGMT
 - PhD - MKTG
- Policies for Faculty Management
 - Faculty Workload
 - Journal Quality
 - Faculty Merit
 - Faculty Development Leave
 - Research Grants
 - Faculty Travel
 - AQ & PQ Faculty
 - Participating and Supporting Faculty
 - College of Business Bylaws
- COB Strategic Planning
 - UTSA Strategic Plan 2016
 - UTSA Strategic Implementation Plan
 - COB Strategic Plan 2007
 - COB Work Plan
 - COB Work Plan Update
- Advancement Strategy and Marketing Plan
 - Advancement & Marketing
 - Advisory Council