

TEAM VISIT REPORT – SIXTH YEAR REVIEW

University of San Francisco School of Management

I. Team Recommendation

The team recommendation reflects the opinion of the Sixth Year Review Team only. It will be reviewed for concurrence or remanded to the team by the appropriate accreditation committee. The role of the accreditation committee is to ensure consistent application of the AACSB International accreditation standards and processes across peer review teams.

Within ten days of receipt of this report, the applicant should send the team any comments and corrections related to factual information noted in this report. A copy should also be sent to the appropriate committee chair in care of the AACSB International office.

A. Team Recommendation

Extend Accreditation Maintenance: The recommendation of the Sixth Year Review Team is that the accreditation of the undergraduate and master's degree programs in business offered by the University of San Francisco be extended for an additional six years from the original review year with a Maintenance Review to occur in year five. Concurrence by the 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. AACSB International provides a list of applicants achieving accreditation to its members and the public.

B. Subsequent Review of Team Recommendation

The Maintenance of Accreditation Committee will review this report, and any response from the applicant, at its next scheduled meeting (normally, provided that the report is received at least three weeks in advance of the meeting). The committee will meet March 26, 2012.

The Board of Directors will consider for ratification via electronic ballot the team recommendations to extend accreditation or revoke accreditation that have concurrence from the appropriate accreditation committee, as soon as possible after the accreditation committee concurrence.

II. Identification of Areas That Must Be Addressed Prior to Next Maintenance Review

The next maintenance review will occur five years from the original review year. With this in mind, the School of Management should closely monitor the following items and incorporate them in your ongoing strategic planning initiatives:

Standard 10: Faculty Qualifications. The SoM has made good progress on meeting AACSB expectations with respect to faculty qualifications, but has only had a year to address this important issue. Please report back on your progress in this area with your mid-cycle application for reaffirmation.

Standard 15: Assurance of Learning. The SoM has designed an infrastructure to achieve a sound AOL system, but is still in the process of putting together its full AOL system. Please report back on your progress in this area with your mid-cycle application for reaffirmation.

III. Relevant Facts and Assessment of Strengths and Weaknesses on a Standard-by-Standard Basis In Support of the Team Accreditation Recommendation

Standards 1-5: Strategic Planning

The school completed its strategic plan shortly after the team visit in February, 2011. However, a new interim dean, Dr. Mike Webber, was appointed in June, 2011 and the decision was made to revise the strategic plan. At the same time, a new administrative structure was introduced that included four associate deans. A Strategic Planning Task Force was formed and a new plan with more detail and coherence was completed and endorsed by the SoM in October, 2011. A detailed Business Plan was also approved at that time. A Strategic Plan Review Committee was formed that included faculty, staff, alumni, and other stakeholders, and it has responsibility for overseeing execution of the plans.

The university has stepped forward to provide significant resources to support the strategic plan. Approximately \$1.25 million was added to the school budget to support new faculty and staff positions and to cover operating expenses related to initiatives in the plan. The SoM also reallocated \$100,000 in its budget to support management and execution of the plan.

The school has made impressive progress with its strategic planning, and strategic planning appears to be a vital component of school operations. Dean Webber and his team have moved aggressively to meet AACSB expectations and move the SoM to the next level.

Standard 10: Faculty Qualifications

The school has been very aggressive in responding to issues raised around faculty qualifications. Of most significance is the SoM hired seven new AQ faculty for 2011-12 and is now recruiting five AQ faculty for 2012-13.

Several programs have been closed, including the MBA (Saturday), MBA (CAP), MS in Business Economics, and MS in Risk Management. This allows the SoM to avoid spreading its scarce AQ faculty resources across too many programs.

The Masters programs in Financial Analysis, Risk Management, and Investor Relations, previously housed in the College of Arts and Sciences, have been moved to the SoM. This should allow the university to make faster progress in achieving appropriate AQ coverage in these programs. (Note that the Risk Management program has now been closed.)

Across all programs in the school, AQ coverage on a credit hour basis has moved from 33% in Spring, 2010 to 54% in Spring, 2012. AQ+PQ coverage has moved from 80% to 90% in the same time frame. These are very solid gains and can be expected to continue on the AQ side.

The SoM has made impressive strides, but has had only one year to address this issue. Thus, we recommend they report back at the mid-cycle application.

Standard 15: Assurance of Learning

In response to the AACSB team report identifying AOL as an area of concern, all programs were asked to submit a revised set of learning goals and assessment plans by October 30th, 2011, which each program accomplished. At the same time, faculty have been receiving more training on what constitutes a successful AOL process. The SoM has also created an AOL Management Team which includes a Director of Student Learning Assurance (new position in the school). The team is responsible for managing AOL processes happening at the program level and providing guidance as needed. The new associate dean structure also provides more support to the AOL process.

The SoM appears to be taking a more systematic approach to AOL and succeeding in establishing a positive assessment culture. While a more robust system seems to be in place, there has been insufficient time to measure its performance and “close the loop” in the process. Thus, we recommend the school report back on AOL at the mid-cycle application.

IV. Summary of Review

A. Sixth Year Review Team Members

Dan Himarios, Dean, University of Texas Arlington
Joe Phillips, Dean, Seattle University

B. Visit Schedule

Not applicable.

C. Materials Reviewed

USF AACSB Sixth Year Review Report and Appendices

USF AACSB Maintenance of Accreditation Report (2010)

Additional materials requested from USF on AOL and Faculty Qualifications

USF website