

TEAM VISIT REPORT – MAINTENANCE OF ACCREDITATION REVIEW

**Florida International University
College of Business Administration**

I. Team Recommendation

The team recommendation reflects the opinion of the Peer 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 Peer Review Team is that the accreditation of the undergraduate, master's and doctoral degree programs in business offered by Florida International University be extended for an additional six years 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 24, 2008.

The Board of Directors will consider for ratification via electronic ballot the team recommendations to extend accreditation or suspend 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 in five years with the expectation of Annual Maintenance Reports beginning with the current academic year. With this in mind, the Florida International University, College of Business should annually update its Strategic Plan, in the form of the Annual Maintenance Reports, on the action items noted below:

N/A

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

A. Educational Improvement

The College of Business at FIU meets all the accreditation standards. It has a defined mission, vision and a clear set of goals, including a tracking system towards the attainment of such goals. We have observed a strong commitment to continuous educational improvement and to its regional community.

B. Strategic Management

The College of Business has a very clear set of policies and procedures for classifying faculty to determine faculty sufficiency and faculty qualification.

The College has dedicated teams of faculty and staff that supervise all aspects of strategic management. The Dean and her staff have done an outstanding effort to focus the College on its mission, as well as define its regional and national strategic competency.

We believe, however, that going forward the College of Business has to develop a plan for specific resources towards accomplishment of its new goals to focus more on the areas of entrepreneurship and financial services. Such a plan has to be at hand so the expansion plans will be strategic and well executed given the general faculty resource constraints.

C. Fulfillment of Mission

We believe that the College of Business has a reasonable, well defined mission with a strong focus on its relations to the region and linkage to Latin America.

However, with its intention to grow its emphasis in International Business, Entrepreneurship and Financial Services, a clear planning process of resource attainment is necessary.

The College has to address the balance between growth in size and variety of programs, the quality of students, and the availability of resources, particularly faculty.

The College has to define these issues particularly in the context of its special environment, that is; international, the Miami region and its diversity of students and community.

We also recommend, given the College of Business and the University emphasis on “International” identity, that going forward a special effort be undertaken to define its unique international competency and the implications for faculty, students, programs and resources.

IV. Commendations of Strengths, Innovations, and Unique Features

- A. The College of Business has enjoyed a steady leadership under the able, entrepreneurial and resourceful leadership of the current Dean. The college has dedicated faculty leadership and committed faculty members, both tenured and not tenured. The policies and procedures are well defined and transparent across the College. We have found a very high morale and a well engaged faculty.
- B. The College has a clear vision that is focused on “internationalization” infused throughout the College and the University.
- C. The college has established a well defined incentive system to encourage research activity and teaching in value added programs.
- D. The College has used creative ways to retain highly valued faculty.
- E. The College has invested considerably in technology both in teaching online and hybrid courses, and in support of faculty.
- F. The College has engaged the community well with outreach and developmental activities.
- G. The College has developed an extensive assessment of learning mechanisms, although the implementation process of such assessment is yet to be accomplished – particularly at the undergraduate level.
- H. The top leadership of the University, the President and Provost, are highly supportive of the College leadership and its goals.

V. Opportunities for Continuous Improvement Relevant to the Accreditation Standards

- A. The strongest strategic assets of the College, international focus and a diverse population, need to be further leveraged. It requires a better refinement of the mission (Standards 1, 2, and 3) and a closer tie to its financial strategies (Standard 5).

- B. The future growth orientation on “Financial Services” and “Entrepreneurship” will require a plan for acquiring resources, faculty, programs and courses.
- C. The College will need to address the considerable salary inversion as it intends to compete on recruiting and retention of research faculty and star faculty (Standard 11)
- D. The College should refine its journal list categories, primarily by reducing the number of “premier” journals in each area and change accordingly the point system to encourage faculty to aim at better, more selective journals.
- E. The current emphasis of the PhD program where students engage in teaching as soon as the 2nd semester of the first year, should be re-examined for its appropriateness and efficiency in producing the right research environment for the students and their faculty mentors.

Also, the College may consider taking 2 to 3 students per area per year instead of 5 every other year; this may enhance the quality of admitted students.

- F. The College may consider expanding the undergraduate honors program beyond just international business, to strengthen the quality, professional development and placement of its large undergraduate student body.
- G. We strongly recommend finding ways to leverage nationally the College’s diversity – its large number of Latino-origin students.
- H. We recommend investigating the conversion of the Downtown MBA program into a PMBA program given the success with this program at other locations.
- I. We recommend addressing some student issues, particularly concerning more/better advising and more sections of required courses. We noted that the school has been addressing some of these issues already.
- J. A lot of good work has been done on Assurance of Learning, particularly measurement of assessments. However, interpretation and implementation of the outcome measures are yet to be developed, especially for the undergraduate classes.

VI. Summary of Visit

- A. Brief description of the school or accounting unit, including its size and the institutional setting;

Florida International University (FIU) was founded in 1972 and the College of Business Administration is the largest of the University’s professional schools. The University’s total enrollment is more than 38,000 students with approximately 1,000 faculty. The College of Business is organized into three schools: The Alvah H. Chapman, Jr. Graduate School of Business; the R. Kirk Landon Undergraduate School

of Business; and the School of Accounting. In addition, there are four departments: Decision Sciences and Information Systems, Finance and Real Estate, Management, and Marketing.

Undergraduate enrollment is approximately 7,000 and graduate is more than 1,000. The college has a diverse student population with approximately 60% of the undergraduate and 50% of the graduate students being Hispanic-Americans.

The College has over 100 faculty comprised of scholars and business leaders representing 38 nationalities.

In addition to several degree programs and majors/concentrations, the College has a number of value added graduate programs that enhance its financial resources.

The College has earned several national and international recognitions, notably by U.S. News, Business Week and Financial Times, for its IB programs, undergraduate and executive programs respectively.

- B. List of degree programs included in the review and the number of program graduates in the most recent year;

Name of Degree Program	Major(s), Concentration(s), Area(s) of Emphasis	Graduates
Bachelor of Accounting		209
Bachelor of Business Administration	MIS	138
	Finance	392
	Real Estate	25
	Management	461
	Human Resources	5
	International Business	413
	Marketing	221
Master of International Business		68
Master of Science	Finance	76
	Management Information Systems	47
	Human Resource Management	43
	International Real Estate	16
Master of Business Administration	Executive	25
	International	53
	International Executive	26
Doctor of Philosophy	Business Administration	5

C. List of Comparison Groups:

i. Comparable Peers

University of Central Florida
University of Houston
University of South Florida

Georgia State University
University of Illinois at Chicago
The University of Texas at Arlington

ii. Competitive Group

University of Miami
Florida Atlantic University
University of Florida

Barry University
Nova Southeastern University

iii. Aspirant Group

Arizona State University
University of Minnesota
Temple University

University of Maryland
The University of North Carolina
University of Washington

D. Review Team Members

School of Business Administration

M. Moshe Porat (Chair)
Dean
Fox School of Business
Temple University

School of Accounting

Robert M. Brown (Accounting Chair)
Head
Department of Accounting & Information Systems
Pamplin college of Business
Virginia Polytechnic Institute and State University

Kenneth Bernhardt (Member)
Regents Professor & Assistant Dean
Robinson College of Business
Georgia State University

Paul A. Copley (Accounting Member)
Director, School of Accounting
College of Business
James Madison University

E. Visit Schedule

College of Business Administration:

Department Chairs
Strategic Management Committee
Non-tenure Track Lecturers
Tenure-track Faculty
Tenured Faculty
Undergraduate Classroom and Sample of Graduate Students
Curriculum and Assurance of Learning Committee
Student Leaders

Student Services
PhD Director and Coordinators
Promotion and Tenure Committee
Reception with Business Community

University:
University President
University Provost and Vice Provost

Exit:
Executive Dean
School of Accounting Director

F. Materials Reviewed

Executive Summary and Fifth Year Maintenance of Accreditation Report (10/31/07)
Faculty Qualifications and Status – Appendix A
Accreditation Maintenance Annual Reports (2002 – 2007) – Appendix B
Policies and Procedures for Faculty Management (2007 – 2008) – Appendix C
Faculty Vitae

VII. Best Practices

- A. The School has established a well defined set of policies and procedures for classifying faculty and teaching load allocation.
- B. The School has established a good system of incentives toward engaging faculty in research given its resource constraints and limitations on individual rewards as per the University faculty collective bargaining agreement.
- C. The School has a wide array of international agreements and especially the dual degree International MBA where students can begin or conclude their studies with the various partner schools.