

Contact: Diana Gonzalez

**TIPPIE COLLEGE OF BUSINESS ACCREDITATION REPORT**  
**AT THE UNIVERSITY OF IOWA**

**Action Requested:** Receive the accreditation report from the Tippie College of Business at the University of Iowa.

**Executive Summary:** The Tippie College of Business Programs in Accounting, Economics, Finance, Management, Marketing, Management Information Systems, Full-Time MBA, Professional MBA, Executive MBA, Hong Kong MBA, CIMBA MBA, Management and Organizations, and Management Sciences (1) underwent a self-study that addressed the standards defined by the accrediting body; and (2) had an on-site visit by peer evaluators.

In May 2014, the Tippie College of Business was informed that the business programs were accredited for the maximum period of five years. Prior to the next review, the Tippie College of Business needs to make significant progress with respect to its assurance of learning programs for the MBA and Ph.D. programs. The review by the Academic and Student Affairs Committee is to discuss the results of the accreditation review, the program improvements resulting from the accreditation visit, and future plans for the program/College.

This report, which addresses the Board of Regents Strategic Plan priorities to “ensure access to education and student success; to promote and support innovation in teaching, research, and economic development; and to promote effective use of resources to meet institutional missions,” was submitted to the Board of Regents in January 2017. It also complies with Board policy on accreditation reporting.

**Background:**

- ◇ **Description of programs.** The mission of the Tippie College of Business is to develop critical thinkers who will thrive in a world that demands innovative approaches to business education and practice by transforming students and business professionals through rigorous, innovative instruction and lifelong learning grounded in the Tippie values; transforming business knowledge through research and though leadership; and transforming communities and organizations through engagement, collaboration, and partnership.
  - ⇒ **Accounting (BBA, MAC, Ph.D.).** Accounting offers a broad education that prepares undergraduate and graduate students for careers in public accounting, private industry, government, nonprofit organizations, and academia.
  - ⇒ **Full-time Master of Business Administration.** Students complete business foundation (core) courses during their first semester in the program (fall) and advanced core courses, career academy courses, and electives in the remaining three semesters. The program enables students to build broad-based professional portfolios of analytical skills, knowledge, leadership, and applied experiences.
  - ⇒ **Professional Master of Business Administration.** The program is tailored for working professionals building on the synergies of concurrent work and learning. It prepares graduates to be effective managers and leaders in the global marketplace. The curriculum is designed for students with varied backgrounds, undergraduate majors, and professional experience.

- ⇒ **Executive Master of Business Administration.** The program is for experienced managers and executives who want to broaden their management skills without interrupting their professional careers. Coursework for the program is presented over 21-24 months. The program begins with a five-day residency and continues with classes one day each week on alternating Fridays and Saturdays in Iowa City or on Friday and Saturday every other week in Des Moines.

A second five-day residency is held at the beginning of the second year. Students have a four-week winter break and summers off. Each entering class progresses through the program as a group. The curriculum includes 16 core courses, an international business seminar (10-11 days during spring of the second year), and work in small study groups throughout the program.

- ⇒ **Hong Kong Master of Business Administration.** The curriculum is designed for students with various backgrounds, experience, and academic majors who are living in or near Hong Kong or Taiwan. The program does not require previous coursework in business. Students complete the required courses in sequence; most complete the program in 16-20 months. Each course begins with two weeks of online coursework followed by two consecutive weekends of classes in Hong Kong and an additional two weeks of online coursework.
- ⇒ **CIMBA Master of Business Administration.** This is an 11-month program held primarily at the Consortium Institute of Management and Business Analysis (CIMBA) campus in Paderno del Grappa, Italy; the final course is completed on the University of Iowa campus in Iowa City. The program is full time, but a part-time program is available for working professionals living in Italy. The program focuses on personal leadership development and emphasizes strategic management, consulting, and international business. Students apply what they learn through consulting projects with local and international companies. In addition to the M.B.A. degree, students earn certificates in Kepner-Tregoe problem-solving and in decision-making and project management. The program draws its faculty from the University of Iowa and from institutions across the United States and Europe.
- ⇒ **Economics (BBA, Ph.D.).** Economics is the study of how society allocates limited resources to achieve competing ends. Using both empirical and deductive methods, economics analyzes incentives, constraints, organizational forms, and market forces to understand patterns of production, exchange, and consumption of goods and services. It treats diverse issues, such as wealth and poverty, government expenditures and taxation, prosperity and depression, inflation and unemployment, relations between management and labor, economic growth, environmental protection, health care delivery, the war on drug abuse, free trade versus protectionism, U.S. competitiveness in international markets, and the quality of American education.
- ⇒ **Finance (BBA, Ph.D.).** The Department of Finance is committed to delivery undergraduate and graduate programs of study that integrate the technology and analytics of today's global financial community. The department's goal is to provide students with the technical skills they will need to enhance their managerial effectiveness, whether they work in large corporations, small organizations, or private consulting.

- ⇒ **Management and Organizations (BBA, Ph.D.).** The Department of Management and Organizations offers study of human resource management; individual, team, and organizational behavior; employment law and ethics; leadership and personal development; negotiations; training and development; and organizational design.
- ⇒ **Management Sciences (BBA, Ph.D.).** The Department of Management Sciences specializes in using advanced computation and mathematical techniques to solve critical business problems. Its strengths in research and instruction include operations management, business analytics, information systems, and quantitative methods.
- ⇒ **Marketing (BBA, Ph.D.).** The program is designed to provide students with an understanding of the business, social, and economic roles of marketing and to prepare them for marketing careers. In the past, the study of marketing dealt almost exclusively with business activities involved in the flow of goods from production to consumption. Today, it includes principles that are more widely applicable; they are as relevant to the success of arts, sports, and social programs as they are to firms selling goods and services. A major in marketing includes study in the behavioral sciences, communications, statistical analysis, and computer methods as well as marketing decision making.
  
- ◇ **Purpose of Accreditation.** An accredited educational program is recognized by its peers as having met national standards for its development and evaluation. To employers, graduate schools, and licensure, certification, and registration boards, graduation from an accredited program signifies adequate preparation for entry into the profession. In fact, many of these groups require graduation from an accredited program as a minimum qualification. Accreditation is also intended to protect the interests of students, benefit the public, and improve the quality of teaching, learning, research, and professional practice. Accreditation is also critical for recruitment of new students.
  
- ◇ **Accrediting Agency.** The accrediting body is the Association to Advance Collegiate Schools of Business (AACSB) International. A program's accreditation is based upon the findings of the Visiting Team, which includes recommendations for accreditation, deferral, or denial of accreditation.
  
- ◇ **Review Process.** The self-study prepared by the business programs contained the responses to the standards required by the accrediting body. There are four standards for business accreditation; there are specific requirements within each standard:
  - ⇒ *Strategic Management and Innovation* (Mission, Impact, Innovation; Intellectual Contributions, Impact, and Alignment with Mission; Financial Strategies and Allocation of Resources);
  - ⇒ *Students, Faculty and Professional Staff* (Student Admissions, Progression, and Career Development; Faculty Sufficiency and Deployment; Faculty Management and Support; Professional Staff Sufficiency and Deployment);
  - ⇒ *Learning and Teaching* (Curricula Management and Assurance of Learning; Curriculum Content; Student-Faculty Interactions; Degree Program Educational Level, Structure, and Equivalence; Teaching Effectiveness)
  - ⇒ *Academic and Professional Engagement* (Student Academic and Professional Engagement; Executive Education; Faculty Qualifications and Engagement).

- ◇ On-Site Team Report. In February 2014, the visiting team identified strengths and areas that must be addressed prior to the next accreditation review.
  
- ◇ Strengths Identified by the Visiting Team.
  - ⇒ “Tippie’s John Pappajohn Entrepreneurial Center has a significant level of outreach, both on the University of Iowa campus and within the state of Iowa. The activities of this Center, along with those of the Jacobson Institute, provide students with extensive exposure to entrepreneurial activities and have the potential to significantly impact economic development within the state of Iowa.
  - ⇒ Tippie has provided significant opportunities for its students to engage in experiential learning. These opportunities were noted by faculty, center directors, and students in our meetings with these groups. One notable implementation of these opportunities is in the development of the various academies serving within the full-time MBA program.
  - ⇒ Tippie’s strategic planning process has gained broad acceptance by faculty and staff. It is apparent that the leadership has obtained significant buy-in to the plan and that it is driving departmental and college activities.”
  
- ◇ Opportunities for Continuous Improvement (Relevant to the accreditation standards) Identified by the Visiting Team. (Institutional response provided in italics.)
  - ⇒ “The College needs to continue implementing and further develop a mature assurance of learning process for its portfolio of MBA and Ph.D. programs. This should include demonstrating multiple cycles of ‘closing the loop’ along with specific enhancements made to programs and the educational process as a result of the assurance of learning process.”
  - ⇒ “Tippie should evaluate the academic qualifications of its faculty in the Management and Organizations area, as it is generally not sufficient for an area engaged in doctoral education. It will be important for Tippie to hire or otherwise develop additional academically-qualified faculty in this area.” *The report mentions the lower percentage of academically qualified (AQ) faculty in the Management and Operations department compared to the other departments. The reason for this is that the faculty tables for M&O includes all faculty teaching in the John Pappajohn Entrepreneurial Center, who are primarily lecturers and adjuncts. As a result, the difference between M&O and the other departments is not that M&O has fewer AQ faculty, but rather that M&O has a substantially larger number of additional professionally qualified (PQ) faculty. M&O’s total for AQ faculty is 15.6, which is second only to Finance. However, the M&O total of 13.2 PQ faculty is much higher than the PQ total any other department.”*
  
- ◇ Consultative Report on Matters not related to the Accreditation Decision.
  - ⇒ “Ph.D. student placement varies widely (in terms of quality of institutions) among its programs. Tippie may wish to consider placement quality in its future allocation of resources across its Ph.D. programs to provide appropriate incentives to departments.
  - ⇒ Some concerns were reported with respect to the consistency of instruction in Tippie’s MBA-PM programs. Specifically, students commented upon the perceived differences in quality between full-time Tippie faculty and adjunct faculty providing instruction in some of the remote locations.

⇒ The Frank Business Communications Center provides an outstanding opportunity for Tippie to enhance the written communication skills of its graduates. To fully leverage the activities of this center, the team recommends ensuring that students enroll in the directed writing course earlier in their curriculum and have subsequent departmental courses more completely build from skills developed in this course; the Accounting Department was cited as being exemplary in this respect.”

◇ Relevant Facts in Support of the Team Accreditation Recommendation. “The Tippie College of Business is impacted by a number of factors common to public business schools across the country, such as increased competition from nontraditional entities, changes in the content and pedagogy of business education, reduction in state funding provided to institutions of higher learning, increased levels of accountability, and significant changes in the practice of business.

While the University of Iowa is the major, state research institution in the state of Iowa, a constraining factor facing Tippie is the relative lack of differentiation between the three major state universities in terms of policies and resource allocation. Further compounding this matter is the pressure to maintain low tuition levels, although the state legislature appears to be willing to partially restore appropriations to keep tuition at low levels. Challenges facing Tippie include developing its brand and niche among business schools, building strengths across the college units, improving the physical facilities, increasing diversity among students, faculty, and staff, and enhancing the undergraduate curriculum.”

◇ Accreditation Status. In May 2014, the Association to Advance Collegiate Schools of Business (AACSB) International awarded accreditation to the Tippie College of Business and its programs at the University of Iowa for the maximum period of five years to 2018-2019. The Continuous Improvement Review Application will be due on July 1, two years prior to the review year. This application initiates the continuous improvement review process. In the application, the Tippie College needs to demonstrate significant progress with respect to its assurance of learning programs for the MBA and Ph.D. programs.