

**AACSB PEER-REVIEW TEAM REPORT  
UNIVERSITY OF CINCINNATI  
COLLEGE OF BUSINESS ADMINISTRATION  
REAFFIRMATION OF BUSINESS ACCREDITATION**

**I. INTRODUCTION**

**A. Summary of On-site Review Activities**

**1. Peer Review Team Members**

Dean Melvin T. Stith, Chair, Florida State University

Dean Richard Cosier, Purdue University

Dean Lewis Mandell, University at Buffalo

**2. Visit Date**

October 29 – November 1, 2000

**3. On-site Review Schedule**

See attached

**B. Brief Summary of Basic Facts About School Reviewed**

**1. List of Programs Reviewed**

**Undergraduate**

Bachelor of Business Administration

**Graduate**

Masters of Business Administration

Masters of Science in Business Administration

Doctor of Philosophy in Business Administration

**2. Number of Undergraduate, master's and doctoral students enrolled and degrees granted for the self-evaluation year and estimated for the year of visit**

See attached

**II. DETERMINATION OF RELEVANT FACTS BEARING ON THE ASSESSMENT OF EACH STANDARD AND SUMMARY ASSESSMENT OF STRENGTHS AND WEAKNESSES**

**A. PREAMBLE AND INTRODUCTION**

In April, 1991, AACSB members adopted a mission-linked approach to accreditation. As stated by the AACSB *Guidance for Self-Evaluation*, "...accordingly, the accreditation review process focuses on a school's clear determination of its mission, development of its faculty, planning of its curricula, and delivery of its instruction."

**B. PRECONDITIONS**

The programs that fall within the scope of AACSB review include programs offered by the institution that "convey any connotation of a program in business administration or management." The review team

noted that the Bachelor of Science in Applied Business (BSAB) was offered through the College of Evening and Continuing Education at the University of Cincinnati. The pamphlet describing the program states that it is "A Business Degree Designed for Working Adults." It continues to state that the BSAB "... is a career-oriented baccalaureate degree designed for working adults who wish to complete their undergraduate business degree." The BSAB has three paths leading to a BSAB: Accounting, Management and Marketing. Courses offered include concentration requirements with ACCT, MGMT and MKTG prefixes. The degree program is controlled by the College of Evening and Continuing Education which selects the faculty and oversees the program. The vast majority of faculty do not hold terminal degrees and are not from the CBA faculty. The BSAB program was not justified for accreditation by the CBA and fails to meet AACSB standards for mission, faculty and student qualifications among other shortcomings. See attached copy of the BSAB pamphlet.

**C. MISSION AND OBJECTIVES**

The review team failed to discover a clear, recent (within 5 years), written mission statement and did not find a clear planning process in the CBA. The review team expected to see a clear and current mission statement, statement of shared values, clear objectives, and action plans to meet these objectives. A process for generating these planning outcomes and metrics to assess progress were also expected. Regrettably, these expectations were not met. The review team believes that the College of Business Administration, in fact, lacks a formal planning process. Predictably, symptoms of this problem include confusion over just what the purpose and direction are of the College of Business Administration. When visiting with faculty, students, alumni and administrators, a set of competing views developed. Some felt the College of Business Administration should be a national program with a highly ranked MBA program, an active Ph.D. program, a national/international student body, and national/international student placements. Others felt that the CBA should be "Greater Cincinnati's Business School" and focus more on local issues and student/recruiter needs. While it may be possible to reconcile these views, such reconciliation was not clear nor understood by many CBA stakeholders. The planning process at the College of Business Administration was consistently described as "informal" and not written anywhere. The College of Business Administration generated a formal mission statement in 1992-93, closely following the last reaccreditation visit. Since then, little has been formally done to create and communicate a current mission and goals.

Finally, the business librarian is engaged with the College of Business Administration and seems very competent.

The CBA faculty generally were very positive about the dean.

**D. IDENTIFICATION OF AREAS THAT MUST BE ADDRESSED PRIOR TO REAFFIRMATION**

1. Bachelor of Science in Applied Business – A business degree designed for working adults sponsored by the College of Evening and Continuing Education. The literature indicates that is a program for working adults who wish to complete their undergraduate degree in business. The Peer Review Team believes that this academic program should be under the auspices of the College of Business Administration.
2. Develop and implement a formal planning process. The planning process must be inclusive and lead to a clear mission statement and a statement of shared values with clear objectives and the identification of metrics for assessing progress toward meeting these goals.

E. None

**F. STATEMENT OF TEAM RECOMMENDATION**

The Peer Review Team recommends that the College of Business Administration of the University of Cincinnati remain under continuing review for a period not to exceed three years.

The College of Business Administration should address the following issues:

1. The Bachelor of Science in Applied Business – a business degree designed for working adults offered by the College of Evening and Continuing Education.
2. The College of Business Administration's planning process.

This recommendation reflects the opinion of the peer review team only. It will be reviewed for concurrence or remand back to the team by the Business Accreditation Committee. The role of the Business Accreditation Committee is to ensure consistent application of AACSB standards and processes by individual peer review teams.

Concurrence by the Business Accreditation Committee and ratification by the Board of Directors are required prior to the confirmation of initial accreditation. Following ratification by the Board of Directors, the institution will be notified. The institution must wait for the official notification before making any announcements of the accreditation decision. A listing of institutions achieving initial accreditation and