From: Provost Office
To: Betton John H; Hench Thomas J; Keaton Paul N; Kuffel Thomas S; Pena Leticia E; Ross Jr William H; Secchi Davide; Stapleton Andrew H;
cc: May Bruce E; Hoar Robert H; Hoffman Michael A; Morgan Betsy L; Wilson Carmen R;
Subject: Academic Program Review
Date: Friday, May 30, 2008 12:17:50 PM

UNIVERSITY of WISCONSIN
LA CROSSE

May 30, 2008

To: Members of the Management Department

From: Bill Colclough, Interim Provost and Vice Chancellor for Academic Affairs

Re: Academic Program Review

As one component of a commitment to excellence at UW-La Crosse, academic departments undergo an Academic Program Review (APR) on a regular cycle. Departments that have external accreditation, participate in UW-L's APR the year following their accreditation review. Departments without external accreditation participate in the process every seven years and the process includes an external reviewer. Free standing minors go through an abbreviated process every seven years.

Each department develops a self-study as part of the process that reflects on curriculum, assessment, new initiatives, personnel, and support for achieving the program's goals. Academic program review is the responsibility of the faculty who comprise an academic department. Consequently, we are sending this letter to all members of your department.

The Management Department will undergo review by the APR Committee in 2012. The department's last APR was part of a college-wide review completed in 2004*. This most recent review included all departments in the college in a joint review, but future APR reviews will require separate self-studies for each individual department.

In the latest review the recommendations and concerns listed below were put forth by APR. Since the time of the review, these may have gained or lost

salience. However, in your next review, your department will be asked to describe how they responded to any relevant recommendations/concerns.

In reviewing the Self-Study report developed by CBA and in light of the recommendations and concerns presented by the AACSB, the APR Committee notes the following areas of concern:

1. *The College of Business Administration has lost several positions in various departments because of recent budget cuts. This significantly affected the programs in several departments and made several faculty members pick up the load. This has negatively impacted CBA's efforts to fulfill its mission statement. As one of many examples, the position of Program Director for the new MBA program is currently handled by an Associate Dean.*

2. *Consistent with the statements of the AACSB Accreditation Team, APR is concerned about the unevenness of the intellectual contributions across the departments. The portfolios for the Accountancy and Marketing departments need improvement. The potential for producing intellectual contributions, especially refereed articles, should be considered in the faculty hiring process.*

3. *The CBA mission statement was silent with respect to intellectual contributions and service.*

4. *Incorporation of the "Integrated Knowledge of Business" has been a major curricular goal, yet there is some confusion regarding the implementation of Integrated Knowledge of Business, and how and when to assess the curricular goal of the Integrated Knowledge of Business.*

5. *Most likely due to their relative infancies, well-defined assessment methods for the International Business program and the MBA program have not been described.*

In light of these concerns, CBA' s Self-Study evaluation report, and the recommendations from the AACSB Accreditation Team, the APR Committee makes the following recommendations:

1. *The College of Business Administration should seek additional funding to support hiring new faculty members and new resources, particularly computing resources. This funding might be in the form of extramural research and teaching grants.*

2. *Continue to maintain favorable alumni contacts, for example, through regular newsletters or internship contacts, as these may provide future funding and recruitment opportunities.*

3. *Work to evaluate the unevenness of the intellectual contributions across the departments, with a special focus on improvement of the portfolios for the Accountancy and Marketing departments.*

4. *Review the CBA mission statement to incorporate some a description of intellectual contributions and service.*

5. *Work to develop a more universally accepted definition of the "Integrated Knowledge of Business," and determine how and when to assess the curricular goal of the Integrated Knowledge of Business.*

6. *Develop well-defined assessment methods for the International Business program.*

7. *Develop well-defined assessment methods for the MBA program.*

Over the past several years, the Provost's Office has worked with the APR committee and Faculty Senate to ensure up-to-date and useful documentation regarding APR. At the Faculty Senate website you will find timelines, policy, self-study formats, and samples of letters and schedules for external reviewers: http://www.uwlax.edu/facultysenate/committees/APRindex.html.At the Provost's Office website, we have posted the last set of APR recommendations for each unit/department and the full documentation for several of the more recently reviewed programs. http://www.uwlax.edu/provost/assessment/apr/calendar.htm.

Please feel free to ask your chair, Faculty Senate or our office about the process if you have questions.

CC: Bruce May (Dean of the College of Business Administration)
Bob Hoar (Faculty Intern to the Provost 2008-2009)
Mike Hoffman (Chair – APR 2007-2008)
Betsy Morgan (Faculty Intern to the Provost 2007-2008)
Carmen Wilson (Chair – Faculty Senate 2007-2008)

* The cycle for programs is based on the schedule posted at the link below: http://www.uwlax.edu/facultysenate/committees/APRindex.html.
Departments may request an official deferment for cause for one year. Only an official deferment alters the schedule.

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