

ACCREDITATION REVIEW TEAM REPORT - Business

Columbus State University D. Abbott Turner College of Business

I. Team Recommendation

A. Accreditation Recommendation:

- Extend accreditation for an additional five years with the next accreditation review scheduled for 2018-2019. Concurrence by the Continuous Improvement Review 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.

B. *Team Recommendation Review Schedule:* The Continuous Improvement Review Committee will meet Monday, March 24, 2014.

II. Identification of Areas That Must Be Addressed:

As a result of the last Maintenance of Accreditation Review in 2009, the peer review team identified the following area to be addressed prior to the next maintenance visit. We agree with the College's assessment that included:

“The College should annually update its Strategic Plan, in the form of the Annual Maintenance Reports, on continuation of the assurance of learning relative to the MBA program. Although the College has closed the loop once for the MBA program, the committee encourages them to sustain the effort.”

We concur that the College has continued efforts in this area and has appropriately monitored, and reported its assessment of student learning in the MBA program. Educational Testing Service results show that in all areas of marketing, management, finance, accounting, and strategy the college is doing better than the national ETS averages. Adding a zero credit hour assessment course to insure students took the test, a change in faculty assignments and changing the prerequisites to the strategy course helped improve scores in recent years.

Prior to next review, specific recommendations relative to AACSB standards that should be addressed and reported in the accreditation application and at the time of the next review

- The Master of Science in Organizational Leadership (MSOL) program, in response to the University's request to expand emphasis on graduate education, is relatively new and requires additional attention, especially in regards to assurance of learning. As the program matures, the program should continue to be evaluated to ensure that student and employer needs are met. This increased focus on graduate education also requires the College to reexamine, over time, its faculty expectations, particularly with regard to scholarly activity.

- While the faculty, as a whole, meet existing published standards for both academic qualifications (AQ) and professional qualifications (PQ), the pathways for maintenance of PQ status should be clarified by describing the types of activities, experiences, and intellectual contributions necessary to maintain this status. As we move to the new standards and their enhancements of the faculty qualification process, this will continue to be an important aspect of managing faculty qualifications.

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

A. Situational analysis: The D. Abbott Turner College of Business offers a high quality educational experience for their students. Highly qualified faculty offer a positive learning environment that students and employers of this region appreciate and recognize as a valuable tool in economic development.

B. Changes impacting Eligibility Criteria: None

C. Strategic Management addressing the following:

- Strength: The College has an outstanding strategic planning process that incorporates a variety of stakeholders and appears to be an effective tool in developing new initiatives and moving the College forward. Faculty are actively engaged and committed to implementing the strategic plan which is in close alignment with the University's strategic plan.
- Strength: The College's Advisory Board consists of a relatively small group of regional business and professional leaders who participate actively and strongly support the strategic efforts of the College. While a higher degree of diversity would be a plus, the board does appear to function effectively.
- Strength: The College has done an excellent job of maintaining its commitment to overall high quality during a time of decreasing student enrollments and economic uncertainty. It has increased partnerships and secured sources of external funding.

D. Participants addressing the following:

- **While neither a strength nor weakness, note that updated tables (2-1 and 10-1) were provided to the team upon arrival and are attached to this report. These revised tables correctly reflect intellectual contributions that were used to determine AQ status of several faculty.**
- Strength: The College demonstrates that it deploys a sufficient number of qualified faculty across its different programs. Its primary use of AQ faculty enforces this perception.
- Weakness: The College's expectations for maintenance of PQ status are not well defined.

- Strength: Students expressed appreciation for the availability and openness of faculty and the overall commitment of the student services support of the College.
- Weakness: Students expressed concern with the implementation of degree audit software (Degree Works) that they believed would assist in their progression towards graduation. They also expressed concern with the timing and number of course offerings in accommodating their needs.

E. Assurance of Learning:

- Strength: The Turner College has well-developed systematic processes to manage the curriculum in all three program (BBA, MBA, and MSOL). In all programs a review of courses and resultant modification of courses is an integral part of the assessment process. The faculty, the department chairs and the college curriculum committee work on all phases of the assurance of learning and curriculum development. An Assistant Dean position was newly created to assume responsibility for coordination of assessment, accreditation and curriculum management.
- Strength: Efforts to close the loop in the ETS exam is evident by changes that have taken place by adding a two-course sequence in business calculus and business statistics to boost the quantitative scores. Other activities such as instructor changes in finance and computer aided problem sets in economics were employed.
- Weakness: An issue which exists in the undergraduate program assurance of learning is that it has many measurements where the learning goals are met and exceed expectations. Maturity in the AOL requires another round of closing the loop which can potentially result in changing the curriculum.

IV. Commendations of Strengths, Innovations, Unique Features and Effective Practices

A. Commendations for Strengths, Innovations, and Unique Features:

- The Master of Science program in Organizational Leadership is an innovative approach to solving the leadership needs of the region and prepares students for certifications offered by the Society for Human Resources Management (SHRM). It also demonstrates innovative methods of meeting the needs of the nearby military community.
- The five endowed chairs within the College, along with the executive-in-residence position, demonstrate overall quality of faculty and a commitment to partnerships with the business community.
- The Study Abroad programs provide a wide variety of cultural experiences and exposure to countries such as Korea, Costa Rica, Ireland, India, Germany, and Spain.
- The College has a very thorough and involved strategic planning process that includes a wide variety of stakeholders. The end-of-year retreat is seen as an excellent way to recognize achievements and set the stage for future planning efforts.

- B. Effective practices:
- The Business of Life course (developed by the Dean and Executive-in-Residence) is an innovative attempt to create goodwill and foster a sense of belonging, contributing to student retention efforts.
 - Establishment of The Journal of Servant Leadership reflects efforts to engage the academic community.

V. Opportunities for Continuous Improvement

- A. Relevant to the accreditation standards:
- The AOL system should continue to evolve for undergraduate education, particularly in areas where students consistently met and exceeded expectations. Higher level goals should be considered.
 - Expectations for maintenance of PQ standards should be better defined and strengthened.
 - The MSOL program should be monitored for quality and promoted to ensure success.
 - The University's increasing focus on graduate education within the College may elevate the needs for quantity and quality of intellectual contributions.
- B. Consultative report on matters not related to the accreditation decision:
- The TSYS School of Computer Science currently reports to the Office of Academic Affairs through the Dean of Business. While not an integral part of the College, there are significant potential synergies that may come from administrative and academic restructuring. Previous efforts to accomplish this have failed, primarily due to focusing on the physical proximity rather than program development. We encourage future strategic planning efforts to consider this restructuring.

VI. Visit Summary

- A. Descriptive Information: Columbus State University (CSU) is one of 31 state-sponsored institutions within the University System of Georgia and one of 12 state universities. CSU offers comprehensive degree programs to 8,300 undergraduate and graduate students with 46 undergraduate and 42 graduate degrees. Columbus State is located in Columbus, Georgia, approximately 100 miles southwest of Atlanta, along the Chattahoochee River bordering Alabama. Founded in 1958 as a junior college, Columbus College became a four-year institution in 1965, and achieved university status becoming Columbus State University in 1996. In its 54 years, the University has grown rapidly from its humble beginnings in a renovated hosiery mill to three campuses: the main campus of 150 landscaped acres in the middle of Columbus; the River Park campus featuring more than a dozen buildings in the historic district downtown; and in England, where CSU maintains its own house near Oxford University. The University has thrived as a direct result of the generous support and many partnerships it has developed within the community. The University is hailed throughout the region for the strength of its community partnerships and the level of private support it receives. The

University is currently comprised of four academic units: The College of the Arts, the D. Abbott Turner College of Business, the College of Education and Health Professions, and the College of Letters and Science. The Turner College offers a BBA degree with six majors (Accounting, Finance, General Business, Management, Management Information Systems, and Marketing) to a diverse student population of entering freshmen, transfer, and post-baccalaureate students. Graduate programs include a small evening MBA program, and a flexible evening M.S. in Organizational Leadership (MSOL). The Turner College is primarily an undergraduate institution with less than 15% of business enrollment coming from the graduate programs. Undergraduate business programs represent approximately 13.5% of the students at the University. Fall 2012 enrollment included 917 undergraduate and 129 graduate business students.

B. Degree Programs: 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 2012-2013*
BBA	Accounting	31
	Finance	20
	General Business	15
	Management Information Systems	10
	Management	37
	Marketing	27
	BBA	140
MBA/WebMBA		49
MSOL		12

*Summer 2012, Fall 2012 and Spring 2013

C. Comparison Groups:

Peer Group:

Auburn University – Montgomery
 University of Tennessee at Martin
 Winston-Salem State University
 Winthrop University
 University of Houston – Victoria

Competitive Group:

Troy State University
 Georgia Southern
 Georgia Southwestern
 Auburn University

Aspirant Group:

University of North Carolina – Wilmington
 University of North Carolina – Greensboro
 University of Wisconsin – Whitewater
 University of Southern Mississippi
 North Carolina A&T State University

D. Review Team Members

Ronald F. Green (Chair)
The Citadel
School of Business
171 Moultrie Street, Bond Hall 288
Charleston, SC 29409
UNITED STATES

Frank Ghannadian (Business Member)
Dean
The University of Tampa
John H. Sykes College of Business
401 West Kennedy Boulevard
Tampa, FL 33606-1490

Farhang Niroomand (Business Member)
Dean
University of Houston-Victoria
School of Business Administration
3007 North Ben Wilson
Victoria, TX 77901

E. Maintenance Review Visit Schedule

Sunday, February 23

**TBA Team Arrival
Peer Review Team Meeting at Marriott**

6:00 p.m. Dinner with Dean and Associate Dean (Others Team would like to meet?)

Monday, February

7:30 a.m. Team to be picked up at Marriott

8:00 a.m. Breakfast with COB Leadership, Conference Room
Linda Hadley, Dean
Fonda Carter, Associate Dean
Michael Daniels, Accounting and Finance Department Chair
Neal Thomson, Management and Marketing Department Chair
Vicky Langston, Assistant Dean
Andres Jauregui, Graduate Business Program Director

**8:45 a.m. -
9:30 a.m. Option A: (One or Two Team Members)
Class Visit (See Schedule)**

**Option B: (One or Two Team Members)
AOL Committee, Conference Room**
Fonda Carter, Chair
Jennifer Pitts, Co-Chair
Frank Mixon, Economics
Joni Hammond, Accounting
Jong Ha, Management
John Finley, International Business
Lawrence Marsh, Management
James Coleman, Marketing
Alan Tidwell, Finance
Mehdi Tehrani, MISM
Ron Self, Business Administration/Law
Administrative Team (Ex-Officio)

9:30 – 9:45 a.m. Break

**9:45 a.m. - Option A: (One or Two Team Members)
10:30 a.m. Class Visit (See Schedule)**

**Option B: (One or Two Team Members)
Faculty Resource and Development Committee, Conference
Room**
Johnny Ho, Chair
Yvonne Ellis, Accounting
Johnny Ho, Business Administration
Pat Hogan, MISM

Steven Brown, Management
Brett Cotton, Finance
Robin Snipes, Management
Andres Jauregui, Economics
Kirk Heriot, Management
Sungwoo Jung, Marketing

10:30 –10:45 a.m. Break

10:45 a.m. Strategic Planning Committee, Conference Room

11:45 a.m. Jack Goldfrank, Chair
Ed O'Donnell, Co-Chair
Linda Hadley, Dean
Robert Dunn, Accounting
Tobias Huning, Management
Gisung Moon, Finance
Ben Blair, Economics
Neal Thomson, Management
Michael Daniels, Economics
Kirk Heriot, Management
Jennifer Pitts, MISM
Andres Jauregui, Economics
Vicky Langston, Economics

**12:00 p.m. Lunch with Representatives of the Business Advisory Council,
Cunningham Center Executive Board Room**

1:30 p.m. - Curriculum Committee, CCT 305

2:15 p.m. Langston, Vicky Chair
Sonya Boadu, Student Services
John Finley, International Business
Ed O'Donnell, Marketing
Kevin Hurt, Management
Carol Bishop, Accounting
Frank Mixon, Economics
Brett Cotten, Finance
Philip Bryant, Management
Neal Thomson, Management
Michael Daniels, Economics
Andres Jauregui, Economics

2:15 -2:30 p..m. Break

Option A: (One or Two PRT Members)

2:30 - Student Services and Career Planning, Conference Room

3:15 p.m. Sonya Boadu, Director
Kate Hargrove, Director of Recruiting
Fonda Carter, Associate Dean and Accounting Internship
Coordinator
Michael Daniels, Graduate Business Program Director
John Finley and Bob Kinnett, Internship Coordinators

**Option B: (One or Two PRT Members)
Tenured Faculty, CCT 305**

3:15 -3:30 p..m. Break

3:30 –

**4:15 p.m. Option A: (One or Two PRT Members)
Untenured Faculty, CCT 305**

**Option B: (One or Two PRT Members)
Document Review**

OPTIONAL SESSION

**4:30 p.m. Option A: (One or Two PRT Members)
Class Visit – See Schedule**

**Option B: One or Two PRT Members)
Work on PRT Report**

OR

4:30 Driving Tour of River Park Campus en route to Marriott Hotel

Peer Review Team Meeting, Marriott Hotel

TBA Dinner with Group or PRT Alone

Tuesday, January 27

TBA Visit Team Meeting and Breakfast at Marriott

8:00 a.m. Meeting with Dean, Marriott Hotel

**9:00 a.m. Meet with University Administration, President’s Conference Room
Tim Mescon, President
Tom Hackett, Provost**

10:00 a.m. Depart for Atlanta Airport

F. Materials Reviewed:

- Self-Evaluation Report (SER)
- Appendices to SER
- University Catalogs
- Assessment/Assurance of Learning Materials
- Faculty Intellectual Contribution Files
- Faculty Vitae
- Course Syllabi
- Web Site
- Strategic Plan