

NCA Self Study
Criterion 4 Documents

Eastern Illinois University

Year 2014

First Choice Review Board Feedback
Master's in Business Administration 2013

CGS Review Board

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First Choice Graduate Program Report

**School of Business
Master in Business Administration
Lumpkin College of Business & Applied Sciences**

May 20, 2013

First Choice Graduate Program Report Master's in Business Administration

Part 1 Program Team & Review Board

Master of Business Administration First Choice Review Team

Dr. Melody Wollan, Graduate Coordinator
Dr. Cheryl Noll, Chair
Dr. William Minnis, Team Member
Dr. David Fleming, Team Member
Dr. John Willems, Team Member
Dr. Jeannie Snyder, Associate Dean

Council on Graduate Studies Review Board

Dr. Nora Pat Small, Board Chair
Dr. Clinton Warren, Member
Dr. Wesley Allan, Member
Bill Elliott, Assistant Dean
Dr. Robert Augustine, Dean

Part 2 Consultation and Review Summary

Initial Consultation April 10, 2007
Consultation Report April 30, 2007
First Choice Review Request March 3, 2009
First Choice Report Date June 11, 2009
First Choice Review Request February 5, 2013
First Choice Report Date May 20, 2013

Part 3 Report

Program Mission:

Learning for Leadership: The MBA program at Eastern Illinois University is an AACSB accredited graduate program that prepares students for employment in positions of leadership in small and large businesses, industry, government and non-profit organizations in a contemporary global environment. The program emphasizes the application of analytical tools and related skills that are essential for making informed business decisions.

Learning for Excellence: The dedicated faculty seeks to foster excellence, creativity and innovation through a responsive, dynamic, challenging and culturally diverse learning environment, with a focus on experiential and applied learning and research.

Learning for Life: The program promotes and expects ethical behavior in all aspects of professional work and prepares its students for life-long discovery and professional fulfillment in a global economy.

Overview and General Summary: The CGS Review Board considers that the Masters in Business Administration program meets or exceeds many of the criteria established to achieve the First Choice Designation; however, the Review Board recommends that the decision for a **First Choice designation be postponed until October 1, 2013**. The Review Board will then examine the official enrollments for the Summer 2013 and Fall 2013 in order to determine if enrollment goals have been achieved for the required three-year sustained period. Details are provided in the report that follows. Overall, the Program Committee is to be applauded for a report that illuminated the program's strengths.

Criterion 1: The program documents sustained achievements in strengthening the quality, diversity, and internationalization of the University's student body by attracting candidates who have the potential for academic and professional achievement and who complete degrees and

succeed as alumni. Rating for Spring 2013 = 3. The Review Board identified Criterion 1 as an area that would need to be reviewed again on October 1, 2013 to verify that enrollment goals were achieved for the sustained three-year period of 2012, 2013, and 2014. The individual areas below provide additional details of what would be required. Data in graph is collected from Graduate School Argos report and Dean's enrollment report, but MBA review report has also been reviewed and considered in this review.

**Table 1 – Application, Enrollment, and Diversity Summary- B.A.D
(See MBA Report Appendix for 4 year comparison)**

Enrollment Data	F 2009		F 2010		F 2011		3 Year Mean	
	#	%	#	%	#	%	#	%
# of Applications	88		100		60		81	
# of Admission Offers	47	57	57	57	22	37	42	52
Admission Yield	36	77	35	61	12	55	28	67
Continuing Candidates	85		49		36		57	
Total Enrollment	121		84		48		85	
Diversity Rates Based on Total Enrollment								
Undergraduate Diversity		48		51		57		
Domestic Diversity		2		NA		NA		1
International Diversity		12		16		19		15
Gender Diversity		36		37		60		40

1ai-Enrollment Management/Recruitment Plan: A clear plan for meeting application, enrollment, and diversity goals. Rating = 2. The program uses a comprehensive recruitment plan that insures a strong application pool. Recruitment strategies used by the program included an interactive and comprehensive web site, print materials, and participation in recruitment fairs. The most impressive tool was the maintenance of a recruitment log that the Coordinator uses to maintain a record of contact with prospects. The log provides a summary of 250-300 prospective candidates and their demographic information. Dr. Wollan emphasized that the program currently focuses its recruitment efforts on current EIU business undergraduates and early career undergraduate alumni. In addition, the program has both an on-campus and Parkland College cohort. The breadth of such opportunities offers a good model for recruitment. Dr. Wollan reported that enrollment rates are below the goals established by the program and may indicate that the program needs to expand its recruitment pool by focusing on additional candidates beyond EIU undergraduates and alumni. Identifying new recruitment populations will enhance the program's recruitment planning and help the program return to a sustained period of meeting enrollment goals. Because the program has not expanded its recruitment focus during a period of declining enrollments, the program is currently not meeting its recruitment expectations even though it has an established recruitment plan and focus. Expanding the recruitment plan in ways that result in meeting its enrollment expectations would contribute to advancing toward a First Choice designation. This criterion was rated 2 by the review board because while admission and enrollment goals have been established, there is not enough of an evaluative timeframe to show success in reaching these goals. Receipt of Fall 2013 enrollment data is necessary before First Choice status can be considered.

1aii-Enrollment Management/Selection Criteria: A rationale for selection decisions; fulfilling its expectations for quality. Rating = 4. The program uses a comprehensive set of selection criteria that includes use of the GMAT, GPA, letters of recommendation, employment experience, and career goals. These selection criteria insure that candidates well-matched with the program are admitted. The selection criteria helped the program find the right students for this program and met the First Choice criteria for the sustained period.

1aiii-Enrollment Management/Acceptance Rate: Desired applicants accept admission offers. Rating = 2. The program has a clear acceptance expectation and, although application rates declined in 2011 and 2012 declined, the acceptance rate did not. The program averaged a

94.3% acceptance rate throughout the sustained period. While there is some attrition after admission, ultimately on average 84.8% enroll who are accept admission offers. The admission rate also reflects the desired diversity. The program offered an impressive range of diversity in gender, race, and culture. Enrollment declines were observed in part-time students due to economic conditions but the program is seeing recovery from this period. The program; however, did not meet its established acceptance rate of 80-120 students per year to enroll 100 to 125 students for the sustained period of 2010, 2011, and 2012. During this period, it met its admission offer goal of 80 only in 2010 and its enrollments declined below the targeted number.

1b-Assistantship/Scholarship Management: Rating = 3 to 4. The program documented a sustained record of assistantship management as indicated by the data provided.

Table 2 – Graduate Assistantship Summary

Academic Year Assistantships	2009	2010	2011	Mean	Current Rate
Annual Allocation	11	12	12	11.67	\$885/month
Competitive Awards	1	1	1	1	\$885/month
Grants or External Awards	3	2	.5	1.83	variable
Philanthropic Awards	1.5	1	1	1.17	variable
Other Campus Assistantships	2.5	7.5	5	5	variable
Total Academic Year	19	23.5	19.5	20.67	
Summer Assistantships					
Annual Allocation	0	0	0	0	
Competitive Awards	3	1	0	1.33	\$885/month
Grants or External Awards	0	2	1	1	variable
Philanthropic Awards	0	0	0	0	
Other Campus Assistantships	0	3	4	2.33	variable
Total Summer	3	6	5	4.67	

1bi-Assistantship/Scholarship Management/Annual Awards: Attracting desired applicants; teaching, research, or service experiences add value to the degree. Rating = 4. Assistantships are attracting well prepared candidates who on average have a 3.5 or higher undergraduate GPA and the GA positions attract international students. Dr. Wollan demonstrated how the assistants contribute to teaching, research, and service projects with research work at 60%, teaching at 30%, and service at 8.7%. The evidence indicated that this criterion was met.

1bii-Assistantship/Scholarship Management/Competitive Awards: Competitively acquires additional assistantships; attracts additional desired applicants; teaching, research, or service adds value. Rating = 5. The Coordinator provided an impressive review of the achievements in quality admissions of the graduate assistants it supports. Assistantships attract well-qualified non-EIU candidates from impressive institutions, including Saint Louis University and the University of Illinois. Dr. Wollan provided evidence that assistantships attract equally impressive international candidates from institutions in Ethiopia, Nepal, China and other global locations. In addition, the program has the support of external agents including Doehring, Winders & Co. LLP, Gilbert, Metzger & Madigan, LLP and others. The program has earned competitive awards including a Presidential Award and Summer Research Awards. The most impressive data included the well-focused research, teaching, and service duties performed by the assistants that enhance the quality of their graduate experience. Several assistantships are designated as research awards and require completion and presentation of research. During the sustained period candidates have presented in Chicago, New York, and Las Vegas. The teaching assistants offer important teaching support to faculty and to undergraduates. Service assistants are working to offer alumni outreach. The summary provided evidence that this criterion was met for the sustained period. The research assistant program serves as a model of excellence for other programs to consider and puts this criterion in the exemplary category.

*1c-Matriculation Management: A targeted graduation rate; candidates consistently meet the program's degree completion expectations. **Rating = 4.*** The program provided evidence that it meets its expected matriculation rate of 85 to 90% completion within the 6 year time limitation. Equally impressive was the three-year matriculation rate that ranged from 73.1% to 100% during the sustained period. The evidence indicated that this criterion was met during the sustained period.

Table 3 – Matriculation Management

Entering Term	#	Degree Completion Term							
		S 2008		S 2009		S 2010		F 2011	
		#	%	#	%	#	%	#	%
F 2007	31	1	3	18	58	26	84	28	90
F 2008	34					24	71	27	79
F 2009	36			0		1	3	18	50
F 2010	35			0					

*1d-Graduate Placement: The program can document sustained placements; earning of required credentials; making important contributions to society; pursuing an advanced degree. **Rating = 5.*** Graduate placements were impressive. The program has developed strong ties to its alumni and maintains a record of placements. Achievements of note included evidence that 11 recent MBA candidates are in PHD programs. In addition, the program provided an effective summary of corporate job placements. The data revealed that candidates are enrolled in many companies and many in fortune 500 companies. Other employers include non-profit and government areas. The program's strong placements both in business/industry and the academy are strengths of the program. The program's analysis of its placements and the high achievements of its alumni serve as an example for other programs. The criterion was met and considered exemplary.

**Table 4 – Three-Year Graduate Placement Rates
(Program's Summary)**

(See MBA Report appendix)

Criterion 2: The program documents sustained achievements in fostering advanced scholarship through a depth of knowledge, critical thinking, problem solving, oral and written communication, application of technology, research/creative activity, and commitment to professional ethics. **Rating = 4.** The evidence demonstrated that the program meets the requirements set for this criterion.

*2a-Center for Academic Support and Achievement documents that assessment data are used to improve student learning, to guide improvements to the curriculum and to achieve academic excellence. **Rating = 4.*** CASA reviews indicate that the program is meeting assessment expectations. Evidence of achievement in assessment included that the program earned a "pass" for submission of an annual assessment report in 2011-2012 which is an indication of high performance in assessment. The CASA Director indicated that the program is achieving Level 3 or Level 2 to 3 ratings in all of its assessment areas. The Coordinator offered a summary during her presentation that described how assessment has driven improvements in research and scholarship and how the program has established a culture of assessment as a tool to promote academic quality. Based on these findings, the Review Board verified this program has a sustained record of using its assessment to advance its student learning and met the criterion.

*2b-Graduate School documents that assessment data are used to improve student learning based on CGS Criteria. **Rating= 4.*** Reviews by the Dean indicated that the program met or exceeded assessment expectations during the sustained period. Examples included that it addresses all 4 of the assessment areas identified by the Council on Graduate Studies including

written communication, oral communication, depth of content knowledge, and research in the discipline. As a result, the Review Board determined that the criterion was met.

Criterion 3: The program documents sustained achievements in expanding the curriculum with rigorous advanced courses and options offered through lectures, laboratories, seminars, forums, practicum field experiences, internships, and partnerships with education, business, and industry. Rating = 4. The program met all of the criteria in these section.

3a-Sustained Mission and Planning Leadership: Articulates a clear mission; aligned with current and future trends in the discipline; states the program's strengths. Rating = 4. Dr. Wollan provided a summary of the program's strategic planning committee that included a standing committee devoted solely to advancing and improving graduate study. Mission planning is guided by this committee. The report offered a comprehensive summary of how the mission is current, is meeting expectations, and is future focused. As a result, the Review Board determined that the criterion was met.

3bi-Administrative Leadership: Documents how its administrative structure and leadership advance the quality of its curriculum. Rating = 5. Dr. Wollan provided a well-focused presentation on the graduate education goals of the School of Business strategic plan. The goals were also summarized in the report and included 3 over-arching goals covering student learning, collaborative learning, and research. Dr. Wollan explained how the plan's goals that focus on graduate programming are specifically designed to engage the graduate faculty as leaders of the program. She further explained that this approach has been instrumental with strengthening the common focus of the graduate program and inspiring the graduate faculty to advance the program in order to achieve the First Choice criteria. The Review Board felt the specialized goals established for the graduate program, insuring that the Coordinator had a permanent leadership role with developing the plan, and insuring that 9 graduate faculty members were part of the leadership teams offered an exemplary approach to administrative leadership that should be shared with others. This criterion was met and serves as another exemplary achievement.

3bii-Graduate Faculty Leadership: Documents the significant role of the graduate faculty with advancing the curriculum through curriculum committees or appropriate curriculum processes. Rating = 5. The program hosts a Graduate Committee that includes 6 members of the graduate faculty. Five represent various business disciplines and one serves in an "at-large" capacity. The representatives serve for 2-year terms which insure a rotational process for accessing new and different views in the program. Each year a meeting is held with the entire graduate faculty to review the work of the committee. In addition, the Coordinator is provided with agenda time several times per year to address issues of graduate education with the entire faculty and to gain their input. The Graduate Committee has bylaws that define and guide its work. The report offered an excellent summary of the role of the committee in Appendix 16. As noted previously, the graduate faculty members serve on the strategic planning committee and provided evidence that the graduate faculties are fully engaged in leading the program. In addition, the report provided evidence that the Graduate Coordinator has a major and significant role with leading the MBA program in every area. Examples from the report include that the Coordinator reviews all of the MBA course syllabi to insure they meet expectations for graduate study. The Coordinator plays a major role in the advisement of graduate students, with outreach to support services such as Career Services. The report and presentation provided evidence that the duties of graduate education are well defined and clearly understood by the Coordinator and Chair. The report offered several best practices that included having bylaws to clearly guide the role of the graduate committee, insuring that the Graduate Coordinator has annual opportunities to share decisions of graduate education with the entire faculty and to gain their input. Other best practices included have rotational terms on the committee and insuring annual reports to the entire graduate faculty. The evidence indicated that the MBA Program met the criteria for the sustained period and also engaged in practices that were exemplary and should be shared with the larger graduate community.

3c-Sustained Curricular Leadership by External Review: Sustained excellence based on external reviews as appropriate to the mission/discipline. Rating = 4. The program has sustained its

ASCSB Accreditation status during the review period and worked to maintain the expectations of accreditation. The evidence indicated that this criterion was met.

*3d-Sustained Capstone Leadership: Requires a rigorous capstone appropriate to the mission and documents the impact of each of its capstones on the quality of learning in the degree program. **Rating = 4.*** According to the report and the presentation, multiple capstones are used and vary by the option selected by the student. Capstone options include research projects for those who are enrolled in the research track. Students in the applied management option complete an applied independent study as a capstone which requires a modified research experience. Students in the accountancy or applied management may also opt for the management simulation experience which requires a project related to running a large company. In each of the MBA options, students are required to complete a rigorous and well-defined capstone that helps them integrate and apply their depth of content knowledge. This criterion was met.

*3e-Sustained Student Leadership: Fosters participation of its graduate candidates on student advisory boards. **Rating = 4.*** The report provided evidence that MBA students are active representatives of the Graduate Student Advisory Council. In addition, the program recently launched a Graduate MBA Association that provides networking and professional development opportunities for MBA candidates. Dr. Wollan noted that a MBA student representative serves on the Graduate Committee. These opportunities for students to lead in students and related organizations met the criteria.

*3f-Sustained Alumni Leadership: The program documents how it fosters participation in alumni programs sponsored by the Graduate School Alumni Advisory Board. **Rating = 5.*** Alumni leadership was another area of exemplary performance for the MBA Program. The report provided an impressive list of alumni achievements and awards that included the School of Business Distinguished Alumnus Award, the EIU Outstanding Young Alumnus Award, the EIU Distinguished Alumnus Award, Louis V. Hencken Alumni Service Award, EIU Outstanding Graduate Alumnus, and the EIU Global Ambassador Award. The consistent and sustained record of alumni nominations and selections was evidence that the program met and exceeded in this area

*3g-Sustained External Partnerships: Sustained external partnerships appropriate to its mission; assets of partners advance the program's quality. **Rating = 5.*** The program engages in best practices and provides partnerships in multiple ways. It hosts 2 advisory boards; one in Business and one in Accountancy. Both of these boards have been instrumental with establishing endowments that significantly enhance the resources available in the programs that are served. The members of the advisory board also provide input on the curriculum, advance on planning initiatives, and guidance on the relationship between curriculum and business practices. In addition, the program has several partnerships that provide students with exemplary experiences in the business world. One includes use of MBA 5000 as a tool for consulting with local businesses. This program gives MBA candidates opportunities to apply business practices and provides local businesses with effective strategic management guidance. The long-standing and sustained partnerships programs are examples of excellence and serve as a model of other graduate programs.

Criterion 4: The program documents sustained achievements in research/creative activity with graduate students and faculty. **Rating = 4.** The program achieved all of the criteria in this section.

*4ai-Research Productivity: Has an annual research productivity goal and documents that its candidates meet or exceed the completion of those products. **Rating = 4.*** The report noted that both productivity and quality of research goals have been identified for the program. Those in the applied management option will be exposed to at least one scholarly research project and one applied research project. The productivity goal for those in the MBA program includes completion of the research option by 10% of the candidates. The quality goals are related to scores on rubrics and the evidence provided indicated that the program's productivity and quality goals had been achieved during the sustained period. This criterion was met.

*4a-Research Engagement: Graduate candidates achieve a sustained record of scholarships through presentations, performances, or exhibits. **Rating = 4.*** The report documented that MBA candidates are fully engaged in presentation of research. The Report noted that 17 presentations were made to the campus through various venues. In addition there were 14 conference presentation and proceedings at national and international conference. MBA students also had 6 journal articles published. The evidence confirmed that the program met its research engagement expectations during the sustained period.

*4b-Research and Travel Grants: **Rating = 4.*** The Coordinator provided evidence of a history of MBA candidates consistently earning Williams Travel Grants during the sustained period. In addition, the program offers matching grants that further support student research and research presentations. Nine Williams Awards were earned. Work was presented at many important meetings. Examples include the North American Management Society, MBAA International Conference, and Academy of Finance. The evidence confirmed that the criterion was met.

*4c-Showcasing Scholarship/Creative Activity: **Rating = 4.*** Dr. Wollan noted an effective process that the program uses to insure that MBA candidates can secure preferred mentors. The program participates in all of the University's venues for showcasing scholarship including the Graduate Explosion and Video Showcase Series. An impressive best practice the program uses is the outreach to administrators including deans and chairs to observe students presenting their work in the department research presentation program. The evidence indicated that program met this criterion.

*4d-Awards Participation: **Rating = 4.*** The program provided evidence of sustained achievement with nominations, applications, and the earning of various graduate-level student awards. This criterion was met.

Criterion 5: The program documents a sustained record of developing opportunities for the discovery and application of knowledge with graduate faculty members who reflect the University's teaching and mentoring priority and who have a record of research/creative activity and professional service. Rating = 5.

*5a-Coordinator Leadership: **Rating = 5.*** Dr. Wollan provided an impressive record of evidence regarding the leadership provided by the Graduate Coordinators in the MBA program. Both of the previous Coordinators were elected to chair the Council on Graduate Studies which is a very impressive achievement. The Coordinators have also been broadly involved in many related leadership roles. Examples included service to the assessment committee, honorary degree committee and Professional Science Master's Committee. The current and prior Coordinators have also served on many Council on Graduate Studies awards committees and various boards. The evidence indicated that Graduate Coordinators in the MBA program have been prolific leaders and valued members of graduate leadership. The examples were evidence of exemplary practice.

*5b-Faculty Scholarship: **Rating = 4.*** Dr. Wollan provided impressive evidence of the sustained record of scholarship of members of the graduate faculty in the MBA program. All 27 members of the graduate faculty have a strong record of research appropriate to their discipline area of expertise. Numerous examples of article, books, book chapters, book reviews, conference proceeding, and grants confirmed that the graduate faculty have achieve a sustained record of scholarship during the sustained period.

Exemplary Achievements Exceeding Criteria Expectations

The Review Board noted the following exemplary achievements.

1. 1bii *Assistantship/Scholarship Management/Competitive Awards*: The program's well-focused research, teaching, and service duties performed by the assistants that enhance the quality of their graduate experience and in particular the research assistant program serve as models of excellence for other programs to consider.
2. 1d *Graduate Placement* The program exemplary program of contact with its alumni, record of placements, record of PHD placements, summary of corporate job placements in fortune 500 companies, non-profit and government position serve as an example for other programs.
3. 3bi *Administrative Leadership*: The program's strategic plan that includes a focus on graduate programming are ways to engage the graduate faculty as leaders of the program offered an exemplary approach to administrative leadership that should be shared with others.

3bii *Graduate Faculty Leadership*: The program's Graduate Committee structure, rotational process for accessing new and different views in the program, Coordinator leadership expectations, bylaws that define and guide the graduate committee, rotational terms on the committee and annual reports to the entire graduate faculty are evidence best practices that should be shared with the larger graduate community.
4. 3f *Alumni Leadership*: The impressive consistent work of the faculty to nominate alumni for all of the University's top awards including the School of Business Distinguished Alumnus Award, the EIU Outstanding Young Alumnus Award, the EIU Distinguished Alumnus Award, Louis V. Hencken Alumni Service Award, EIU Outstanding Graduate Alumnus, and the EIU Global Ambassador Award serves as an example of exemplary practices.
5. 3g *Sustained External Partnerships*: The program engages in best practices in partnerships in multiple ways These include use of a Business and an Accountancy Advisory Board; use of partnerships that provide students with exemplary experiences in the business world; and use of partnerships that provide resources for the program.
6. 5a *Coordinator Leadership*: The program has a long-standing record of Coordinators elected to chair the Council on Graduate Studies, Coordinators who served on key department committees and Coordinators have also served on many Council on Graduate Studies awards committees and various boards.

Part 4

Based on the evidence presented, the Review Board determined the program met all of the criteria and recommended the Council on Graduate Studies accept the recommendation and the Dean of the Graduate School provide the First Choice Program Designation for a period of five years. The Council accepted the recommendation. The Dean of the Graduate School designates the Master of Business Administration as a First Choice Graduate Program at Eastern Illinois University.

Part 5 Period of Designation

The Period of Designation for programs approved in the Spring of 2013 is September 2013 through June 2018. The next review will be in the Fall of 2018.

Part 6 Benefits

For programs achieving the First Choice Graduate Program designation at Eastern Illinois University, the benefits include a Presidential Graduate Assistantship beginning in FY 2015, a \$500 Annual Graduate School Initiative Award in fiscal year 2014 (You can use this the Fall of 2013 or Spring of 2014), two Summer Research Graduate Assistantships for the fiscal year 2014 and available the Summer of 2014 ; two Williams Travel Awards reserved for fiscal year 2014 and available the Fall 2013 and Spring 2014, to support student travel and any new funding that may be designated for First Choice Graduate Programs. The First Choice Program Designation and the data used to support that designation will be used to market and advertise the program by the Department, College, and the Graduate School.

May 20, 2013

William J. Elliott, Assistant Dean

Date

C: Lumpkin College of Business & Applied Sciences
Office of the Provost