



# Association of Collegiate Business Schools and Programs

**Bringing Together Those Dedicated to Teaching Excellence**

January 5, 2009 - REVISED

Dr. Jack Hawkins, Jr.  
Chancellor  
Troy University  
216 Adams Administration Building  
Troy, Alabama 36082

Dear Dr. Hawkins:

Congratulations! The Board of Commissioners of the Baccalaureate/Graduate Degree Commission met on November 20-22, 2008, and granted Reaffirmation of Accreditation with four conditions, two notes and two opportunities for improvement for your business programs.

Conditions and notes should be viewed as opportunities for improvement that would move your program to a higher level of excellence. It would be extremely rare that a school receive accreditation without these conditions or notes given ACBSP's Core Value of Continuous Improvement and Organizational Learning, that "Business schools and programs should pursue regular cycles of planning, execution and evaluation of every process and system. Ongoing improvement of these processes and systems leads to ever higher quality and student/stakeholder satisfaction." The conditions and notes placed on your programs are:

**Opportunity for Improvement on Standard Two - Strategic Planning:**

Although the importance of human resource planning and its relationship to achievement of the strategic plan is clearly acknowledged by SCOB and Troy administrators, a systematic approach to aligning the hiring process with the strategic planning process may aid SCOB in achieving its goal to recruit and retain doctoral and professionally qualified full-time and part-time faculty.

**Opportunity for Improvement on Standard Three - Student and Stakeholder**

**Focus:** Satisfaction survey data from alumni and employers may be analyzed or used for continuous improvement in a systematic manner throughout SCOB's campuses. A systematic approach to analysis of survey data and continuous improvement may help the college meet its vision to become a model for 21<sup>st</sup> century business education and community service.

**Conditions on Standard Four - Student Learning and Performance**

**Assessment:**

**Condition on 4.1 Selection and Use of Information and Data:**

The SCOB has historically analyzed MFT results, however, it is not apparent how the results of other direct measures of student learning are analyzed and used for continuous improvement. The MFT is a vital and necessary component of knowledge assessment, but it is not sufficient to measure other organizational goals. SCOB's strategic initiatives

and mission statement identify multiple objectives that are not measured. Addressing this gap may assist SCOB in achieving its mission and other strategic initiatives.

**Condition on 4.3 Selection and Use of Information Results:**

Although there are several mechanisms in place to collect information and analyze results, there does not appear to be a systematic approach to establishing information importance, setting goals, or tracking performance improvements made as a result of the information. Several anecdotal examples of such improvements were provided, however the development of a systematic approach to this area may help SCOB better address its identified challenges of worldwide consistency in quality.

**Condition on 4.4 Continuous Process Improvement: Student Learning and Performance:**

Although an approach is in place and some improvements have been made to date, the overall impact and a systematic approach to continuous improvement has not yet been established. The site visit team was not able to identify a process to assess the linkages between student learning outcomes, program outcomes and SCOB's mission. Improving the student learning and performance process may help strengthen the continuous improvement process.

**Note on Standard Five - Faculty and Staff Focus:**

Note on 5.2 Employment: The SCOB espouses a strong commitment to quality in the classroom and the recruitment of quality faculty. However, the team was not able to find documentation that systematically links faculty credentials and performance evaluations to student learning outcomes. Addressing this link between credentials and evaluations to outcomes is important to demonstrating alignment with SCOB's vision, mission and values as well as building a quality learning environment.

**Condition on Standard Six -Educational and Business Process Management:**

The Master of Science in Human Resource Management and Master of Science in Management programs are delivered by SCOB with focus on the role, theory and practice of human resource management and general management in organizations, often for non-business baccalaureates. However, SCOB does not currently address all components of the CPC in these curricula. Competency in all areas of the CPC must be documented in all degree programs. SCOB may consider alternative methods of documenting these competencies in ways that are consistent with the program target markets and learning objectives. Addressing the documentation of CPC coverage for non-business baccalaureate graduate students may assist SCOB in enhancing the depth and breadth of these programs.

You are encouraged to work with Commissioner, **Dr. Harpal Grewal** on the removal of the notes and conditions. **Dr. Harpal Grewal** may be contacted by phone at **803-535-5202** or via e-mail at: **hgrewal@claflin.edu**.

Your first full Periodic Report will be due on **9/30/2010**, and every two years after that. The conditions must be removed by 9/30/2012. Your ten-year reaffirmation will be due in **2018**.

ACBSP encourages you to publicly announce that your business programs are accredited. Next week, we will be sending you, via e-mail, a sample ACBSP Press Release and ACBSP Logo files for publicizing your accreditation. As you prepare these materials, the following is your official ACBSP statement:

**Troy University - Sorrell College of Business is accredited by the Association of Collegiate Business Schools and Programs to offer the following business degrees:**

**Undergraduate programs:**

**B.S./B.A. in Accounting**  
**B.S./B.A. in Finance**  
**B.S./B.A. in General Business**  
**B.S./B.A. in Information Systems**  
**B.S./B.A. in Management**  
**B.S./B.A. in Marketing**  
**B.S./B.A. in Risk Management**  
**B.A.S. in Resources and Technology Management**

**Graduate programs:**

**Master of Business Administration**  
**Executive Master of Business Administration**  
**Master of Science in Human Resources Management**  
**Master of Science in Management**

Please take this opportunity to review the institution name as it will appear on your Certificate of Accreditation. If this is not correct, please notify Diana Hallerud via email at [dianahallerud@acbsp.org](mailto:dianahallerud@acbsp.org) and provide the correction by May 18, 2009.

**Name of institution as it will appear on the certificate:**

**Troy University – Sorrell College of Business**  
**Troy, Alabama**

Please mark your calendar to join us in San Antonio where we will honor you and all other schools receiving accredited status during the 2008-2009 membership year. A flyer being distributed to all ACBSP members is enclosed. In addition, we encourage you and others on your campus to consider attending the CLADEA International Relations Conference that precedes our conference, June 24-26 in San Antonio. Updated information is always available by going to ACBSP Gateway, [www.acbsp.org](http://www.acbsp.org).

You are encouraged to attend along with your Chief Academic Officer and Dean of the College of Business. Many institutions even invite many of the faculty to this prestigious celebration.

Your institution will also be announced during the Baccalaureate/Graduate Institution meeting held on Friday, June 26, 2009 at 2:30 p.m. There is a breakfast on Sunday morning June 28, at 8:00 a.m. for those institutions that are receiving accreditation.

The purpose of the breakfast is to more personally congratulate the institutional representatives and to outline the procedures that will be followed at the accreditation banquet. At least one institutional representative should attend the breakfast.

January 5, 2009 – REVISED

In addition to the breakfast, a professional photographer will be available at 5:30 p.m. on Sunday, July 28 to photograph all institutional representatives along with the ACBSP Director of Accreditation, Associate Director, and the Chair of the Baccalaureate/Graduate Board of Commissioners. Appropriate dress for the photo session and banquet is business professional.

With this letter we introduce our latest initiative to continually improve our product. We are pleased to provide the CHAMPION contact with a copy of *The Process of Maintaining Accreditation*. We previously included in one book all the information about the accreditation process from membership through reaffirmation. We now offer two books, one focused on obtaining accreditation and one focused on maintaining accreditation. Some new features of this publication include an introduction that describes opportunities to promote your accredited status. We also hope you notice the improved graphic appearance of what is presented.

An important part of your ACBSP accreditation is the leverage it gives you in securing European-based accreditation, opportunities to network with similar schools in Europe, and to make presentations at conferences outside the United States. We are enclosing information provided by the European Council on Business Education (ECBE). Representatives from ACBSP will be attending the pre-conference seminar and meeting in Athens next year, and we hope to see some of our members there as well. If you are interested in using your current ACBSP accreditation to obtain ECBE accreditation using an accelerated process, please contact the ACBSP office.

Online registration for the conference will be available on our website beginning January 2, 2009 at [www.acbsp.org](http://www.acbsp.org). Please make your hotel reservations by May 15, 2009.

Congratulations on maintaining such a high quality business program.

Sincerely,



Steve Parscale  
Director of Accreditation

Enclosures

c: Dr. Ed Roach, Executive Vice Chancellor & Provost  
Dr. Don Hines, Dean – Sorrell College of Business  
Dr. Harpal Grewal, Baccalaureate/Graduate Degree Board of Commissioners