MEMORANDUM

TO: Reed Dasenbrock
   Vice Chancellor for Academic Affairs

FROM: V. Vance Roley
   Dean and First Hawaiian Bank Distinguished Chair
   of Leadership and Management

RE: Action Plan on AACSB Accreditation Issues

This document is in response to your memorandum of July 15, 2011 requesting an action plan on accreditation issues.

The recommendations made by the AACSB (Association to Advance Collegiate Schools of Business) visiting team in their Maintenance of Accreditation Review and the College’s plan to address these issues are outlined below. The recommendations are taken from the Team Visit Report based on their visit in January 2011, as well as the College’s Maintenance of Accreditation Report.

Recommendation #1. *The distinction between quality of research and academic qualification of faculty allowed to teach at the Ph.D., masters, and bachelors levels respectively should correspond to objectively differing levels of research performance.*

The Shidler College of Business, together with the faculty, has begun the process of revising its standards for AQ (Academically Qualified) and PQ (Professionally Qualified) faculty. The College will make the requirements for AQ status more specific and more focused on doing high quality research. The College will also monitor teaching assignments to ensure that only faculty with AQ designation teach doctoral dissertation or chair dissertation committees. The College will continue to encourage faculty who are not academically qualified to take the steps needed to become academically qualified.
Recommendation #2. The Chancellor and Vice Chancellor both acknowledge the Shidler School needs to grow its tenure/tenure track faculty to at least 60 and probably by an additional 10 faculty (to 63).

The College agrees with this recommendation, given the large number of degree, certificate and non-degree programs that are offered. The College has been able to fund many of its operation needs and strategic goals through our fundraising efforts.

However, adding these additional positions will require an infusion of additional funds from the central administration. We recognize that this is probably not possible in the near term but believe it should be a priority if additional funds become available to the University of Hawai‘i at some future date.

Recommendation #3. It is important the Shidler School use the combination of new hires and retirements to establish a productivity standard, supported by policy, that aligns the School’s research performance with its strategy for succeeding as a research faculty with a significant doctoral program.

The Shidler College of Business has a policy in place that is designed to ensure that we continue to recruit new faculty with the teaching and research capabilities needed to support our strategic mission. In the case faculty retirements, the College attempts to move quickly to ensure that new faculty are recruited to help meet our teaching commitments at all levels.

Recommendation #4. The School’s capacity to manage fund raising and events, which should possibly be separated and assigned to other staff, is going to constrain their ability to hit their strategic fundraising goal. We shared this concern with the Dean and suggested it as an area where there are strategic issues that are linked to staffing.

The College has separated event planning from fund raising and has added additional staff for both functions. The College believes that we have sufficient staff in this area in the short term, although this is an area that will be monitored to ensure that we have sufficient staff to effectively manage both fund raising and events.

Recommendation #5. We suggest the School have a specifically articulated minimum standard [for maintaining professional qualifications] and that it be integrated with the performance review process.

The College will develop this standard during the coming academic year and use it as part of the contract renewal process for instructors and as part of the post-tenure review process for faculty categorized as professional qualified under the AACSBS standards for professionally qualified faculty.