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To: Phyllis Wise, Provost  
Ana Mari Cauce, Executive Vice Provost  
Office of the Provost, Box 351237

From: Suzanne Ortega, Vice Provost and Dean  
Melissa Austin, Associate Dean for Academic Programs

RE: Review of the UW Bothell Business Program

At its meeting of April 5, 2007, the Graduate School Council met with members of the team that reviewed the UW Bothell Business Program Stephen J. Turnovsky, (Professor, Department of Economics, UW Seattle, Committee Chair); Robert M. Bowen, (Professor, Department of Accounting, Business School, UW Seattle); and William 'Bill' Erdly, (Associate Professor, Computing and Software Systems Program, UW Bothell), and with A Steven Holland (Professor and Director, Business Program, UW Bothell), Kevin Laverty (Associate Professor, UWB Business Program), Karen Brown (Professor, UW Bothell Business Program), Paul Collins (Associate Professor, UW Bothell Business Program), Sundar Balakrishnan (UW Bothell Business Program), Sandeep Krishnamurthy (Associate Professor, UW Bothell Business Program), and Tom Bellamy (Vice Chancellor for Academic Affairs, UW Bothell).

The Business Program was established in 1993 and is one of five degree-offering academic units at UW Bothell. The Business Program currently offers Bachelor of Arts (BA) and Master of Business Administration (MBA) degrees. The Bachelor of Arts degree was established in 1993. In 1998, the Board of Regents granted authority to the UWB Business Program to offer the Master of Management degree program with provisional status for a five-year period. In 2001, the Board of Regents approved a change in the degree title from the Master of Management to the Master of Business Administration. This review was the first comprehensive evaluation of these two degree programs. The current review committee, including its external members (Colette A. Frayne, Professor, International Management, California Polytechnic University, Department of Management, San Luis Obispo, CA and U. N. Mesh, Professor of Marketing, Department of Business and Economics, Washington State University, Vancouver, WA) held its formal on-site review on April 27-28, 2006.

The review committee reported finding a program that is operating well and has a good working environment. Issues identified included future separate accreditation and promotion and tenure (P&T) expectations. The committee recommended that expectations on P&T be formally developed, clearly communicated to the faculty, and consistently applied, and that there be improved attention to mentoring of junior faculty. The review committee reported having received some complaints from faculty about difficulty with the balance of research and teaching. The faculty also suggested that meeting time would be better spent on more substantive issues, including strategic planning. The program enjoys a competent staff, and is engaged in outreach through an advisory council with local businesses, although this council would benefit from more faculty involvement.

The review committee found that students are satisfied with the program, but students also indicated they would like to see more accounting courses offered. There was some discussion that UWB students could take business courses at the Seattle campus, which raised the issue of program identity and a perceived competition between campuses or “brand blurring” if students mixed courses from both campuses. Many of these issues are related to an overall need for the program to establish an identity for itself, which in turn is related to the UW-Bothell’s campus identity. Overall, the review committee commented that the UWB situation reflects a lack of articulated vision from upper administration about strategic planning for a multi-campus structure, which in turn affects how UWB perceives itself.

The Program Director noted that the Program has a goal of achieving separate accreditation as a means to distinguish itself from the Seattle and Tacoma campuses. The current plan is to maintain joint accreditation through the next cycle in 2010/11, but they hope to accomplish separate accreditation during the following cycle in 2015/16. The Director reported that P&T expectations have been developed in a clearer statement of policy. In addition, successful, open discussions on mentoring have addressed this issue and have determined that an informal approach to mentoring is preferred by the Program. Finally, visiting and adjunct faculty management has improved since the hire of an Assistant Director. On the issue of P&T, the Vice Chancellor pointed out that this rapidly evolving program put stress on faculty during the first years of development, but that in the last 4 or 5 years they have been able to better protect junior faculty time. He also noted the fundamental criteria used for P&T are established in the UW faculty handbook and are applied to UWB just as they are applied to the Seattle campus. One faculty member stated that the Program is now managing the P&T process better. A second faculty member, currently on leave, noted that she supports the improvements made on articulating P&T expectations. She also wanted the Council to know her leave of absence has nothing to do with reference to a negative working environment among faculty during the review.

During the Council discussion, it was noted that the Business Development Center has been operating for approximately a year. It is directed by a senior lecturer from the Program and other faculty members have ongoing projects there. It was also clarified that the Kirkland Technology Management MBA program is operated by the Seattle campus, not the UWB program, although there have been discussions of the Bothell Program developing in this area due to student demand.

The Graduate School Council recommended that the UWB Business Program be reviewed again in 10 years, during the 2016-2017 academic year. The Council also recommended that an interim report be submitted in 5 years, during the 2011-2012 academic year, in conjunction with the Program's accreditation. The interim report should focus on progress in strengthening the Business Program's identity, rather than on UWB campus governance issues. We concur with these recommendations.

- c: Steven G. Olswang, Interim Chancellor, UW Bothell  
Thomas Bellamy, Vice Chancellor for Academic Affairs, UW Bothell  
Edward Taylor, Dean and Vice Provost, Undergraduate Academic Affairs  
Janice M. DeCosmo, Associate Dean, Undergraduate Academic Affairs  
A. Steven Holland, Professor and Director, Business Program, UW Bothell  
Augustine McCaffery, Senior Academic Program Specialist, The Graduate School  
Kimberly Friese, President, Graduate and Professional Student Senate  
UW Bothell Business Program Review Committee  
Graduate School Council