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REVISED

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To: Phyllis M. Wise, Provost and Vice President for Academic Affairs
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 Tacoma Milgard School of Business

At its meeting of October 19, 2006, the Graduate School Council met with members of the team that reviewed the UW Tacoma Milgard School of Business (MSB) (Eric Zivot, Associate Professor, Economics (Committee Chair); Daniel F. Jacoby, Professor, Interdisciplinary Arts & Sciences, UW Bothell; both by phone), Alan T. Wood (Interim Vice Chancellor for Academic Affairs, UW Tacoma), Shahrokh Saudagaran (Dean, Milgard School of Business, UW Tacoma), and Douglas Wills (Associate Professor, Milgard School of Business).

Currently, the School offers a B.A. degree in Business Administration and a Master of Business Administration (M.B.A.). The undergraduate degree began in 1993 as part of the Business Administration unit at the Tacoma campus, and has six majors (Accounting, Finance, General Business, International Business, Management, and Marketing). The M.B.A. program was approved to begin in Autumn Quarter, 2000, with provisional status and a 5-year subsequent review. This was the first comprehensive review of the academic unit, which became the Milgard School of Business after receiving a major endowment in 2003. The review committee, including its external members and third internal member (Carolyn M. Callahan, Professor, Sam M. Walton College of Business, University of Arkansas; David D. Van Fleet, Professor, School of Global Management and Leadership, Management Department, Arizona State University - West; June Lowenberg, UW Tacoma Nursing Program), held its formal on-site review at UW Tacoma on February 8-9, 2006.

The review committee chair reported that the committee found the unit achieving its educational goals for both graduate and undergraduate programs. The committee had high regard for the

leadership of the School and observed extraordinary dedication and energy from the faculty. The School has outstanding teaching, and high student satisfaction was demonstrated during the review process. The committee found that the promotion and tenure expectations could be improved if they were communicated more clearly and consistently. The review committee recommended that the program distinguish itself from the Seattle campus since it offers a unique regional focus with strong ties to the local business community. However, they also suggested that two campuses interact more, including cooperating in marketing their programs. Although the School has been effective with limited resources, the committee suggested reducing the scope of course concentrations offered, and considers it too early to develop a business minor.

The Dean noted that the review was well timed to consider strategies for increasing research productivity of the faculty. He indicated that the MSB does not have the same research expectations as the Seattle campus, reflecting considerable differences in the two programs. Also, the UW Tacoma Faculty Affairs Committee is currently evaluating teaching loads campus wide. If their recommendations include decreasing faculty teaching load in the MSB, this may facilitate increasing research productivity.

The Council discussion focused on improving mentoring junior faculty and the promotion process at UW Tacoma. The Dean noted that although promotions are based on both teaching and research, there were no full professors when the program began. Now that the program has more faculty, the junior faculty write semi-annual research status reports; and there is an annual peer review process. He explained that promotional decisions are made at the UW Tacoma campus, first within the program and then forwarded to the Chancellor's office. However, there remains concern about the criteria for tenure and promotion because the School is place-based and promotion criteria are not necessarily the same as those used at the Seattle campus. It was noted that although the mission statement of the MSB does not differ from the Seattle campus, the student population is more mature and the students are especially serious about their education. In addition, the School has a strong relationship with the community and enjoys a dedicated and effective Advisory Board of community members.

Additional recommendations in the review committee report included: raise more funds to support research activities, including applying for Royalty Research Fund grants; implement measures to evaluate the impact of the M.B.A. on career outcomes of students; and track career information and improve professional career information for undergraduates.

The review committee recommended granting continuing status for the B.A. and M.B.A. programs, with the next review to occur during the 2015-2016 academic year. The Graduate School concurs with this recommendation.

c: Alan T. Wood, Interim Vice Chancellor for Academic Affairs, UW Tacoma
Shahrokh Saudagaran, Dean, Milgard School of Business, UW Tacoma
Kimberly Friese, President, Graduate and Professional Student Senate
Milgard School of Business Review Committee
Graduate School Council
David Canfield-Budde, Academic Program Specialist, The Graduate School