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March 7, 2019

To: Howard Smith, Dean, Milgard School of Business  
Jill Purdy, Executive Vice Chancellor for Academic Affairs

From: Rebecca Aanerud, Interim Vice Provost and Dean  
Kima Cargill, Interim Associate Dean for Academic Affairs and Planning

A handwritten signature in dark ink, appearing to read "Rebecca Aanerud".

A handwritten signature in dark ink, appearing to read "Kima Cargill, Ph.D.". The signature is written in a cursive style.

RE: Review of the Milgard School of Business (2018-2019)

This memorandum outlines the Graduate School's final recommendations from the Milgard School of Business academic program review. Detailed comments on the review can be found in the documents that were part of the following formal review proceedings:

- Charge meeting between review committee and administrators (May 30, 2018)
- Self-Study (July 30, 2018)
- Site visit (October 4-5, 2018)
- Review committee report (November 6, 2018)
- Milgard School of Business response to the report (December 12, 2018)
- Graduate School Council consideration of review (March 7, 2019)

The review committee consisted of:

**C. Leigh Anderson**, Professor and Associate Dean, UW Evans School of Public Policy and Governance (Committee Chair)

**Divya McMillin**, Professor, UW Tacoma School of Interdisciplinary Arts and Sciences; Executive Director, UW Tacoma Institute for Global Engagement

**Cliff Allen**, Dean, School of Business Administration, Portland State University

**James Lumpkin**, Dean, College of Business, Texas Woman's University

The Milgard School of Business offers the following degrees: Bachelor of Arts in Business Administration, Master of Business Administration, and Master of Cyber Security and Leadership.

- The School also offers a Master of Accounting, which was approved in 2011. The Review Committee was asked to make a recommendation about the continuing status of the Master of Accounting.
- The School also offers a Master of Business Analytics, but since it was approved in 2016 and scheduled for independent five-year review in 2022-2023, the Review Committee was not asked

to issue recommendations about its status as part of this review.

Members of the Graduate School Council presented findings and recommendations to the full Council at its meeting on March 7, 2019. A summary of this report, composed by Graduate School Council Members, is attached to this document.

#### Graduate School Council Recommendations

The Graduate School Council commends the Milgard School of Business on the strength of its programs, faculty, and students. After discussion, the Council recommended the following:

- Continuing status for all Milgard School of Business programs, with a full academic program review in 10 years (2028-2029)
- Continuing status for the Master of Accounting program and include it in the next full program review in 10 years.
- The Council supported the Review Committee's specific recommendations, with particular emphasis on the recommendation to create a diversity plan.

We concur with the Council's recommendations.

cc: Mark Richards, Provost and Executive Vice President  
Patricia Moy, Associate Vice Provost for Academic and Student Affairs, Office of the Provost  
Becky Corriell, Director, Academic Affairs & Planning, the Graduate School  
Academic unit Review Committee Members  
Members of the Graduate School Council  
GPSS President

## **Attachment**

### **University of Washington | Graduate Council**

#### **Summary of the review of Milgard School of Business**

**Academic Unit Name:** Milgard School of Business, Site visit October 3-5, 2018

#### **Degrees/Certificates Included in the Review:**

Master of Business Administration (MBA), Master of Accounting (MAcc), Master in Cybersecurity and Leadership (MCL), Bachelor of Arts in Business Administration (BABA), and two minors (in Business Administration and in Corporate Responsibility), one non-matriculated accounting program, a Certificate in Sustainable Business, and an Initiative in Women in Innovation.. Due to being relatively new (established in 2017), the Master of Science in Business Analytics (MSBA) was not included in the review. There is no doctoral program.

#### **Key points:**

- The Milgard School of Business (MSB) is one of seven units that comprise the University of Washington Tacoma (UWT) campus.
- The MSB has four Masters degrees and one Undergraduate major.
- MSB enrolled 725 undergraduate and graduate students in the 2016-2017 academic year (~14% UWT enrollment).
- The MSB has 31 full-time, 18 part-time faculty and has recently started hiring full-time lecturers (3 full-time lecturers currently).
- Undergoing an AACSB accreditation maintenance review in AY 2020-2021.
- The MSB was last reviewed by the Graduate School Council in 2005-2006.

#### **Program Strengths:**

- Faculty and staff appear to be very dedicated to their important mission - changing people's lives in the Tacoma area.
- The advisory board is enthusiastic about MSB's access mission and the way MSB has transformed Tacoma.
- Multiple stakeholders speak very positively and share a common view about the School leadership. They feel that the School leadership has positioned and moved the School in the right direction in last couple of years.
- The centers, particularly the community focused centers, provide recognition and value to the School and are perceived as agile, focal points for community engagement.
- Several employers have reported that the quality of graduates they hire from MSB is high.
- Faculty and staff seem to work well in an informal environment and within the current organizational configuration. By-laws exist and shared governance appears to be working and valued.
- MSB offers relatively generous faculty and staff professional development funds and summer salary (relative to other UW professional schools), this facilitates recruiting and retaining talent.
- State funds have grown continuously since the start of 2010 academic year and in proportion (64%) relative to the approximate increase of the MSB student body (68%).
- A faculty line has been added every year since 2010 (the last three have been full-time lecturers) and staff positions have also been growing.

**Challenges and Risks:**

- The promotion and Tenure (P&T) criteria and process needs greater clarity, specificity and objectivity. P&T criteria appear to be based on precedent rather than objective metrics.
- The MSB budget lacks clarity, this is in part due to the UWT budget process not being transparent. There does not appear to be a shared or common understanding of the distribution of revenue to the School or a clear understanding of the UWT's proposal for a more centralized model for sweeping and carrying funds forward.
- The current lack of budget clarity and transparency may create uncertainty and disincentives that may impede the strategic planning and execution of MSB mission.
- Some of the resource relationships and layers of decision-making between UW-Seattle and UWT appear to impose real costs on the MSB particularly with respect to (slow) hiring.
- The MSB has fairly complex programmatic structure and a number of programs with small student numbers. Staff are spread over a complex curriculum and faculty administrators have high workloads without course buyouts.
- The School's ability to adapt to programmatic changes appears to be primarily hampered by FTE hiring restrictions, uncertainty over revenue flows from self-funded programs, and physical infrastructure (small classrooms).
- The School does not have a diversity plan or committee.

**Review Committee Recommendations:**

- The committee strongly urges the development of objective metrics for P&T as the P&T policy is revised.
- The suite of MBS offerings are complicated and unclear and it would be very helpful for staff and prospective students to have consistent "apples-to-apples" information available on the website summarizing the various academic programs in terms of number of credits, number of quarters, day/night/weekend classes, total cost, work and/or academic requirements, etc...
- Consider adding more curriculum or advisory board members in the areas of consumer products and supply-chain management.
- Improve School-wide systems for tracking alumni and job placement (as the MSBA is doing).
- A diversity plan should be developed given the diversity in the Tacoma region and the lack of diversity in the MSB staff and leadership.
- To attract more students and donors, the UWT and MSB must develop and find better ways to "Tell their story" and better brand and market themselves.
- MSB might want consider admitting some international students into its MBA, the challenge is if this program cannot grow, allowing international students may restrict local access.
- Seek assistance from the UW-Seattle School of Business to support the MSB's ability to read, respond and adapt to local markets requirements.
- MSB should expand online and hybrid offerings, as well as expand into Olympia.

**Areas of concurrence:**

- The budget and budget process at UWT continues to be ambiguous, efforts are being made to provide clarity and establish guidelines for decision-making. Professional development funds are proposed to be allocated based on Student Credit Hours (SCH); however, this is problematic (and disadvantages MSB) because it does not recognize service and research.

**Areas of disagreement:**

- The MSB feels that it has a diverse faculty (40% female, 60% male; 54% non-Anglo, 46% Anglo) and a very diverse set of faculty leaders (63% non-Anglo, 37% Anglo). Although the faculty leaders are currently all male, two of the most senior female faculty are serving in key University of Washington leadership positions

**Graduate School Council Recommendations:**

- As per the unanimous recommendations in the committee report, a full review in 10 years is recommended.