



June 7, 2018

Paulo Goes PhD  
Dean, Professor of MIS, Halle Chair in Leadership  
The University of Arizona  
Eller College of Management  
1130 E. Helen Street  
McClelland Hall 417  
Tucson AZ 85721-0108  
United States

Dear Dean Goes:

It is my pleasure to inform you that the peer review team recommendation to extend accreditation for the degree programs in business offered by The University of Arizona is concurred with by the Continuous Improvement Review Committee (CIRC) and ratified by the Board of Directors. Congratulations to you, the faculty, the students, the staff, and all supporters of The University of Arizona.

The University of Arizona has achieved accreditation for five additional years. The next on-site continuous improvement review occurs in the fifth year, 2022-2023. A timeline specific to the school's visit year is available online: <http://www.aacsb.edu/accreditation/business/continuous-improvement-review>.

One purpose of peer review is to recognize initiatives that support an environment of continuous improvement of quality programs. As noted in the team report, The University of Arizona is to be commended on the strengths, innovations, unique features and effective practices found on **Attachment A**.

The school should begin to address the concern(s) identified by the peer review team and CIRC. As part of the next Continuous Improvement Review Application, due July 1, 2020, the school is asked to update the CIRC on the progress made in addressing the concerns listed on **Attachment B**.

Please refer to the [Continuous Improvement Review Handbook](#) for more information regarding the processes for continuous improvement reviews. The handbook is evolving and will be updated frequently to provide the latest revisions to the CIR process. Continue to monitor the website for the most current version of the handbook.

Again, congratulations from the Accreditation Council and AACSB International - The Association to Advance Collegiate Schools of Business. Thank you for participating in the continuous improvement review process and for providing valuable feedback that is essential to a meaningful and beneficial review.

Sincerely,

A handwritten signature in black ink that reads "Caryn Beck-Dudley".

Caryn Beck-Dudley, Chair  
Board of Directors

cc: Peer Review Team

**World Headquarters**

777 South Harbour Island Blvd.  
Suite 750  
Tampa, Florida 33602-5730 USA  
Main +1 813 769 6500  
Fax: +1 813 769 6559

**Europe, Middle East, and  
Africa Headquarters**

UP Building, Piet Heinkade 55  
1019 GM Amsterdam, The Netherlands  
Main: +31 20 509 1070

**Asia Pacific Headquarters**

331 North Bridge Road  
#10-04/05 Odeon Towers  
Singapore, 188720  
Main: +65 6592 5210  
Fax: +65 6339 6511

May 18, 2018

The University of Arizona

Attachment A

This section provides a brief description of strengths, innovations, and/or unique/distinctive features of the school and examples of effective practices that demonstrate leadership and high quality continuous improvement in management education.

1. The school formally solicits comprehensive feedback from students to improve programs via a cohort advisory board.
2. The school should be commended on alumni engagement as evidenced by the day when hundreds of alumni return to campus to serve as interviewers.
3. Each week, students receive an email referred to as "Suit of Sunday" that communicates important activities for the coming week.
4. Students who meet appropriate criteria receive "micro-credentials."
5. The school leverages specialty master's programs to provide a rich variety of electives for MBA students.

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Attachment B

This section identifies areas that the school should address prior to its next continuous improvement review.

1. Considering the school's size and mission, it appears that the Eller College of Management is underfunded (e.g. summer research funding, faculty stipends and chairs, and overall faculty salaries are all not at the level of peer schools). The school plans to address the issues with increases in enrollment, fundraising, and executive education. However, the college and university must work together on a funding plan that will support the mission, strategies, and goals of the college. (Standard 3: Financial Strategies and Allocation of Resources)
2. The Eller College of Management is encouraged to reevaluate its position with UA South. Considering the Bachelor of Science in Commerce degree offered by UA South is currently included within Eller's scope of accreditation, the school is encouraged to either fully integrate the program into its accreditation program, including reporting on the program in subsequent reports, or consider applying for a unit of accreditation which will ensure only the programs offered directly by the Eller College of Management are included in future reviews. If the school opts for the former option (continuing to include the BS in Commerce degree from UA South), the school will be expected to provide complete information on the degree in its Continuous Improvement Review Report (e.g. faculty and student data, assurance of learning data, information on mission and strategy, etc). (Eligibility Criterion D: Accreditation Scope and AACSB Membership; Standard 1: Mission, Impact, and Innovation).

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