



May 15, 2020

C. Jack Maynard  
Indiana State University  
Scott College of Business  
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Dear Dean Maynard:

After reviewing the peer review team's report, the Continuous Improvement Review Committee (CIRC) concurs with the team's recommendation that the continuous improvement review of the degree programs in business offered by Indiana State University be continued for an additional year. **A Continuous Improvement Review 2 (CIR2) does not change the current accreditation status of your degree programs in business.**

As noted in the Continuous Improvement Review Team Report, the CIR2 will allow additional time to address and resolve the following issues.

1. It is recommended that an index of quality such as the Australian Business Dean's Council Index (ABDC) or other indexes be utilized to measure the quality of scholarship and that the college incorporate quality indexes into their faculty qualification status. It is recommended that the college provide a listing of outlets, awards, recognitions, editorships, and other forms of validation. (Standard 2: Intellectual Contributions, Impact, and Alignment with Mission)
2. Faculty credentials should align with the generally accepted threshold standards for peer schools and be applied accurately. The college should review and adjust its faculty qualifications' criteria, including quality research expectations. Once the revisions have been completed, the college should correctly classify the faculty and recalculate all the faculty sufficiency related tables (2-1, 2-2, 15.1, and 15.2). (Standard 2: Intellectual Contributions, Impact, and Alignment with Mission, Standard 15: Faculty Qualifications and Engagement)
3. It is recommended that the college develop and implement a plan to address faculty sufficiency gaps and align faculty resources with current program offerings and enrollments. It is recommended that significant progress be made in addressing faculty qualifications guidelines (guidelines 40%, 60%, and 90%) across all disciplines. (Standard 5: Faculty Sufficiency and Deployment, Standard 15: Faculty Qualifications and Engagement)
4. It is recommended that the college provide an analysis of trends in resources over the past five years. Given the declining trends in student enrollment over the past five years, a contingency planning process for further reductions and impact needs to be discussed. A major source of funds, Lilly Endowment, ended in 2018. How are these strategic initiatives going to be sustained beyond 2018? (Standard 3 Financial Strategies and Allocation of Resources)
5. Course embedded direct measures for all MBA learning goals beyond the MFT should be implemented. More improvements in the collection of data and demonstration of curricular improvements from the assessment process is needed. (Standard 8: Curricula Management and Assurance of Learning)

Successful resolution of the above issue(s) must be completed before accreditation is extended. Complete descriptions of each standard, along with interpretive information, are located on the AACSB International website (<http://www.aacsb.edu/accreditation/standards.asp>).

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A CIR2 team will be appointed to facilitate the continuous improvement review during this additional year. The CIRC proposes for your approval, Lester Plumly from Valdosta State University, as the chair and XXXX, from XXXX, as the second member of your CIR2 team. Please respond within 30 days if the proposed team is not acceptable. Otherwise, the above team members will be invited to serve on the CIR2 Team.

A CIR2 report addressing the specific concerns cited above should be emailed to both CIR2 team members and to the committee chair (via email attachment to [circ@aacsb.edu](mailto:circ@aacsb.edu)) no later than January 15, 2021. The CIR2 team will review the response and determine whether a campus visit will be necessary; the final team report will be completed by March 1, 2021. The CIRC encourages Indiana State University to engage with the CIR2 team in developing the responses to the above items to assure that all concerns are understood and fittingly addressed.

Please note that the policy for a Continuous Improvement Review 2 requires that your institution be assessed a CIR2 fee of \$5,500.

For clarification of process issues, please contact your AACSB International staff liaison, Lily Salem at [Lily.Salem@aacsb.edu](mailto:Lily.Salem@aacsb.edu), 813-769-6526.

Sincerely,

A handwritten signature in cursive script that reads "Betty Jo Licata".

Betty Jo Licata, Chair  
Continuous Improvement Review Committee

cc: peer review team

