



**AACSB Board of Directors
Ratification to Extend Business Accreditation**

August 07, 2023

**University of Pittsburgh
The Joseph M. Katz Graduate School of Business/College of Business Administration**

Business Degree Level(s) Offered: Undergraduate, Masters, Doctoral

Date of visit: 2023-04-02 to 2023-04-04

School Contacts

Eugene Anderson, Dean
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Peer Review Team Members

Sarah Nutter, Chair
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Chair of the Board of Directors Message

It is my pleasure to inform you that the peer review team recommendation to extend accreditation for the degree programs in business offered by University of Pittsburgh 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 of your supporters.

University of Pittsburgh has achieved accreditation for five additional years. The next on-site continuous improvement review occurs in the fifth year, 2027-2028. A timeline specific to the school's next visit year is available on our website.

The school should begin to address the following areas identified by the peer review team and CIRC. As part of the next Continuous Improvement Review Application, due July 1st two years prior to the visit, the school is asked to update the CIRC on the progress made in addressing these areas. The Decision Report is the official record of the school's visit, and therefore the school should report on the issues contained within this report if they are different than what is in the peer review team report.

Standard(s) affected:

9.

The college will be evaluated on its progress toward meeting its aspirations for societal impact. The school will need to develop a strategy for societal impact that is consistent with its mission, including identification of its aspiration in this area and demonstration of exemplars of success. For guidance on the societal impact expectations of the 2020 standards, review the AACSB and Societal Impact white paper.

Standard(s) affected:

2.

Standard 2 stipulates that the school develop the virtual resources needed to support all instructional delivery modes and for faculty to conduct research and other scholarship consistent with the school's mission. Prior to the next peer review team visit, Pitt Business should develop a clear overarching strategy that provides direction on how the school will use distance learning technology in the delivery of its degree and non-degree programs, with a specific emphasis on post-graduate master degree programs. [Standard 2.2 Virtual Resources]

Pitt Business currently offers 35 variations in its master's degrees, many of which show low enrollment. Pitt Business faces significant challenges and financial risk due to the volatility of enrollment in these programs as it provides approximately one-third of their tuition revenues used to fund operations. Prior to the next peer review team visit, the school should develop a risk assessment specific to the school's financial situation and describe the contingency planning process to mitigate the identified risks associated with its graduate program offerings. [Standard 2.3 Financial Resources]

Commendations and Best Practices

Academic Advisors:

Undergraduate students were enthusiastic in their experience with their advisors. They either had a single advisor through their entire program or were seamlessly handed off to another advisor if they preferred or if their advisor left. They described their advisors as enabling them to realize their goals, without imposing specific pathways. The students described scholarships that enabled them to pursue unpaid internships with nonprofits, thus facilitating meaningful experiences during their undergraduate programs as well as opportunities for internships with international organizations.

Several undergraduate students, both those who started at Pitt Business and those who transferred from other institutions, described their own decisions to change their career plans, and the ability of advisors to adjust their course plans to remain on track to graduate in four years. They commended the curriculum structure for permitting them to use credits earned towards a degree of their choice.

DBA Success:

The recently launched DBA program, which has 26 admitted students consisting of predominantly domestic students, is a new program that is taught by five chaired professors. The three-year DBA program attracts tuition paying experienced business practitioners interested in a career in academia, mainly as professors of practice. Funding from the program supports research activities and an expansion in the number of doctoral positions.

Research Social Impact around SDG Goals:

The school's research does an excellent job of contributing to the UN Sustainable Development goals.

Quality of research:

The school has developed excellent research faculty who create a high volume of high-quality research. The quality of the school's doctoral program is also a strong asset for the school's research culture.

Social Impact and Community Engagement:

The school's centers should be commended for their extensive and impactful community engagement initiatives. Using real-world experiences, the centers' external engagement initiatives provide students with an excellent understanding of how a business education can be used to create social impact.

Consultative Feedback

- Undergraduate and Graduate operational staff have actively collaborated with each other on an informal basis based on personal relationships. Structurally, however, they have two independent reporting structures with minimal intersection. It would be useful to consider mechanisms or structures to encourage and formalize cross-staff synergies.

- Appointment track faculty expressed concern about the lack of clarity around expectations relative to both annual performance evaluations and promotion. For example, the use of grading distributions in these evaluations was different across areas. Clarifying expectations across areas and communicating them clearly to the two appointment faculty would be useful.

- The peer review team (PRT) commends Pitt Business for developing a school-wide report on its Equity, Diversity and Inclusion (EDI) efforts. Building upon this, the PRT recommends that Pitt Business continue to explore how it can effectively implement EDI initiatives to ensure that the composition of its faculty, staff and study body are representative of the broader demographics of Pittsburgh and that all members of the Pitt Business community are able to thrive.

- Increasing Pitt Business' community engagement and increasing student applications and yield were identified as key priorities by the school to the PRT. To support these aims, the PRT recommends that Pitt Business develop and invest in a comprehensive marketing and communications strategy that presents the school's brand in a consistent and coherent manner and broadens prospective constituents' awareness of the school's degree programs.

- During the visit the peer review team received several comments that the current classroom spaces allocated for the undergraduate program are at capacity. The school is encouraged to explore how best to increase the amount of class space available for the undergraduate program.

- Given the parity between profit generated by the graduate and the undergraduate programs, and the selectivity of the current undergraduate applicant pool (350 freshman out of 8,846 applicants), growth in the undergraduate program, while preserving class quality, seems like an opportunity. Our visit highlighted increased admission to transfer students as an alternative to increasing freshman admits as a way to increase the size of the undergraduate program. Staff did highlight the limited space in the Sennott Square building and the need to anticipate academic staffing needs implied by an increase in program size. In addition, if experiential learning is included as a part of the undergraduate program experience, centers or other entities will need additional capacity to accommodate a larger student body.

Comparison Groups

Comparable Peers - University of Pittsburgh

- Michigan State University
- Rutgers-The State University of New Jersey-Newark/New Brunswick
- The Ohio State University
- University at Buffalo, State University of New York
- University of California, Irvine
- University of Maryland

Competitors - University of Pittsburgh

- Carnegie Mellon University
- The Ohio State University
- The Pennsylvania State University
- University of Maryland

Aspirants - University of Pittsburgh

- Indiana University Bloomington/Indianapolis
- The University of Michigan
- The University of North Carolina at Chapel Hill
- University of Minnesota
- University of Virginia-McIntire
- University of Wisconsin-Madison

Included in Scope Programs

Education Level - Degree Title - Field / Discipline - Major Emphasis - Sub-Emphasis

- Doctoral - Doctor of Philosophy (PhD) - Accounting - Business Administration - Accounting
- Doctoral - Doctor of Philosophy (PhD) - Strategic Management - Business Administration - Strategic Management
- Doctoral - Doctor of Philosophy (PhD) - Behavioral Science/ Organizational Behavior - Business Administration - Organizational Behavior & Human Res. Mgmt.
- Doctoral - Doctor of Philosophy (PhD) - Business Ethics - incl Corporate Social Responsibility - Business Administration - Business Environment, Public Policy & Ethics
- Doctoral - Doctor of Philosophy (PhD) - CIS/ MIS - Business Administration - Information Systems
- Doctoral - Doctor of Philosophy (PhD) - Operations Research - Business Administration - Decision Sciences and Artificial Intelligence
- Doctoral - Doctor of Philosophy (PhD) - Marketing - Business Administration - Marketing
- Doctoral - Doctor of Philosophy (PhD) - Finance - incl Banking - Business Administration - Finance
- Masters-Generalist (EMBA) - Executive MBA - Health Services/ Hospital Admin - Business Administration - Healthcare Administration
- Masters-Generalist (EMBA) - Executive MBA - General Business - General Business - General Business
- Masters-Generalist (MBA) - Master of Business Administration (MBA) - General Business - Business Administration - Accounting
- Masters-Generalist (MBA) - Master of Business Administration (MBA) - General Business - Business Administration - Information Systems
- Masters-Generalist (MBA) - Master of Business Administration (MBA) - General Business - Business Administration - Strategic Planning
- Masters-Generalist (MBA) - Master of Business Administration (MBA) - General Business - Business Administration - Finance
- Masters-Generalist (MBA) - Master of Business Administration (MBA) - General Business - Business Administration - Marketing
- Masters-Generalist (MBA) - Master of Business Administration (MBA) - General Business - Business Administration - Organizational Behavior & Human Res. Mgmt.
- Masters-Generalist (MBA) - MBA and Graduate Certificate in Business Analytics - General Business - Business Administration - Business Analytics
- Masters-Generalist (MBA/Dual Degree) - MBA/MS Marketing Science - Other Discipline - Business Administration - Marketing
- Masters-Generalist (MBA/Dual Degree) - MBA/MPIA - Public Administration - Business Administration - Public & International Affairs
- Masters-Generalist (MBA/Dual Degree) - MBA/MIB - International Business - Business Administration - International Business
- Masters-Generalist (MBA/Dual Degree) - MBA/MID - Public Administration - Business Administration - International Development
- Masters-Generalist (MBA/Dual Degree) - MBA/MS - CIS/ MIS - Business Administration - Management Information Systems
- Masters-Generalist (MBA/Dual Degree) - MBA/MS Finance - Other Discipline - Business Administration - Finance
- Masters-Generalist (MBA/Dual Degree) - MBA/Master of Social Work - General Business - Business Administration - Social Work
- Masters-Generalist (MBA/Dual Degree) - MBA/MS Supply Chain Management - Other Discipline - Business Administration - Supply Chain Management
- Masters-Generalist (MBA/Dual Degree) - MBA/MHA - Health Services/ Hospital Admin - Business Administration - Healthcare Administration
- Masters-Generalist (MBA/Dual Degree) - MBA/Juris Doctor - General Business - Business Administration - Law
- Masters-Generalist (MBA/Dual Degree) - MBA/Master of Engineering - Other Discipline - Business

- Administration - Engineering
- Masters-Generalist (MBA/Dual Degree) - MBA/Master of Engineering - Other Discipline - Business Administration - Industrial Engineering
- Masters-Generalist (MBA/Dual Degree) - MBA/Master of Engineering - Other Discipline - Business Administration - Bioengineering
- Masters-Specialist - Master of Accountancy (or Accounting) - Accounting - Accounting - Accounting
- Masters-Specialist - Master of International Business - International Business - International Business - International Business
- Masters-Specialist - Master of Science (MS) - Supply Chain/ Transport/ Logistics - Supply Chain Strategy - Process Improvement
- Masters-Specialist - Accounting and Business Analytics - Other Discipline - Accounting - Business Analytics
- Masters-Specialist - Finance and Business Analytics - Other Discipline - Finance - Business Analytics
- Masters-Specialist - MS in Management - Management - General Management - Various
- Masters-Specialist - Master's in Management and Business Analytics - Management - Management - Business Analytics
- Masters-Specialist - Marketing Science and Business Analytics - Other Discipline - Marketing Science - Business Analytics
- Masters-Specialist - Master's of Science in Supply Chain Management/Master's of Science in Industrial Engineering - Supply Chain/ Transport/ Logistics - Supply Chain Management - Industrial Engineering
- Masters-Specialist - Supply Chain Management and Business Analytics - Other Discipline - Supply Chain Management - Business Analytics
- Masters-Specialist - MS in Finance - Finance - incl Banking - Finance - Valuation, Restructuring, Maximizing Shareholder Value
- Masters-Specialist - MS in Management Information Systems - CIS/ MIS - Management of Information Systems - Management of Information Systems
- Masters-Specialist - MS in Marketing - Marketing - Marketing Analytics - Consumer Psychology
- Undergraduate - BS in Business Administration - Accounting - Accounting - Accounting
- Undergraduate - BS in Business Administration - CIS/ MIS - Business Information Systems - Business Information Systems
- Undergraduate - BS in Business Administration - Finance - incl Banking - Finance - Finance
- Undergraduate - BS in Business Administration - Marketing - General Management - Marketing
- Undergraduate - BS in Business Administration - Accounting - General Management - Accounting
- Undergraduate - BS in Business Administration - International Business - Global Management - Global Management
- Undergraduate - BS in Business Administration - HR Mgt - incl Personnel & Ind/Labor Relations - HR Management - HR Management
- Undergraduate - BS in Business Administration - Marketing - Marketing - Marketing
- Undergraduate - BS in Business Administration - Supply Chain/ Transport/ Logistics - Supply Chain Management - Supply Chain Management

Excluded from Scope Programs

Education Level - Degree Title - Field / Discipline - Major Emphasis - Sub-Emphasis

- Undergraduate - Bachelor of Business Management (Bradford, Greensburg, Johnstown campuses) - -