

**Comprehensive Program Review (CPR)
Follow-Up Report
Bachelor of Business Administration (B.B.A.)
Accounting Major
Fall 2007**

Note: A Follow-Up Report was not filed for the Accounting Major in 2003. Per discussions with Dr. Linda Noble, the following report is based on the original 2001 CPR and the related evaluations.

1. Provide evidence of *quality enhancement of the program since 2003.*

- a. The Coles College of Business and the Accounting Program received a peer-team visit for AACSB Maintenance of Accreditation in October 2004. This visit followed the self-study Maintenance report prepared for the 2003-2004 academic year. The peer-team review was very positive, and the Coles College and the Accounting Program both received reaffirmation of their accreditation in Spring 2005. Having separate Accounting accreditation places KSU in a group of only 168 universities worldwide with this distinction.
- b. Partially in response to the information gleaned through the AACSB Maintenance of Accreditation process, the Department of Accounting revised its undergraduate and graduate curricula to focus more on the notion of “information quality.” The program integrates the ideas of information systems design, information control, accounting, and governance.
- c. In the years since the last program review, the Department of Accounting has hired twelve new Accounting faculty members. Some of these faculty members were hired as a result of turnover in the department; however, a number of them were hired strategically with a focus on hiring faculty members with recognized research agendas and/or backgrounds that brought unique perspectives to the classroom. The twelve new faculty members, and notes about their unique backgrounds, are shown below:

Name	Position	Notes
Dr. Ernie Capozzoli	Assoc. Professor	Expertise in Accounting Information Systems and nationally-recognized expert in XBRL (eXtensible Business Reporting Language)
Bill Cleary	Lecturer	Former partner with PricewaterhouseCoopers and former Vice President of Taxation at Equifax
Dr. Catherine Cleaveland	Asst. Professor	Received American Accounting Association Outstanding Tax Dissertation Award
Dr. Rich Clune	Asst. Professor	Recent Executive Doctorate from Case Western, former partner with PricewaterhouseCoopers
Dr. Kathryn Epps	Asst. Professor	Received American Accounting Association Outstanding Auditing Dissertation Award
Dr. Audrey Gramling	Professor	President of the American Accounting Association Auditing Section, Former SEC Fellow
Dr. Ken Harmon	Professor and Chair	Former Dean of the Else School of Management at Millsaps College and Department Chair at three previous universities.
Dr. George Manners	Professor	Former Chair of the Department of Leadership and Professional Development and previous executive with James River Corporation

Bob Martin	Lecturer	Former owner and manger of local CPA firm
Dr. Taewoo Park	Assoc. Professor	Nationally recognized researcher in Financial Accounting, former faculty member at University of Maryland
Dr. Doyle Williams	Senior Scholar	Former Dean of the Walton College of Business at University of Arkansas, founding Dean of the School of Accountancy at University of Southern California
Dr. Shelly Ye	Asst. Professor	Recent Ph.D. graduate from Temple University

- d. Internal Audit is one of the fastest growing areas in the Accounting marketplace. Furthermore, KSU has a unique combination of faculty members who have expertise related to various aspects of Internal Auditing. Therefore, in 2006, the department decided to leverage its unique expertise in two ways:
- i. IAEP – The Institute of Internal Auditors (IIA), the international organization for Internal Audit professionals, recently developed a partnership programs for universities, the Internal Audit Education Partnership (IAEP). Kennesaw State was the first university to file for this distinction in 2006 and now is one of only 36 universities worldwide that have received admission to this program. The Kennesaw State program involves the development and teaching of five Internal Audit courses, the first of which was taught in fall 2007. Numerous companies, including Fortune 500 companies in Georgia, already have expressed an interest in hiring KSU’s Internal Audit students as interns and as full-time Internal Audit staff members.
 - ii. Center for Internal Audit – The Department of Accounting developed a Center for Internal Audit which was formally recognized by the University in Spring 2007. This Center focuses not only on the Internal Audit curriculum but also will be a repository of Internal Audit research and expertise. Early discussions have developed with other universities in Switzerland, Canada, and Colombia about possible linkages with the KSU Center.
- e. In Spring 2007, Dr. Doyle Williams approached KPMG about co-hosting a Financial Reporting Roundtable with Kennesaw State University. Dr. Williams had started a similar program in Los Angeles and saw considerable success in (1) linking the university with the business community; (2) enhancing faculty members’ exposure to current, real-world issues; and (3) improving the communication among accounting experts in large publicly-traded companies. KPMG agreed to this plan and in May 2007, the Financial Reporting Technical Issues Roundtable was launched. This Roundtable meets monthly and now includes 16 of the largest publicly traded companies in Georgia, including Home Depot, Coca-Cola, Coca-Cola Enterprises, UPS, and Southern Company.
- f. The Accounting program has a separate Advisory Board comprised of high-level practitioners in Accounting. Historically, this board met fairly infrequently. The board now is meeting on a regular basis and has become an integral stakeholder in strategic planning, curriculum design and review, and student recruiting. Furthermore, the board currently is being expanded to include more representatives of the Accounting community.
- g. In 2006, the Department of Accounting and the Career Services office offered the first Accounting Career Fair. This was a notable success with more than 20 recruiters and approximately 400 students attending the event. The second Accounting Career Fair was held in Fall 2007 with even more participation. The Fair is scheduled again for Fall 2008.

- h. In coordination with the Atlanta chapter of the Institute of Internal Auditors, the Department of Accounting held an Internal Audit Career Day at KSU. This event has been offered in 2006 and 2007 and is slated to be offered again in 2008. It brings recruiters and students from across Georgia and focuses exclusively on Internal Audit careers. The program has been a great success and continues to grow in numbers of recruiters and students.
- i. The Department of Accounting continues a strong relationship with the North Atlanta chapter of the Georgia Society of Certified Public Accountants. KSU hosts a continuing education day on campus each fall and receives the proceeds in the form of a gift from the GSCPA. More importantly, the Georgia Society of CPAs has promoted excellence among KSU students by providing numerous scholarships and even providing a forum for student presentations.

2. Provide evidence of *productivity* enhancement of the program since 2003.

- a. In the previous CPR report, the Accounting major was showing declining enrollments. The years since that report have seen an explosion of growth, due to market pressures (e.g. passage of the Sarbanes-Oxley Act in 2002) and possibly due to increasing awareness of the quality of the KSU Accounting program. As demonstrated in the table below, the number of undergraduate Accounting majors has increased by 59% since 2002, and the number of graduates has increased 50% in the same period:

Semester	Number of Majors	Annual Increase	Increase Over 2002
Fall 2007	832	3%	59%
Fall 2006	804	11%	54%
Fall 2005	724	12%	39%
Fall 2004	647	11%	24%
Fall 2003	582	11%	11%

Academic Year	Number of Graduates	Annual Increase	Increase Over 2002
2006-2007	126	16%	50%
2005-2006	109	22%	30%
2004-2005	89	5%	6%
2003-2004	85	-11%	1%
2002-2003	96	14%	14%

- b. To accommodate this significant increase in demand for Accounting courses, the department has increased the:
 - i. Number of full-time faculty (as indicated in Part 1),
 - ii. Utilization of part-time faculty (34% of undergraduate hours were taught by part-time instructors in 2006-2007 and 42% of undergraduate hours were taught by part-time instructors in Fall 2007),
 - iii. Number of course sections (48% increase in number of Accounting sections taught from 2002 to 2007),
 - iv. Times courses are offered (including nights and weekends),
 - v. Number of online and “hybrid” courses, and
 - vi. Class sizes.

3. Identify the action plans and priorities from the 2003 Follow-Up Report that have been accomplished. (Note: the following items were identified in the evaluation of the original CPR report.)

- a. *Add full-time faculty to the Business Information Systems component of the program:* In the area of Business Information Systems Management, the department added four new full-time faculty: Radwan Ali, Elke Leeds, Adriane Randolph, and Arjan Raven. In Accounting Information Systems, the department added Ernie Capozzoli and Ken Harmon.
- b. *Enhance marketing of the program to prospective majors:* The department placed an emphasis on the topic of career options in the Principles of Accounting course, which is required for all Business majors. Also, the Master of Accounting program is marketed directly to undergraduate KSU Accounting majors.
- c. *Revise curriculum and enhance assessment activities:* The undergraduate curriculum was revised as described in part 1. Also, the Assurance of Learning process in the Coles College has been greatly expanded in recent years; it now is an integrated approach that incorporates every course in each major, including Accounting. This Assurance of Learning program is comprehensive and has been recognized nationally as a leading model.
- d. *Expand faculty's scholarship activity:* As noted in Part 1, the department hired a number of faculty members with extensive research agendas. Furthermore, all Ph.D. faculty members in Accounting currently are academically qualified as defined by Coles College and AACSB guidelines.
- e. *Increase contact with the business community for support and gifts:*
 - i. As noted in Part 1 of this report, the Department of Accounting recently developed significant relationships with the business community through the IAEP, the Center for Internal Audit, the Financial Reporting Technical Issues Roundtable, and the Accounting Advisory Board.
 - ii. In 2006, the Department of Accounting created the Corporate Partners program which requires a minimum donation of \$10,000 per year. Grant Thornton and PricewaterhouseCoopers became partners in 2007. More than \$27,000 has been raised in this program to date.
 - iii. In 2006, the Department of Accounting received a \$60,000 gift from a textbook publisher to assist in remodeling a classroom with state-of-the-art technology.
 - iv. The department receives a number of scholarships from individual donors, CPA firms, and professional organizations each year.
 - v. The North Atlanta chapter of the Georgia Society of CPAs donates at least \$3,000 (usually more) to the department each year.

4. Identify the action plans and priorities from the 2003 Follow-Up Report that still need to be addressed and indicate a timeline for their completion. If specific action plans and priorities have changed since 2003, please explain.

Since no 2003 report was filed, there are no specific action plans needing addressed. However, the original CPR report focused on a number of issues, and it appears most, if not all, of those have been addressed. Furthermore, the original report was filed in a time when Accounting was facing declining enrollments and the stresses that accompany such declines. The current situation is much different and reveals a much different set of challenges to be addressed, primarily in the area of staffing Accounting courses with full-time faculty.

5. Address the current status of the program's *viability*. If viable, justify whether the program should be sustained, reconfigured, or enhanced.

a. Indicate how the program advances specific goals and action steps of KSU's Strategic Plan.

- i. **Goal 1: To enhance and expand academic programs and delivery** – Enrollment in the Accounting major has exploded in the last few years. The Department of Accounting also has made great strides to heighten the visibility of the program by hiring faculty members with national reputations. Also, the program reputation is being enhanced in the region by numerous efforts, as explained in Part 1.
- ii. **Goal 4: To enhance student life activities and prepare students to be leaders** – The Accounting major enhances student life activities by creating opportunities for students to be involved in organizations such as Beta Alpha Psi (the honorary accounting organization) and the Internal Audit Club (which will be formed as a result of the IAEP – see Part 1). Accounting students are encouraged to pursue co-op and internship programs that will enhance their leadership skills and their career options. In fact, the Internal Audit program will have a required internship experience.

b. Identify resources needed to strengthen the program's ability to meet the goals of KSU's Quality Enhancement Plan.

The department fully embraces the tenets of the QEP and has a desire to pursue more international study-abroad opportunities for our majors. The department currently provides some opportunities in May each year by taking students to an affiliated university in Germany. The desire is to expand the number and types of international opportunities, including Asia, Canada, South America, and Africa. Students would be exposed not only to cultural issues (as they relate to business practice) but also to problems around International Accounting Standards, which is one of the most controversial topics in Accounting today. The primary constraint to exploring these opportunities is the limited number of full-time faculty members. That is, so much demand is placed on full-time faculty to provide on-campus instruction that it is difficult to explore other opportunities.

c. If the program is delivered off-campus, please provide a cost analysis of the off-site delivery.

This program is not delivered off-campus.

d. Indicate the resources needed to sustain, reconfigure, or enhance the program's quality and productivity.

The original Comprehensive Program Review described a situation in which Accounting was facing declining enrollments. However, as noted in Part 1, the number of Accounting majors has increased dramatically in the last few years. This explosive growth in enrollments has created an intense demand for instructors. The department has met this demand with full-time faculty but more so with part-time faculty. The department has seen a stagnation of funding for full-time faculty positions, and when positions do arise, the demand for Accounting faculty is intense and the salaries at competitive institutions have risen accordingly. In summary, the department is in need of more full-time positions in Accounting to maintain its quality and viability, and these positions will require a dedication of significant resources.