



April 24, 2015

Krishna S. Dhir PhD  
Dean  
University of Hawaii at Hilo  
College of Business and Economics  
200 West Kawili Street, EKH 270A  
Hilo HI 96720-4091

Via Email: [kdhir@hawaii.edu](mailto:kdhir@hawaii.edu)

Dear Dean Dhir:

After reviewing the Peer Review Team's Visit Report, the Continuous Improvement Review Committee concurs with the Team's recommendation that the continuous improvement review (former maintenance) of the undergraduate programs in business offered by University of Hawaii at Hilo be continued for an additional year. **A Continuous Improvement Review 2 does not change the current accredited status of your degree programs in business.** The Continuous Improvement Review 2 will be completed prior to March 1, 2016.

As noted in the Continuous Improvement Review Visit Report, the Continuous Improvement Review 2 will allow additional time to address the following educational quality issues and expectations for resolution (accreditation-related standards are specified within parentheses):

1. Over the course of the next year, the six new strategic goals should be expanded into a working strategic plan that includes a clear identification of underlying objectives and an action plan for reaching those outcomes. The Committee and PRT recommends that the administration and faculty revisit the mission of the CoBE to ensure congruence between that mission and the policies, processes, and activities of the CoBE, broadly defined.
2. During the CIR2 review cycle of the CoBE should address the following actions.
  - a. Systematically organize the data already collected and align it with changes made in the curriculum as a result of the data assessment.
  - b. Create a systematic process for measuring, evaluating and closing the loop for each of the learning goals and objectives for the next five years. This should include identifying people responsible for each goal and objective, and a structured process for closing the loop. It would be advisable to revisit the schedule set out in Table 5.2 of the CIR report with the goal of simplifying the assessment process for each goal and objective.
  - c. Demonstrate in the CIR 2 report that at least two learning goals and objectives have been measured once and the process for closing the loop, including dates of activities, should be clearly documented with a plan for implementation.

Successful resolution of the issues above must be completed before accreditation can be extended. Complete description of each Standard, along with interpretive information, can be found on the AACSB International website (<http://www.aacsb.edu/accreditation/standards.asp>).

A Continuous Improvement Review 2 Team will be appointed to facilitate the continuous improvement review during this additional year. The Continuous Improvement Review Committee proposes for your approval Diana Lawson from Grand Valley State University as the chair and Craig M. McAllaster from Rollins College as the second

member of your Continuous Improvement Review 2 Team. Please advise if the proposed team is not acceptable. Otherwise, the team will be invited within 30 days.

Please note that the policy for a Continuous Improvement Review 2 requires that your institution be assessed an annual fee of \$5,000 in the 2015-2016 academic year.

Please submit an electronic response to the specific concerns cited above to each Continuous Improvement Review 2 team member and to the Committee Chair (via email attachment to [circ@aacsb.edu](mailto:circ@aacsb.edu)) no later than January 15, 2016. The Continuous Improvement Review 2 Team will review the response and make a determination as to whether an on-site review will be required.

The Continuous Improvement Review Committee and the AACSB International staff wish to be of assistance for clarification of process issues. Should you have questions, please contact your Staff Liaison, Jane Lawler, [jane.lawler@aacsb.edu](mailto:jane.lawler@aacsb.edu).

Sincerely,



Denise Smart  
Chair, Continuous Improvement Review Committee

cc: Peer Review Team  
Diana Lawson, Chair  
Douglas Lyons, Member  
Edward Bashaw, Member