June 10, 2017

Stephen L. Mangum
Dean and Stokely Foundation Leadership Chair
University of Tennessee at Knoxville
Haslam College of Business
463 Haslam Business Building
Knoxville, TN 37996

Email: smangum@utk.edu

Joseph V. Carcello, Department Head
University of Tennessee at Knoxville
Ernst & Young and Business Alumni Professor
Department of Accounting and Information Management
630 Stokley Management Center
Knoxville TN 37996

Email: jcarcello@utk.edu

Dear Dean Mangum and Dr. Carcello:

It is my pleasure to inform you that the peer review team recommendation to extend accreditation for the Bachelor, Master's and Doctoral degree programs in accounting offered by the University of Tennessee at Knoxville concurred with by the Accounting Accreditation Committee and ratified by the Board of Directors. Congratulations to you, the faculty, the students, the staff, and all supporters of the Department of Accounting and Information Management and the Haslam College of Business.

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, Department of Accounting and Information Management is to be commended on the following strengths, innovations, unique features and effective practices:

1. The department has revised its strategic mission and vision to be synergistic with the College's mission and vision. The mission statement particularly emphasizes a “community” that serves to promote excellence in accounting, information management, business law, and business through the creation and sharing of knowledge.

2. The department's initiatives leverage its community of alumni, firms, students, faculty and other stakeholders in developing strong programs of research, teaching, and outreach.

3. The department has been innovative in developing new courses in the areas of valuation and information management. These courses were developed through feedback from the firms and reflect the department's engagement with practice in upgrading its programmatic offerings.

4. The department has made significant strides in developing analytics capability and mindset in its undergraduate and masters' programs.

5. The department has a robust Advisory Roundtable and uses it effectively to enhance its outreach and engagement.

6. Both the undergraduate and the graduate students are not only of high quality, but they also voiced great satisfaction with the program and the learning experience. The students are also getting excellent placements in public accounting firms in different locations.

7. The faculty are of high caliber in terms of their teaching and research, as well as their commitment to the Haslam College and the University. In addition, the alumni appear to be very
committed to helping the department financially as well as through recruiting, curriculum advice and appearing as guest speakers in the classes.

8. The department enjoys a reputation of being a premier source of accounting and information systems talent with the Big 4 firms as well as regional and local accounting firms.

9. The redesign of the curriculum to facilitate student success in not just the CPA but also the CISA certification makes them unique and innovative in serving student success goals.

10. The leadership of the department has built a collegial environment that is receptive to innovative thinking, welcoming of junior faculty, and dedicated to student success.

Additionally, the School should begin to address the following concern identified by the peer review team and Accounting Accreditation Committee. As part of the next Continuous Improvement Review Application, the Department of Accounting and Information Technology will be asked to update the AAC on the progress made in addressing this concern.

- The Undergraduate Accounting Program has two learning goals (page 24 of AIM report):
  1. Students will understand major differences between US GAAP and IFRS.
  2. Students will be able to construct documentation diagrams of an organizational business process manually and using documentation software, such as Visio.

Language in Standard A5 recommends that the unit develop program level learning goals; develop a curriculum that reflects the achievement of these goals; and then develop Assurance of Learning metrics that capture these learning goals. The current metrics are focused on specific courses and do not reflect overall program goals. Further, it is recommended that the accounting unit capture program learning outcomes that are not only technical, but also cover soft skills, ethical thinking and analytics. Prior to the next CIR review, AIM should consider developing a more comprehensive set of learning objectives that guide the assurance of learning and closing the loop processes. (Standard A5: Accounting Curricula Management and Assurance of Learning – Related Business Standard 8: Curricula Management and Assurance of Learning)

The University of Tennessee at Knoxville has achieved accreditation for five additional years. The next on-site continuous improvement review occurs in the fifth year, 2021-2022. A timeline specific to the school’s visit year is attached.

Please note that the Continuous improvement Review Application is due on July 1, 2019 two years prior to the review year. This application initiates the continuous improvement review process. In this application, please provide an update on progress in addressing the concerns stated above in addition to other relevant information for initiation of the next continuous improvement review.

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,

[Signature]

Santiago Iñiguez de Onzoño,
Chair, Board of Directors

cc: Peer Review Team
    Mohamed Hussein, Accounting Team Chair
    Caryn Beck-Dudley, Business Team Chair
    Vallabh Sambamurthy, Accounting Team Member
    Amy Hillman, Business Team Member
Name of Institution: University of Tennessee, Knoxville

Name of Business Academic Unit: Department of Accounting and Information Management
Haslam College of Business

List of Degree Programs Reviewed:
Bachelor of Science in Business Administration (BSBA)
Master of Accountancy (MAcc)
Doctor of Philosophy (Ph.D.)
May 24, 2017

Stephen L. Mangum
Dean and Stokely Foundation Leadership Chair
University of Tennessee at Knoxville
Haslam College of Business
463 Haslam Business Building
Knoxville TN 37996-4140

Email: smangum@utk.edu

Dear Dean Mangum:

It is my pleasure to inform you that the peer review team recommendation to extend accreditation for the Bachelor, Master’s and Doctoral degree programs in business offered by the University of Tennessee, Knoxville 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 Haslam College of Business.

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 Tennessee is to be commended on the following strengths, innovations, unique features and effective practices:

1. The College has established journal lists that help the faculty focus their research efforts on high-quality journals.

2. The new model of undergraduate advising where a student is assigned one advisor and is required to meet with him/her each semester is well received by the students and an exemplar practice. This student advising model helps with the College’s excellent retention rates.

3. The recent establishment of the Center for Student Engagement and Success, has already led to multiple action learning curricular innovations. These curricular innovations provide real world applications for students and enriching the community by providing solutions to community firms and non-profit organizations.

4. By graduation a high number of undergraduate students (19%) report being engaged in study abroad and international activities. This is a high percentage for a large public school and very important given the homogeneity of East Tennessee and the student body.

5. The implementation and success of the adoption of a new variable workload policy post-tenure will pay dividends in the future and reinforce the focus on the research mission.

6. Extraordinary collaborations across the units which include providing other units with funding for hiring. True "esprit de corps."

7. The College has 16 Bloomberg terminals and a faculty member has created “Bloomberg training” replacing the original Bloomberg training that Bloomberg discontinued. Every finance student completes it.
If you have not already done so, post student achievement information on your school's web site. In addition, it is advisable to make this information available to the public through other means, such as brochures and promotional literature. Examples of student performance information include but are not limited to: attrition and retention rates; graduation rates; job placement outcomes; certification or licensure exam results; and employment advancement. (Standard 4: Student Admissions, Progression and Career Development)

University of Tennessee, Knoxville has achieved accreditation for five additional years. The next on-site continuous improvement review occurs in the fifth year, 2021-2022. A timeline specific to the school's visit year is attached.

Please note that the Continuous Improvement Review Application is due on July 1, 2019, two years prior to the review year. 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 - 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,

[Signature]

Santiago Iñiguez de Onzoño,
Chair
Board of Directors

cc:  Peer Review Team
     Caryn Beck-Dudlay, Team Chair Business
     Mohamed Hussein, Team Chair Accounting
     Amy Hillman, Team Member Business
     Vallabh Sambamurthy, Team Member Accounting
SCOPE OF ACCREDITATION
Continuous Improvement Review April, 2017

Name of Institution or accreditation unit: University of Tennessee, Knoxville

Name of Business Academic Unit: Haslam College of Business

List of Degree Programs Reviewed:

Bachelor of Science in Accounting, Business Analytics, Economics, Human Resource Management, Marketing, Public Administration, Supply Chain Management

Masters in Accounting
Master of Science in Business Analytics
Master of Arts in Economics
Master of Science in Human Resource Management
Master of Science in Statistics
Master in Business Administration – Full Time
MBA for Working Professionals (Aerospace, Physicians, ProMBA, Strategic Leadership)

PhD (Business Administration, Accounting, Business Analytics/Management Science, Finance, Logistics, Marketing, Strategy and Organizations, Management Science)
PhD – Economics