



**Committee for the Evaluation of Business Administration and
Management Study Programs**

**College of Management
School of Business Administration
Evaluation Report**

August 2015

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Chapter 1: Background

The Council for Higher Education (CHE) decided to evaluate study programs in the field of Business Administration and Management during the academic year of 2014-2015.

Following the decision of the CHE, the Minister of Education, who serves ex officio as Chairperson of the CHE, appointed a Committee consisting of:

- **Prof. Russell Winer** - Stern School of Business, New York University, USA – Committee Chair.
- **Prof. Jane Fedorowicz** - Bentley University -Massachusetts, USA.
- **Prof. Jeffery Callen** - Rotman School of Management, University of Toronto, Canada.
- **Prof. Simon Benninga** - Recanati School of Business Administration, Tel Aviv University, Israel.
- **Prof. Arnoud Boot¹** - Professor of Corporate Finance and Financial Markets, University of Amsterdam, the Netherlands.
- **Prof. Stuart Greenbaum** - Olin Business School, Washington University in St. Louis.
- **Prof. David Mazursky** - The Jerusalem School of Business Administration, the Hebrew University of Jerusalem, Israel.

Ms. Maria Levinson-Or served as the Coordinator of the Committee on behalf of the CHE.

Within the framework of its activity, the Committee was requested to:²

1. Examine the self-evaluation reports, submitted by the institutions that provide study programs in Business Administration and Management, and to conduct on-site visits at those institutions.

¹ Prof. Arnoud Boot did not part take in the evaluation of the School of Business Administration in the College of Management.

² The Committee's letter of appointment is attached as **Appendix 1**.

2. Submit to the CHE an individual report on each of the evaluated academic units and study programs, including the Committee's findings and recommendations.
3. Submit to the CHE a general report regarding the examined field of study within the Israeli system of higher education including recommendations for standards in the evaluated field of study.

The entire process was conducted in accordance with the CHE's Guidelines for Self-Evaluation (of September 2013).

Chapter 2: Committee Procedures

The Committee held its first meetings on 17.03.2015, during which it discussed fundamental issues concerning higher education in Israel, the quality assessment activity, as well as Business Administration and Management Study programs in Israel.

In March 2015, the Committee held its first round of visits of evaluation, and visited Ben-Gurion University, the Hebrew University, Tel-Aviv University, the Interdisciplinary Center Herzliya, the Technion, and the College of Management. During the visits, the Committee met with various stakeholders at the institutions, including management, faculty, staff, and students.

This report deals with the School of Business Administration at the College of Management. The Committee's visit to the College of Management took place on March 26, 2015.

The schedule of the visit is attached as **Appendix 2**.

The Committee thanks the management of the College of Management and the School of Business Administration for their self-evaluation report and for their hospitality towards the committee during its visit at the institution.

Chapter 3: Evaluation of Business Administration and Management Study Programs at the College of Management

This Report relates to the situation current at the time of the visit to the institution, and does not take account of any subsequent changes. The Report records the conclusions reached by the Evaluation Committee based on the documentation provided by the institution, information gained through interviews, discussion and observation as well as other information available to the Committee.

1. Executive Summary

The mission of the School of Business Administration (SBA) of the College of Management Academic Studies is to provide outstanding instruction. Our committee found that this mission is well-articulated and executed. Although teaching receives the highest priority, faculty are expected to have research programs and publish in peer-reviewed journals. Although the publication and promotion standards are somewhat below what would be expected from a University, it is clear that the SBA faculty have been generally successful creating and disseminating new knowledge. The students expect a practical, hands-on curriculum and appear to be receiving it as well as excellent mentoring and career services support. Overall, we feel that the SBA is on an excellent trajectory and urge them to continue on this path.

2. Mission and Goals

Observation and findings

The committee was impressed that the institution's and School's mission are clearly articulated and seems to be well executed. We felt there was a clear sense of identity and goals among management at both the College and School levels.

We were impressed with the president's drive and strategy. We are keenly aware of the potential distractions and therefore urge him to focus on the mission and avoid distractions such as Ph.D. and DBA programs.

We were happy to hear that management is aware of the importance of fundraising. We encourage efforts on this front in order to allow both the college and the School greater flexibility and stability as it is a highly tuition-dependent institution.

Recommendation

Important:

Remain focused on the SBA's mission and avoid unnecessary distractions such as doctoral programs.

3. Organizational Structure

Observation and findings

The visiting committee found the current organizational structure works well for the School and offers no recommendations for change.

4. Study Programs

Observation and findings

The School does a good job in its BA and MBA programs. We applaud recent initiatives creating connections between some of the College's schools such as the Media School, the Computer Science School, and the Design School, as well as global initiatives such as the English programs in cooperation with Baruch College.

The School offers an MBA with thesis. Given the School's main focus, currently there are not enough research resources to support the program. Students seem to be confused as to what they might do with their degree, and their future career planning seems unclear.

Given this state of the MBA with thesis as well as overall mission and vision of the school, the committee believes there is no need to have a doctoral

program, either a PhD or DBA, which were under discussion. Such programs would require major shifts in resource allocation and management attention which we do not feel will benefit the School at this time. In addition, we did not see clear articulations of the vision, mission, goals, contribution, and target population of these programs.

While the School does very well in educating students at the BA and MBA levels, we strongly believe the school should limit its focus to this mission. At the same time, there is room to improve. While we encourage the new English-language programs, we think the School should offer more courses in English in its regular programs. There are currently almost no courses in English in both programs, and we believe such courses should be a part of the core curriculum.

The visiting committee learned of the School's Excellence program in which BA students with high GPAs at the entry level receive stipends or tuition waivers. While this is a great incentive to attract good students, we think the practice should be expanded to reward enrolled students who excel after matriculating.

The committee learned about the School's use of technology such as YouTube and eLearning. We commend the School on these initiatives and encourage it to continue down this path.

Recommendations

Essential:

- a) The MBA with thesis needs more research faculty to support it and clearer goals concerning what the program is trying to achieve. Without additional research faculty, the MBA with thesis should be dropped. If the thesis option is retained, students need much better guidance about their future career options.

- b) Given the number of research faculty and lack of required research infrastructure, we feel that the SBA should not introduce either a PhD or DBA program at this time.
- c) The School should substantially expand its offering of courses in English, both at the BA and at the MBA, including in core courses.

5. Human Resources / Faculty

Observation and findings

Faculty at the SBA have positive attitudes towards the institution and feel that it is on the right track. While the quality of the research faculty varies, those who choose to pursue active research programs appear to receive adequate support.

Promotion standards and procedures seem to be clear and transparent, and junior faculty are aware and know what they need to do for promotion, both in teaching and in research. The committee was positively impressed that although the teaching load is higher than in universities, the faculty do not seem to be burdened by administrative duties.

Recommendations

Important:

- a) Faculty who choose to be active researchers should continue to receive generous support for their work.
- b) Should the SBA decide to continue to offer the MBA with thesis, additional research-oriented faculty need to be hired.

6. Students

Observation and findings

The committee was positively impressed with the excellent student services at the School. In particular, the SBA offers comprehensive career services,

and graduates can request assistance even after graduation. The Alumni network seems to be on the right track, and the School is making effort to reach its alumni and maintain contact.

We were pleased to learn of and visit the center for students with disabilities. The College's outreach and active affirmative action are extraordinary, and we encourage them to continue on this path. We were also impressed with the school's policy on admitting disadvantaged students on probation.

College management, as well as the School leadership, are aware of the reduction in students, especially in the accounting track, and are taking these reductions into account in their strategic planning.

The committee learned the College was planning a new campus for Haredi students. We strongly encourage this outreach to this under-served market.

Recommendations

Important

- a) Continue to invest in student services to differentiate the SBA from other colleges and universities.
- b) Continue to plan for how to adjust to the significant decline in accounting students.
- c) Increase efforts to serve the neediest in the community through the disabilities program and Haredi initiative.

7. Teaching and Learning Outcomes

Observation and findings

Teaching and learning outcomes are well-suited for the student population. A minor program within the accounting major will help retain and employ these highly capable students. No adjustments are recommended.

8. Research

Observation and findings

As noted previously, the research support for those faculty who are pursuing knowledge generation and dissemination appears to be adequate. A number of the faculty have impressive research records despite heavier teaching loads.

Recommendation

Important

- a) Continue research funding for those faculty pursuing active programs.
- b) Create an active academic seminar series from external university faculty to encourage those who are active in research and make them feel attached to the greater academic community.

9. Infrastructure

Observation and findings

Infrastructure seems to be adequate. The committee has no recommendations in this area.

10. Self-Evaluation Process and implementation of previous recommendations

Observation and findings

The School has made significant improvements following the previous evaluation. The visiting committee judges it has addressed most of the recommendations. We would like to encourage the School to create a professional development program for young faculty, supporting a post-doctorate abroad, as recommended by the previous committee.

Chapter 4: Summary of Recommendations

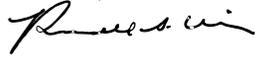
Essential Recommendations:

- 1) The MBA with thesis needs more research faculty to support it and clearer goals concerning what the program is trying to achieve. If the thesis option is retained, students need much better guidance about their future career options.
- 2) Given the number of research faculty and uncertain job prospects, we feel that the SBA should not introduce either a PhD or DBA program at this time.
- 3) The School should substantially expand its offering of courses in English, both at the BA and at the MBA, including in core courses.

Important Recommendations:

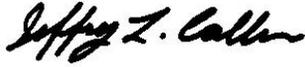
- 1) Remain focused on the SBA's mission and avoid unnecessary distractions.
- 2) Faculty who choose to be active researchers should continue to receive sufficient support for their work.
- 3) Continue to invest in student services to differentiate the SBA from other colleges and universities.
- 4) Continue to plan for how to adjust to the significant decline in accounting students.
- 5) Strive to serve the neediest in the community.
- 6) Continue research funding for those faculty pursuing active programs.
- 7) Create an active academic seminar series from external university faculty to encourage those who are active in research and make them feel attached to the greater academic community.

Signed by:



Prof. Russell Winer - Chair

Prof. Simon Benninga



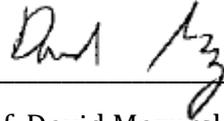
Prof. Jeffery Callen



Prof. Stuart Greenbaum



Prof. Jane Fedorowicz



Prof. David Mazursky

Appendix 1: Letter of Appointment



November 2014

Prof. Russell Winer
Leonard N. Stern School of Business
New York University
USA

Dear Professor,

The Israeli Council for Higher Education (CHE) strives to ensure the continuing excellence and quality of Israeli higher education through a systematic evaluation process. By engaging upon this mission, the CHE seeks: to enhance and ensure the quality of academic studies, to provide the public with information regarding the quality of study programs in institutions of higher education throughout Israel, and to ensure the continued integration of the Israeli system of higher education in the international academic arena.

As part of this important endeavor we reach out to world renowned academicians to help us meet the challenges that confront the Israeli higher education by accepting our invitation to participate in our international evaluation committees. This process establishes a structure for an ongoing consultative process around the globe on common academic dilemmas and prospects.

I therefore deeply appreciate your willingness to join us in this crucial enterprise.

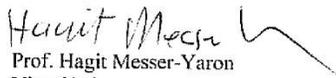
It is with great pleasure that I hereby appoint you to serve as the chair of the Council for Higher Education's Committee for the Evaluation of the study programs in **Business Administration**. In addition to yourself, the composition of the Committee will be as follows: Prof. Simon Benninga, Prof. Arnoud Boot, Prof. Jeffrey Callen, Prof. Jane Fedorowicz, and Prof. Stuart Greenbaum.

Ms. Maria Levinson-Or will be the coordinator of the Committee.

Details regarding the operation of the committee and its mandate are provided in the enclosed appendix.

I wish you much success in your role as the chair of this most important committee.

Sincerely,


Prof. Hagit Messer-Yaron
Vice Chair,
The Council for Higher Education (CHE)

Enclosures: Appendix to the Appointment Letter of Evaluation Committees

cc: Dr. Varda Ben-Shaul, Deputy Director-General for QA, CHE
Ms. Maria Levinson-Or, Committee Coordinator

Appendix 2: Site Visit Schedule

Business Administration - Schedule of site visit The College of Management, Academic Studies Thursday, March 26 ,2015, room 262, Building D		
	Participants	Subject
09:00-09:30	Opening session with the heads of the institution	Prof. Asher Tishler, President Prof. Yoram Eden, Vice President for Academic Affairs Dr. Itamar Shabtai, Director, Quality Assessment and Assurance
09:30-10:15	Meeting with the Dean of the School of Business Administration	Prof. Oren Kaplan, Dean Prof. Tal Shavit, Associate Dean Prof. Yossi Raanan, Chief Quality Assessor
10:15-11:00	Meeting with senior academic staff (representatives of relevant committees)*	1. Dr. Eyal Lahav, Head, Finance Dep. 2. Prof. Dafna Kariv, Head, Strategy & Entrepreneurship Dept. 3. Dr. Gila Oren, Head, Marketing Dept. 4. Dr. Meir Kogman, Coordinator, teaching Committee 5. Prof. Benni Gidron 6. Prof. Dan Elnathan, Accounting Dept. & Head, Program in International Business 7. Dr. Yael Lapidot, Head, Management & Organizational Studies Dept. 8. Dr. Hadas Gelandar, Head, Accounting Dept. 9. Prof. Israel Drori, Head MBA w/thesis 10. Prof. Yaacov Weber, Strategy Dept. 11. Dr. Eli Gilbai, Head, MBT Program 12. Prof. Tamar Almor, Dean of Students
11:00-11:45	Meeting with Junior academic staff (representatives of relevant committees)*	1. Dr. Roni Manos, Finance Dept. 2. Ms. Merav Malcman, Students Affairs Coordinator 3. Dr. Gali Ingber, Accounting Dept. 4. Mr. Ron Alroi, Accounting Dept. 5. Mr. Eli Or, Associate Head, Accounting Dept. 6. Dr. Dvora Geller, Management & Organizational Studies Dept.
11:45-12:30	Meeting with Adjunct academic staff (representatives of relevant committees)*	1. Dr. Klila Radiano, Marketing dept. 2. Ms. Keren Lipinski-Kela 3. Ms. Nava Korman, Law Studies 4. Ms. Abigail Horowitz, Finance Dept.
12:30-13:10	Lunch (in the same room)	Closed-door meeting of the committee
13:15-14:15	Open Slot	Campus Tour & School Presentation
14:15-14:45	Meeting with BA students **	
14:45-15:15	Meeting with MBA students (who also serve as teaching assistants)**	
15:15-15:30	Closed-door meeting of the committee	
15:30-16:00	Summation meeting with heads of institution and the Dean of the Business	Prof. Asher Tishler, President Prof. Yoram Eden, Vice President for Academic Affairs

	School	Dr. Itamar Shabtai, Director, Quality Assessment and Assurance Prof. Oren Kaplan, Dean Prof. Tal Shavit, Associate Dean Prof. Yossi Raanan, Chief Quality Assessor
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