



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

**Tel-Aviv University
The Recanati Business School
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.¹
- ***Prof. Arnoud Boot*** - 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.

¹ In accordance with CHE policy, Prof. Simon Benninga did not part take in the evaluation of the Recanati Business School at Tel-Aviv University in order to avoid the appearance of any conflict of interest.

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.
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).

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

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 Recanati School of Business at Tel-Aviv University. The Committee's visit to Tel-Aviv University took place on March 22, 2015.

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

The Committee thanks the management of Tel-Aviv University and the Recanati School of Business for their self-evaluation report and for their hospitality towards the committee during its visit at the institution.

Chapter 3: Evaluation of Business Management and Administration

Study Programs at Tel-Aviv University

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 Faculty of Management (FOM) at Tel Aviv University is of the best-articulated university-based business school in Israel. Through its high-quality off-budget programs, excellent student services, dedicated development and marketing team, and strong, research-oriented faculty, the FOM has an excellent chance of being considered to be one of the top global business schools. The FOM seems to have stemmed the tide of faculty losses, and the current faculty members are enthusiastic about the school's culture and future.

Recommended improvements include a better-funded PhD program, reduced class sizes, and more focus on exchange programs, alumni interaction, internships, and core courses in English for the BA students.

2. Mission and Goals

Observation and findings

The committee was very impressed with the School's clear vision and well-articulated mission. It has a clear strategy to globalize and internationalize, with specified actions such as a large selection of English courses as well as the Sofer English-language program. It is without a doubt a full-fledged business school based on the model of leading business schools worldwide. The committee heard of a desire to become one of the top 5 rated non-US business schools. We believe the school is in a position to achieve this if the effort and resources are put forward.

In order to take the School to this 'next level', some changes will need to be made. It is the committee's suggestion that a steering committee be formed to develop a strategic plan to achieve this goal.

Recommendation

Important:

The Faculty should establish a steering committee to draw a strategic plan with the goal to achieve being among the top 5 non-U.S. business schools. The committee, among other issues, should address how GMAT requirements and English-language programs compare with this group of prospective peers.

3. Organizational Structure

Observation and findings

The Faculty has great autonomy which allows it to be successful in carrying out its educational and research missions and to pursue other activities that enhance its success. An excellent example is that the Dean has latitude to do his own fundraising rather than all donations being under the umbrella of the university. This has resulted in recent donations of \$2.5 million for new scholarships, new research centers, and a donation for a new building. The committee was greatly impressed with university management's attitude towards the Faculty, and we strongly encourage this continued support.

Recommendation

Important:

The FOM should continue to seek the university as a partner and a supporter of its activities.

4. Study Programs

Observation and findings

The committee was impressed by the Faculty's off-budget programs. We believe this is an important initiative beyond creating revenue for the Faculty. It also elevates standards of teaching, instruction, and student services.

The committee thinks the Faculty is in a place to offer more English courses at the undergraduate level, including core courses. More exchange opportunities would help students develop an international dimension to their studies. MBA students should have more opportunities to interact with international students from the Sofer program.

The PhD program is excellent and supplies other universities and colleges with new faculty. In its general report, the Visiting Committee (like the previous one) is making a recommendation that the Israeli universities and some colleges with the appropriate faculty form a consortium to share resources such as data bases and doctoral courses in order to improve the quality and numbers of PhDs. Given TAU's stature in Israel, we feel that the Faculty should take a leadership role in making this concept a reality.

Recommendations

Desirable:

- a) For the BA program, the Faculty should offer more exchange opportunities, internships, and English in core courses.
- b) For the MBA program, the FOM should offer more interaction opportunities with Sofer students.
- c) The Faculty should take a leadership role in developing a PhD consortium in Israel.

5. Human Resources / Faculty

Observation and findings

Faculty seems to be very research-driven and enthusiastic, especially the young faculty. The committee was impressed by the drive and energy at all levels. While the FOM has lost a number of faculty over the past several years to other institutions, in particular, the IDC, we learned that these faculty have largely been replaced with excellent junior scholars and that the losses have largely stopped.

We were, however, discouraged to hear major cuts have been made to teaching assistant positions. This increases the time spent grading that could be better spent doing research.

The committee also learned there is no formal mentoring program for junior faculty. We believe it is best to have an organized structured program in order to help junior faculty settle in.

The existence of a school-supported marketing department is both impressive and successful in its branding and recruitment efforts.

Recommendations

Important:

- a) The FOM should institute a more formal mentoring program for junior faculty members.
- b) The school should replace at least some of the funding lost for TAs, perhaps targeting the funds for courses taught by research-productive faculty.

Desirable:

The school should develop a plan for faculty retention and growth.

6. Students

Observation and findings

The committee felt students were well-served and happy. They obviously see the benefits of studying at a world-class university and an outstanding business school. However, class sizes are the largest on campus, a situation undermining the learning experience as well as burdening faculty. In addition, the students were very interested in more interaction with the school's alumni.

Doctoral students are impressive and seem to be actively researching and publishing. Given the Faculty has such qualified and outstanding PhD students, the committee was disappointed to learn only a few receive any support from the university (only 12 of approximately 50 students), and even this level of support is inadequate.

Reviewing the Faculty's self-evaluation report, the committee observed student numbers are gradually decreasing which might indicate future budgetary cuts. The Faculty should take this into consideration and articulate a plan to address this scenario.

Recommendations

Important:

- a) The university should increase its support for PhD students.
- b) The Faculty, supported by university management, should reduce class sizes. This can come from increasing the full-time faculty, the number of adjuncts, or both.
- c) Faculty should formulate a plan to address possible future budget cuts due to the decreasing number of students.

Desirable:

- a) Greater attention should be paid to expanding relationships between current students and alumni.

7. Teaching and Learning Outcomes

Observation and findings

Teaching and learning outcomes seem to be adequate. The committee has no recommendations in this area.

8. Research

Observation and findings

The committee was impressed with the quality of research by the faculty. Internal funding appears to be adequate. We heard that the addition of junior (non-tenured) faculty has improved the culture in that faculty are on campus more often leading to an increased number of research collaborations. The committee has no recommendations in this area.

9. Infrastructure

Observation and findings

The current Faculty building is dated and needs major renovation. The committee views the Faculty's building as part of its overall image, and we believe a new or improved building and infrastructure can highly benefit the Faculty and assist it in attracting both leading scholars as well as more students. In our view, a part of the FOM "going to the next level" is having better infrastructure. It is, therefore, very important that a significant donation has been procured to develop new space adjacent to the current building.

Recommendation

Important:

University management should assist the Faculty and allocate resources for major renovations to the current building.

10. Self-Evaluation Process and implementation of previous recommendations

Observation and findings

The Faculty and the university did a good job addressing and implementing previous recommendations. As specified in this report, more can be done to support PhD students.

Chapter 4: Summary of Recommendations

Important Recommendations:

- 1) The Faculty should establish a steering committee to draw a strategic plan with the goal to achieve being among the top 5 non-U.S. business schools. The committee, among other issues, should address GMAT requirements and English-language programs.
- 2) The FOM should continue to seek the university as a partner and a supporter of its activities.
- 3) The FOM should institute a more formal mentoring program for junior faculty members.
- 4) The school should replace at least some of the funding lost for TAs, perhaps targeting the funds for courses taught by research-productive faculty.
- 5) The university should increase its support for PhD students.
- 6) The Faculty, supported by university management, should reduce class sizes. This can come from increasing the full-time faculty, the number of adjuncts, or both.
- 7) Faculty should formulate a plan to address possible future budget cuts due to the decreasing number of students.
- 8) University management should assist the Faculty and allocate resources for major renovations to the current building.

Desirable Recommendations:

- 1) For the BA program, the Faculty should offer more exchange opportunities, internships, and English in core courses.
- 2) For the MBA program, the FOM should offer more interaction opportunities with Sofer students.
- 3) The Faculty should take a leadership role in developing a PhD consortium in Israel.
- 4) The school should develop a plan for faculty retention and growth.

- 5) Greater attention should be paid to expanding relationships between current students and alumni.

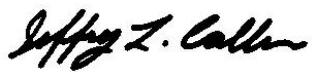
Signed by:



Prof. Russell Winer - Chair



Prof. Arnoud Boot



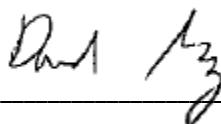
Prof. Jeffery Callen



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

Tel-Aviv University

Recanati Building, Room 401

Sunday, March 22 ,2015

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|-------------|--|--|
| 09:00-09:30 | Opening session with the heads of the institution | Prof. Aron Shai (Rector) Prof. Dina Kovetz-Prialnik (Vice Rector) Prof. David Horn (Head, Academic Quality Assessment) |
| 09:30-10:15 | Meeting with the Dean of the Faculty of Management | Prof. Moshe Zviran |
| 10:15-11:00 | Meeting with senior academic staff with tenure (representatives of relevant committees)* | Dr.Jacob Oded, Prof.Gal Oestreicher, Prof.Dan Weiss, Prof.Kobi Glazer, Dr.Danit Ein-Gar, Dr.Sharon Toker, Prof.Boaz Ronen, Dr.Carmit Tadmor, Prof.Dov Te'Eni, Prof.Ester Einhorn, Prof.Shoshana Anily, Prof. Peter Bamberger |
| 11:00-11:45 | Meeting with senior academic staff without tenure (representatives of relevant committees)* | Dr.Yael Steinhart, Dr.Shai Levi ,Dr.Noam Shamir, Dr.Ohad Barzilay,Dr.Tsahi Versano, Dr.Yaniv Shani, Dr.Shachar Reichman, Dr.Irit Nitzan |
| 11:45-12:45 | Open Slot | |
| 12:45-13:30 | Lunch (in the same room) | Closed-door meeting of the committee |
| 13:30-14:15 | Meeting with BA and MA students** (up to 10 students) | |
| 14:15-15:00 | Meeting with PhD students** and teaching assistants (PhD and MA) (up to 10 students) | |
| 15:00-15:30 | Closed-door meeting of the committee | |
| 15:30-16:00 | Summation meeting with heads of institution and the Dean of the Faculty of Management | Prof. Aron Shai (Rector) Prof. Dina Kovetz-Prialnik (Vice Rector) Prof. David Horn (Head, Academic Quality Assessment) Prof. Moshe Zviran (Dean, Faculty of Management) |