A. Report of the Internal Review Committee

With the coming of Responsibility Centered Management (RCM), Rawls College will need to make decisions within a different academic environment than they are accustomed to. The following recommendations are made within the context of the mission, vision and goals of CoBA and RCM.

1. Increase the number of PhD students, and encourage more consistently that PhD students publish while they are students. External grant funding (or alternative funding sources) should be pursued for RA positions to increase PhD enrollment.

Initial College Response:

The Rawls College Strategic Management Council has recommended that the number of doctoral students approximately double over the next decade. Doubling the doctoral program will require direct funding sources to support doctoral students of approximately $1.25 million per year. Additionally, a number of graduate faculty, approximately 3 FTE, will be required to support the sections of courses taken by doctoral students. This would require approximately $0.5 (including benefits) million per year. Thus, the total cost of the additional student stipends and faculty will be approximately $1.75 million per year.

The College has created a new position to lead the doctoral program – Rawls College Ph.D. Director. The doctoral program director will communicate with the doctoral advisors to encourage the PhD students to publish while they are in the program. The Director will also work with the Associate Dean for Research and Development to obtain more funded research opportunities for doctoral students. Further, efforts to enhance the placement of our doctoral graduates will be a priority of the Rawls College.

The review committee recommends external grant funding. However, this alone will be insufficient to support the recommended growth. External funding of business research is limited and highly competitive. While the funding under Responsibility Centered Management will provide some support, this will be inadequate to support the growth of the program.

Therefore, subvention will be required to support the growth in the doctoral student body in the Rawls College of Business.
2. Increase internships for MBAs to acquire directed experience resulting in improved placement. This is especially important if the College continues to admit students without prior work experience. There is currently an infrastructure in CoBA to do this, but it would no doubt require additional emphasis and resources. However, CoBA alumni could be very supportive in this effort.

**Initial College Response:**

The Rawls College will prepare a periodic report on MBA employment, including internships. The Rawls College Career Management Center has devoted a full-time staff member to the placement of MBA students in both internships and ultimate positions.

MBA alumni have not been active in the support of placement and programs to include their involvement are being developed. The Rawls College will consider the proposal to organize the MBA alumni for placement purposes.

3. Considered dropping IMBA as a separate degree (could be an option within the MBA). Based on history, this degree will not meet the new Coordinating Board rules (THECB) for low producing MS degrees (a minimum of three graduates per year-not averaged). This is especially important if CoBA is expending resources on the IMBA degree program.

**Initial College Response:**

Graduations from the IMBA program have been low and declining. The program will be a low producing program under the THECB rules. Texas Tech University has an emphasis on globalization in the current strategic plan. In support of that strategy, the Rawls College is currently working to revive the program through a new initiative. If the initiative fails, the college will consider discontinuing the program.

4. Improve articulation both in advising and scheduling across the degrees that comprise the various dual degrees.

**Initial College Response:**

The Rawls College made this a priority through admissions and summer school scheduling that facilitates dual degree programs. The college will continue to make advising and communication with dual degree students about prospective schedules a priority.

5. Address the issue regarding the inconsistency of rigor between courses (issues raised by students who were interviewed). Perhaps a peer review system of teaching would be useful to see if the issue is broadly based and to correct the problem if necessary.

**Initial College Response:**

The MBA Committee will examine the rigor of courses in the MBA core and its electives. The inconsistency in rigor will be thoroughly examined by the committee and action will be taken if deemed appropriate.
B. Doctoral Program Review Recommendations.

These were recommendations made in the separate report by the outside reviewer.

1. **The team strongly recommends the college to review the teaching load policy and make changes to it that would be more research-friendly...** First, the number of course preps in any year for a student should not be greater than one... Second, the number of courses taught by a student in any semester should not be greater than one. Third, students should be employed as research assistants during the summer time and work with faculty on research.

**Initial College Response:**

The teaching load of doctoral students is determined within the academic areas of the college by the area coordinators and the doctoral advisors and there currently is variation in teaching loads for doctoral students across the various areas of the college. Teaching more than two classes per academic year is normally for extra compensation. Further, doctoral students may teach their academic year load in one semester. Further, having more than one course prepared and recently instructed can be a positive on the job market and is useful for enhancing the placement of the doctoral students.

The teaching load of the doctoral students will be examined with a focus on reducing preparations by the area coordinator and the doctoral advisors for each of the academic areas, along with the newly established Rawls College Ph.D. Director. Appropriate action will be taken as necessary.

Summer teaching by doctoral students is currently the main source of summer funding. It is currently impractical to change this. There are currently very few research assistantships available. However, the availability of funded research support will be examined by each of the areas.

2. **The review team recommends to the college to conduct a study to see the impact of lower stipends on quality of students that the program is able to attract and make suitable changes that would improve the perceived attractiveness of TTU's PhD programs.**

**Initial College Response:**

The funding of doctoral students is a limitation in terms of quality of the students. The current funding level costs the college approximately $1.25 million for stipends. The Rawls College also annually provides $100,000 in doctoral scholarship funds that supplement the stipends in many cases for the doctoral students. Additionally, the Graduate School provides access to the ATT/Chancellor fellowships of $4,000 per year for up 4 years. Between the two sources of
scholarship funds, doctoral program advisors have some flexibility in competitive funding for a limited number of students. If the Graduate School were to be more flexible on the due date for ATT/Chancellor fellowship applications, additional outstanding doctoral students could be recruited to the Rawls College.

The administration of the college will explore means to increase the funding. Since there are limited funds and the plan is to double the doctoral program, the call on available funds to increase stipends and at the same time increase the number of doctoral students will be studied.

3. The college should explore the design of two independent tracks in the PhD program, one being research-oriented and the other teaching-oriented. The relative emphasis on research and teaching could vary between the two tracks.

Initial College Response:

The Doctoral Program Director and the Doctoral Advisors will review this recommendation.