



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

**The Hebrew University in Jerusalem
The Jerusalem School of Business Administration
Evaluation Report**

July 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 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.¹

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

¹ In accordance with CHE policy, Prof. David Mazursky did not part take in the evaluation of the School of Business Administration at the Hebrew 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 School of Business Administration at the Hebrew University. The Committee's visit to the Hebrew University took place on March 19 2015.

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

The Committee thanks the management of the Hebrew University 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 the Business Administration Study Program at the Hebrew 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 Jerusalem School of Business Administration is part of Israel's oldest and most venerated university, the Hebrew University of Jerusalem. Located in a global Top-100 university gives the JSBA a unique opportunity to perform world-class research and develop cutting-edge programs that take advantage of the outstanding scholars across the university's campuses. Fortunately, the JSBA has been able to accomplish both under excellent leadership from recent deans.

However, the school has two outstanding issues. First, the faculty is too small with significant shortages in two key areas, accounting and marketing.³ Second, while the JSBA may obtain accreditation from the AACSB, it still lacks some of the critical services essential to having a strong business program. In particular, student services are woefully inadequate. While we do not believe that the JSBA must copy the approaches taken by other research-oriented Israeli business schools, it is important that it complement its strong research focus with the kinds of ancillary services critical to modern, top business schools.

2. Mission and Goals

Observation and findings

While the School has great potential due to the quality of the University, its outstanding researchers, and top-quality students, it currently concentrates

³ Since our visit to the school in March, we have learned that two new faculty in marketing have been hired.

its resources within its academic community rather than allocating some toward services becoming to a professional business school. The transformation to such a school, if decided upon, requires a strategic plan, a significant increase in faculty, and a greater allocation of resources. We feel that a committee of faculty, students, and alumni should be formed to plan a transition from the current selective group of faculty to one that is more comprehensive while retaining the strong academic core.

A mission statement exists, yet the committee finds it rather generic. A mission statement should embody strategic thinking based on the environment, core strengths, and desired directions, aspects clearly lacking. HUJI and the JSBA are unique in Israel, and the mission and vision statements should reflect this uniqueness.

The committee commends the School for applying for AACSB accreditation. The process seems to be going well and we believe it will enhance the School's visibility and reputation and assist it in future hiring and international endeavors.

Recommendations

Essential:

- a) The school should form a committee of faculty, students, and alumni to develop a strategic plan for how to transition to an academically strong, comprehensive business school.

Important:

- a) The School should develop a strategic plan, with operationalized goals and needed actions. This is in addition to a transition plan.
- b) The School, assisted by university management, should allocate resources and improve its marketing in order to attract students and faculty, both local and international.

3. Organizational Structure

Observation and findings

We commend university management for promoting and prioritizing the business school. This support is noticeable. However, if the School desires to become a comprehensive, leading business school, it needs to devote greater resources to brand-building, student services, and international programs. The visiting committee does not offer any additional suggestions on the school's organizational structure.

Recommendation:

Important:

For the JSBA to be considered a comprehensive, leading business school, greater resources need to be devoted to the activities noted above.

4. Study Programs

Observation and findings

The visiting committee was pleased to learn of the collaborations with other departments on campus such as East Asian studies and the development of new programs such as the English-language international MBA program in Entrepreneurship and Innovation. We believe this is a great example of building on strengths and leveraging advantages. We encourage the School to continue to explore further possibilities for collaborations.

We also learned that the School offers quite a few courses in English. We encourage this practice, and hope it will expand in further.

Practical aspects seem to be lacking within the study program as a whole and course work in particular. While students receive a heavy dose of theory, we

learned they lack opportunities to apply it in class. We urge the School to incorporate more cases and presentations into course work.

While we heard that the School's location in Jerusalem is considered a disadvantage due to the business center of the country being Tel-Aviv, we see the opportunity embodied in being located in the center of government in Israel. We were surprised to hear that currently, there is no government-oriented program within the School. This would seem to be an excellent opportunity to create a program that takes advantage of the school's location and also to potentially generate off-budget resources.

Recommendations

Important:

- a) The School should offer more courses in English.
- b) The JSBA should devote sufficient resources to the new English-language MBA program to ensure its success.
- c) The School should use more cases in course work.
- d) The School should seek opportunities to develop government-oriented program offerings.

5. Human Resources / Faculty

Observation and findings

The faculty we met were very positive about the School and driven to do high-quality research. The committee was impressed with the publications of the faculty.

The current size of the faculty to student/faculty ratio (of almost 1:80) is putting counter-productive constraints on the School. Recruiting new faculty seems to be going well, but the numbers are small. At its present size, the JSBA simply cannot become the comprehensive, leading business school it

aspires to be. The School, supported by university management, must continue to place a high priority on faculty recruiting to increase the size of the faculty in order to both create more critical mass in core areas such as accounting and marketing and to bring down the high student-faculty ratio. In particular, there is a visible lack of accounting faculty within the School. The committee is concerned that beyond the obvious lack of representation of accounting within the faculty, this void might also impede the School's AACSB application.

The committee learned that mentoring of junior faculty is done on an ad-hoc basis. We believe such mentoring should be more structured and organized.

Recommendations

Essential:

The School, supported by university management, must recruit more faculty to reduce the student/faculty ratio.

Important:

- a) Mentoring of junior faculty should be structured and systematic.
- b) The School should recruit accounting faculty.

6. Students

Observation and findings

The committee was very impressed by the high quality and motivation of the students, especially at the PhD level. Given the School has such outstanding PhD students, we would expect it to provide them with greater support and resources. Our understanding is that financial support for the students is far less than it should be.

The committee was surprised to learn very few formal in-class presentations, if at all, were required as part of the BA course work. It is critical for the development of future managers that students be able to organize their ideas, work in teams, and defend their analyses in front of the faculty and fellow students. Even better, these presentations should be in English when possible.

An aspect of becoming a comprehensive business school is greater emphasis on student services and the creation of a student community including an alumni association. Our perception is that resources devoted to students are inadequate. If the school really desires to evolve to a full-fledged business school, it must allocate greater resources towards student services, and first and foremost, career services. It also has to continue building and establishing its alumni community, along with fostering a community among current students. These actions will assist in building its brand and visibility.

Recommendations

Important:

- a) The School should allocate more resources to support PhD students.
- b) The School should establish a career center to help students find jobs.
- c) The School should incorporate more presentations into course work, especially at the BA level.
- d) The School should expand its alumni relations.

Desirable:

- a) The school should focus on improving the community and culture for its students.

7. Teaching and Learning Outcomes

The visiting committee has no comments or recommendations in this area.

8. Research

Observation and findings

The committee is impressed with the faculty's research. This area is clearly a strength of the school. No recommendations are made in this area.

9. Infrastructure

Observation and findings

Infrastructure seems to be adequate. No changes are recommended at this time.

10. Self-Evaluation Process and implementation of previous recommendations

Observation and findings

The School implemented many of the previous recommendations and has made great progress during the time. The improvements are striking. We commend the School and the University for this progress and hope this committee's recommendations will be addressed in the same manner and seriousness.

The School's self-evaluation report was well written and portrayed true self-reflection and evaluation.

Chapter 4: Summary of Recommendations

Essential Recommendations:

- 1) The school should form a committee of faculty, students, and alumni to develop a strategic plan for how to transition to an academically strong, comprehensive business school.
- 2) The School, supported by university management, must recruit more faculty to reduce the student/faculty ratio.

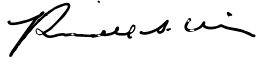
Important Recommendations:

- 1) The School should develop a strategic plan, with operationalized goals and needed actions. This is in addition to a transition plan.
- 2) The School, assisted by university management, should allocate resources and improve its marketing in order to attract students and faculty, both local and international.
- 3) For the JSBA to be considered a comprehensive, leading business school, greater resources need to be devoted to the activities noted under the Organizational Structure section in the report.
- 4) The School should offer more courses in English.
- 5) The JSBA should devote sufficient resources to the new English-language MBA program to ensure its success.
- 6) The school should use more cases in course work.
- 7) Seek opportunities to develop government-oriented program offerings.
- 8) Mentoring of junior faculty should be structured and systematic.
- 9) The School should recruit accounting faculty.
- 10) The School should allocate more resources to support PhD students.
- 11) The School should establish a career center to help students find jobs.
- 12) The School should incorporate more presentations into course work, especially at the BA level.
- 13) The School should expand its alumni relations.

Desirable Recommendations:

- 1) The school should focus on improving the community and culture for its students.

Signed by:

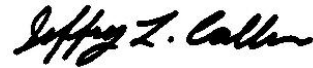


Prof. Russell Winer - Chair

Prof. Simon Benninga



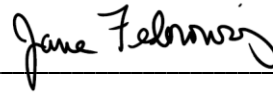
Prof. Arnoud Boot



Prof. Jeffery Callen



Prof. Stuart Greenbaum



Prof. Jane Fedorowicz

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.

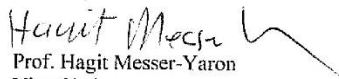
It is with great pleasure that I hereby appoint you to serve as the chair of the Council for Higher Education's Committee for the Evaluation of the study programs in **Business Administration**. In addition to yourself, the composition of the Committee will be as follows: Prof. Simon Benninga, Prof.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

<u>Business Administration - Schedule of site visit</u>		
<u>Hebrew University</u>		
Thursday, March 19, 2015		room 4128
09:00-09:30	Opening session with the heads of the institution	Prof. Asher Cohen – Rector
09:45-10:30	Meeting with the Dean of the School of Business Administration	Prof. Yishay Yafeh - Dean School of Business Administration
10:30-11:15	Meeting with senior academic staff <u>with tenure</u> (representatives of relevant committees)*	Prof. Nicole Adler Prof. Ronen Feldman Prof. Niron Hashai Prof. Ilan Kremer Prof. Moshe Levy Prof. Shaul Oreg Dr. Renana Peres Prof. Orly Sade Prof. Lilach Sagiv Prof. Zvi Wiener Prof. Tammar Zilber
11:15-12:00	Meeting with senior academic staff <u>without tenure</u> (representatives of relevant committees)	Dr. Lior Amsellem Dr. Keren Bar Hava Dr. Micki Eisenman Dr. Nira Munichor Dr. Benjamin Segal
12:00-13:00	Open Slot	Prof. Avi Kluger will offer a tour of the Mt. Scopus campus and its surroundings in a political and geographical context. highlighting the history of the university, the role of Albert Einstein in its establishment, the role of faculty in business entrepreneurship and more.
13:00-13:45	Lunch (in the same room)	Closed-door meeting of the committee
13:45-14:30	Meeting with BA and MA students** (up to 10 students)	
14:30-15:15	Meeting with PhD students** and teaching assistants (PhD and MA) (up to 10 students)	
15:15-15:30	Closed-door meeting of the committee	
15:30-16:00	Summation meeting with the Dean of the Faculty of Management	Prof. Yishay Yafeh - Dean
16:00-16:30	Summation meeting with heads of institution	Prof. Asher Cohen – Rector