

August 1, 2017

To: Kelli Brown, Provost, and Costas Spirou, Associate Provost
From: Dale Young, Dean, College of Business
Subject: Restructuring CoB Departments



Listed below are the steps followed to create this proposal for restructuring two College of Business (CoB) departments – the Department of Management, and the Department of Marketing and Logistics. The process matches the university-approved procedure enclosed within this document.

Request: The CoB requests the combination of the Department of Management and the Department of Marketing and Logistics into a single department.

Step 1: The CoB dean discussed the proposal with the provost 5/23/17. Subsequently the dean discussed the proposal with all faculty in the two departments, either in groups or individually.

Step 2: The provost approved the dean to move forward with reorganization.

Step 3: The CoB dean is now moving forward with a formal proposal to Academic Affairs for the restructuring.

Rationale: Management has been functioning with an interim chair for four years. In the spring 2017 the CoB hired a new (external) chair for Management. Two months later that individual withdrew for personal reasons. The Marketing Department had previously gone through an extended search that resulted in an internal candidate taking the department chair role for one year. That assignment of a Marketing chair required the restructuring of Marketing and Logistics – moving Logistics to Marketing from Management. In the spring 2017 the Marketing/Logistics chair stepped down in order to devote full attention to development of the Logistics program. The opening of two CoB department chairs at one time presented an opportunity to review the current structure of the CoB.

Reasons to complete this combination include:

- **The size of the Marketing administrative unit:** Five tenure-track faculty and two full-time lecturers deliver the Marketing major and a single service course to the CoB core. Another non-tenure track FTE is split between Marketing and Logistics. This number of faculty represent a small department by business school standards. The student count is sufficient (approximately 400 majors) to justify a Marketing department, but not the FTE faculty. A combination reduces the level of administrative overhead in the CoB.
- **The number of students double majoring in Marketing and Management:** There is already some level of overlap between the disciplines. For the past three year approximately 9 MKTG/MGMT double majors have graduated each spring, including 13 double majors graduating spring 2017.
- **Curricular overlap:** The undergraduate Logistics courses, which can be taken as a concentration, are already embedded in Management. Marketing and Management cross-list and cross-teach entrepreneurship.
- **Faculty who teach across disciplines:** Currently two faculty members in the combined unit teach across Marketing and Logistics, and Management and Logistics. A new Logistics hire is a third faculty member who will teach across the Logistics and Management disciplines.
- **Number of disciplines for prospective chair candidates:** The combination provides a broader set of disciplines from which to recruit a department chair, which seems appropriate given the recent history of extended chair searches across both Management and Marketing.

The proposed unit will have 19 full-time faculty members: 15 tenured/tenure-track, 3 lecturers (one needing permanent funding for FY '19), and 1 non-TT assistant professor. By comparison, this new unit headcount is well within range of the TT and FT lecturer counts in: Biology (26), Chemistry (16), English (23), Math (18), and IS/CS/BCOM (14).

Significance: This reorganization is significant because of the reasons listed above, especially the overlap in curriculum, faculty who teach across disciplines, and double majors.

Resource allocation: This proposed combination eliminates the administrative overhead associated with one department chair. The proposed unit does not duplicate any other units and does not negatively impact the ability of the CoB to meet student demand in the three programs – Logistics, Management, and Marketing.

Mission impact and program quality: This is an administrative change, thus the level of resources dedicated to students and programs is not reduced, and the quality of programs remains unchanged.

Governance: There will be no impact on representation in CoB governance if faculty decide to maintain the current arrangement of committee assignments by discipline. CoB senate seats are apportioned based on the college's corps of instruction, not department count.

Instructional and Administrative impact: The CoB is currently understaffed regarding staff-level department administrators. Regardless of departmental arrangement an additional .5 FTE is required to balance administrative workload across the college.

Timeframe: We request the restructuring become effective immediately so the search for a department chair of the combined unit can begin fall 2017.

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