Oregon State University

Abbreviated Category I proposal to reorganize administrative units in the College of Business

Proposal Title: Reorganization of administrative units and creation of an Associate Dean for Faculty and renaming the Associate Dean for Academic and Student Services the Associate Dean for Academic Programs

Name of Institution: Oregon State University

Name of Proposing College or School: College of Business

CIP Number from the Office of Institutional Research: 52.0201

Date of Proposal: March 14, 2008

Proposed Effective Date or Term: Winter/Spring Term 2008; immediately following Board Approval.

A. Describe the reason(s) for the proposed change.

Proposal

The College of Business proposes eliminating its two existing academic departments and the corresponding department chair positions. The academic departments are the Accounting, Finance and Information Management (AFIM) department and the Management, Marketing and International Business (MMIB) department. The proposed administrative structure will utilize the new position of Associate Dean for Faculty to replace the two department chairs. The current Chair of MMIB will assume the role of Associate Dean for Faculty. The new administrative structure will also transform the existing position of Associate Dean of Academic and Student Services to Associate Dean for Academic Programs. This structure resembles the associate dean model currently in use by the College of Oceanic and Atmospheric Sciences.

The proposed change is administrative only and will have no impact on the undergraduate or graduate academic programs. The new structure will continue to use faculty members serving as unpaid discipline coordinators to assist the Associate Deans with curriculum changes, program assessment, faculty recruiting and alumni relations. The proposed change requires minimal resources to implement. The cost of eliminating two academic department chairs, adding the position of Associate Dean for Faculty and changing the title and position description to Associate Dean for Academic Programs is less than $3,000.

Context

Since October 2007, the College has operated as a professional school focused on preparing business students for professional careers in a variety of business disciplines. Currently these business disciplines are Accounting, Entrepreneurship, Finance, Management, Management Information Systems, and
Marketing Management. An option in International Business is also available to students through the international business exchange program, in combination with any one of the above disciplines.

Transitioning into the professional school model necessitated several business curriculum changes. In 2007, the COB revised its undergraduate business core curriculum to provide students with an innovative and integrated business curriculum that prepares them for their professional school studies. In the same year the option in Accounting was successfully converted into a separate BS/BA in Accountancy.

With the College’s transformation to a professional school model, the College’s Leadership Council (dean, associate dean, two department chairs, and director of operations) identified the need for a reorganized administrative structure that would better support the demands of the COB’s mission. The current organizational structure, which divides responsibility for faculty and programs between two departments and the office of the Associate Dean for Academic and Student Services, is administratively complex and has perpetuated artificial divisions and inefficiencies across the management of programs, faculty, and resources.

**Anticipated Benefits**

Replacing the existing administrative structure with an associate dean structure will streamline administrative processes across the organization. The associate dean structure will enhance administrative transparency and provide support and leadership with an inclusive view of the College’s human resources. The associate dean structure will also improve integration of the teaching, service and research needs of faculty, and secure consistent application of College policies and procedures. Importantly, it is expected to create synergies among faculty and provide a more supportive framework for the development of multi disciplinary programs.

**Administration and Faculty Feedback**

The Vice Provost for Academic Affairs asked the Dean to consider how the change would impact the College’s Promotion & Tenure process. The Dean formed a Promotion & Tenure faculty task force to develop recommendations to revise the P&T process. These recommendations have been approved by faculty (see paragraph J).

The Dean met with the AFIM faculty since they will be most impacted by the change in leadership structure. AFIM faculty members were asked to share their concerns about the transition. The primary concerns expressed involved the impact on the Promotion & Tenure process. These concerns have been addressed in the College’s new P&T process.
The COB Executive Steering Committee met to discuss several ideas to support the new structure including strengthening the roles of the discipline coordinators and the graduate and undergraduate program committees in coordinating college-wide objectives.

Impact on Students
The proposed change will have no impact on the undergraduate and graduate programs. The new structure should be transparent to students and result in a positive impact on their experience at the College of Business. The change will streamline the process to address student issues and ensure a more consistent administrative response.

B. Location within the institution’s organizational structure. Include “before” and “after” organizational charts (show reporting lines all the way up the Provost).

The organizational structure within the College will change with the formation of the two Associate Dean positions. The new structure will replace the department chairs of AFIM and MMIB with the Associate Dean for Faculty. The current Associate Dean of Academic and Student Services will become the Associate Dean for Academic Programs. As this is an internal reorganization within the College of Business, there will be no impact on OSU’s current organizational structure.

Figure 1. Current Organizational Chart for COB Academic Faculty and Programs

![Current Organizational Chart](image1)

Figure 2. Proposed Organizational Chart for COB Academic Faculty and Programs

![Proposed Organizational Chart](image2)
C. Objectives, functions (e.g. instruction, research, public service), and activities of the proposed unit.

The Associate Dean for Academic Programs is the chief academic program officer of the COB and performs oversight on all academic aspects of the College’s programs. This is a leadership position with primary responsibility for developing and maintaining quality business education programs, implementing innovative curriculum and providing outstanding student services support to achieve the mission and vision of the College and University. The Associate Dean for Academic Programs provides advice and strategic recommendations to the Dean and collaborates and coordinates with the Associate Dean for Faculty to ensure delivery of the College’s academic programs. Additional responsibilities include curriculum and program assessment, coordination with other academic units, re-accreditation readiness and management of the financial and human resources required to provide student services support. The Associate Dean for Academic Programs also facilitates the creation of course/discipline/program learning outcomes.

The Associate Dean for Faculty is a leadership position with primary responsibility and accountability to manage and inspire faculty to achieve the mission and vision of the College and University. This position will provide advice and strategic recommendations to the Dean and collaborate and coordinate with the Associate Dean for Academic Programs to ensure delivery of high quality business education. The Associate Dean for Faculty will mentor and assist faculty members in achieving their research, teaching and services goals and career aspirations. The position assumes responsibility for managing the
financial and human resources required to deliver excellence in business education. Responsibilities of this position include the appointment of discipline coordinators, the management of faculty recruitment, faculty qualifications, and the allocation of instructional resources. The Associate Dean for Faculty will also conduct periodic assessments of faculty performance and establish a healthy and collegial working environment that allows faculty to improve research, teaching, and service performance.

The new structure is intended to create efficiency in the management and delivery of its academic programs, encourage innovation across disciplines and programs, and support faculty productivity. The Associate Deans will continue to work with discipline coordinators and faculty to ensure activities on behalf of the discipline are integrated with those of the College.

D. Resources needed, if any: personnel, FTE academic, FTE classified, facilities, and equipment.
No new resources will be required for personnel, facilities and equipment. Implementation of the proposed administrative structure will cost $2,840 more than the existing structure. The current Associate Dean of Academic and Student Services will continue as Associate Dean for Academic Programs. The current Chair of MMIB will assume the role of Associate Dean for Faculty. The two Department Chairs and Associate Dean are all currently 9 month, full time administrative appointments who receive an administrative stipend plus summer pay. The Department Chairs currently maintain a three course teaching load. Under the new structure, both Associate Dean positions will be 12 month, full time administrative appointments and neither position will have a teaching requirement. The former Chair of AFIM will resume a full load of teaching. Thus, there is no change in the overall number of classes taught and little change to the current work load of the Associate Deans.

E. Funding sources: state sources (institutional funds- state general fund, tuition and fees, indirect cost recoveries), federal funds, other funds as specified.
No new funding sources are required for this reorganization. The administrative budget will be adjusted internally to fund the change.

F. Relationship of the proposed unit to the institutional mission.
The new structure is based on improving the effectiveness and efficiency of COB’s academic programs and enhancing faculty development and productivity. The new administrative structure provides for focused leadership in the two most crucial areas of the College — teaching and research and is consistent with OSU’s strategic objectives to:

1. Provide outstanding academic programs that further strengthen our performance and pre-eminence in OSU’s five thematic areas.
2. Provide an excellent teaching and learning environment and achieve student access, persistence, and success through graduation and beyond that matches the best land grant universities in the country.

3. Substantially increase revenues from private fundraising, partnerships, research grants, and technology transfers while strengthening our ability to more effectively invest and allocate resources.

G. Long-range goals and plans for the unit (including a statement as to anticipated funding sources for any projected growth in funding needs).

The objectives of the proposed reorganization are detailed in paragraphs A and C.

H. Relationship of the proposed unit to programs at other institutions in the state.

The new structure is an internal organizational change with no anticipated impact on other institutions.

I. If the program is professionally accredited, identify the accrediting body and discuss how the proposed change may affect accreditation.

Academic programs at the COB are accredited by the Association to Advance Collegiate Schools of Business (AACSB). The change in the organizational structure is consistent with the accreditation standards of AACSB and is not expected to impact accreditation.

J. Other issues – impact on the College promotion and tenure process.

The College P&T process has been adjusted to align with the new structure based on faculty input. Currently, each department forms a department P&T committee to review faculty P&T dossiers prior to review by the College P&T committee. A faculty task force recommended use of a two-level P&T process consisting of a discipline sub-committee to review the teaching, service and scholarship record of each candidate, and a College P&T committee to ensure that the process of review for each dossier has been done fairly across disciplines and with sufficient rigor. The faculty approved the task force’s recommendation.

Appendices:

- Transmittal Sheet
- Budget Table
Category I Proposal Transmittal Sheet
Submit proposals to: Office of Academic Programs and Academic Assessment
110 Kerr Admin -- Oregon State University

For instructions, see http://oregonstate.edu/ap/curriculum/cat1.html. Please attach Proposal, Library Evaluation (performed by the library), Liaison Correspondence, Faculty Curriculum Vitae, and Budget Sheets, as appropriate.

Check one:

Full Proposal
- [ ] New degree program
- [ ] New certificate program or administrative unit
- [x] Major change in existing program
- [ ] Establishment of a new College or Department

Abbreviated Proposal
- [x] Rename of an academic program or unit
- [ ] Reorganization
- [ ] Merging or splitting an academic unit
- [ ] Termination of an academic program or unit
- [ ] Suspension or reactivation an academic program or unit

For proposals to establish a new center or institute, contact the Research Office (737-3437).

For requests to offer existing certificate and degree programs at new locations, use the New Location Request Form available on the Web: http://www.ous.edu/aca/aca-forms.html

Title of Proposal: Elimination of Academic Departments

Effective Date: 02/01/2008

Department/Program: College:

__________________________________________

College of Business

I certify that the above proposal has been reviewed and approved by the appropriate Department and College committees:

_________________________  ____________________________
Sign (Dept Chair/Head; Director)  Date  Sign (Dean of College)  Date

Ilene K. Kleinsorge  09/08
Print (Department Chair/Head; Director)  Print (Dean of College)
## Category I Proposal Budget Outline

**Oregon State University**

**Category I Proposal Name:** College of Business administrative change to eliminate academic departments, move to Associate Dean

**Academic Year:** 2007-2008  
**Operating Year:** 2008 (1st year)

**Completed by:** Malcolm LeMay

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**Other Resources**

| Library/Printed | Library/Electronic | Supplies and Services | Equipment | Travel | Other Expenses | Other Resources Subtotal: | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | $0 |

**Physical Facilities**

| Construction | Major Renovation | Other Expenses | Physical Facilities Subtotal: | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | $0 |

**GRAND TOTALS:**

- **Percentage of Total:** 0.00% 100.00% 0.00% 0.00% 0.00% 0.00% 0.00%

- **LINE ITEM TOTAL:** $2,840

* See current OPE tables at [http://oregonstate.edu/dept/budgets/budgband/tables.htm](http://oregonstate.edu/dept/budgets/budgband/tables.htm)