

## **Dean's Response to Department of Business Administration & Marketing Program Review**

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The Department of Business Administration & Marketing (BAM) provides a large number of courses that nearly every Goddard School major must complete (the only exceptions are the non-business economics majors). Given that the Goddard School has made a commitment to support the WSU goal of growth and the college's recent success in that endeavor, demands on BAM will continue to increase over time.

BAM's response to the Review Visit Team Report focused on concerns/weaknesses, recommendations and suggestions. This report follows suit, although it is worth noting that the Review Visit Team did a nice job of highlighting departmental strengths.

The departmental split has allowed BAM to focus its attention more on a smaller curriculum. One issue was that the department administrative specialist had to support both departments even after the split. That situation has been remedied, with the new Department of Supply Chain and Management Information Systems currently conducting a search for a staff member who will support that department exclusively. BAM will keep the current staff member who had been supporting both departments; she will now support BAM exclusively.

BAM added two new minors recently: Leadership and MBA Prerequisites. Both minors are designed for students from any WSU major. The department could consider promoting these options to students, advisors and faculty across campus.

I concur with the department that the two most urgent faculty hire needs in the college are in marketing and strategic management, respectively. Given the cost of faculty in these areas (likely in the \$115,000+ range) and the lack of university resources for new faculty hires (\$220,000 was available university-wide for new hires who will start in fall 2019; \$275,000 was available for fall 2020 faculty starts), it will be difficult to obtain the resources to make these hires quickly. However, the other deans and the provost, who together make decisions on where new faculty funding goes, seem to understand the urgency of a marketing hire. There is a strong chance to get funding for a fall 2021 marketing hire from that group (although a new provost will be in place and the process for allocating faculty funding could change). I believe that the funding issue and the need for more teaching mean that an instructor hire, which would cost around \$82,000, would be the best way to obtain a new faculty member quickly. That position could be leveraged later with another round of funding to turn it into a tenure-track position, if the department and college deem that preferable. The department might also consider hiring more qualified adjuncts in the short term, to ease the overload burden on faculty. Another option is to repurpose any faculty line that becomes open (e.g., due to retirement or departure) to marketing. The strategic management position is also important and somewhat urgent, but that hire will likely take even longer to fund. Although the adjunct pool for teaching the capstone strategic management course is limited, retired C-level executives are qualified to teach it. The department could seek such adjuncts to help in the short term. A final option would be for the new dean who will begin in summer 2021 to negotiate a new faculty position during the hiring negotiation process, although university funding constraints might preclude such a deal.

Another faculty issue is the lack of diversity within the faculty ranks. BAM is the college's least diverse department in this regard for both gender and ethnicity. However, that lack of diversity is not due to any deliberate actions on the part of the department. In a small department, one hire can change percentages dramatically. However, diversity is something the department should keep in mind as it makes hires. I am confident that this is on their radar screen and they will make progress in this area. Allocating two new lines to the department provides the best chance of enhancing diversity.

As the department notes, the emphasis in Human Resource Management (HRM) needs attention. WSU offers the only bachelor degree in HRM in the state. Thus, it represents a strategic niche for the college. Moreover, HRM has opportunities for including professional certifications and perhaps a formal pathway to USU's master program in HRM. The department reports note both opportunities. However, as the various reports note, there is currently no faculty champion in HRM. A third hire in the department is quite unlikely in the next five years. Thus, in its planning, BAM must determine how to proceed with (or discontinue) HRM without such a hire. Perhaps it could identify an adjunct who would be willing to champion HRM, including advising the student club in HRM, which I was recently informed will be on hiatus during 2019-20. Students deserve to have clubs in their majors.

The department has stated that it plans to form an industry advisory board. I applaud that goal and encourage the department to form the board and have its first meeting during Fall 2019. Perhaps the board can help identify qualified adjuncts, as well as help in myriad other ways.

The department notes correctly the continuing demand from employers that students graduate with better soft skills, including communication, critical thinking, teamwork and the ability to manage long-term projects. None of these is easy to deliver. I commend the department for making them priorities. The department can lead a related college discussion.

The department identified research funding, including the Research Incentive Program (RIP, a pay-for-publication program in the college), research funding, and travel funding. The interim dean and his leadership team can consider these matters. The BAM chair can get them on the agenda. However, the college has significant resource constraints that are unlikely to generate new resources for these areas. In the short term, funding levels are likely to be lower in the near future.

The department reports faculty uncertainty regarding rank and tenure expectations. That issue has not been brought up in the college leadership meetings, in my recollection. However, the faculty do own the college tenure document. If changes are desired, the department could request the formation of a faculty committee to recommend changes to the document. The college has also been working on college promotion documents for associate and full professor, since college research requirements make reliance on the PPM inadequate.

The department needs consistent leadership, having had three chairs within a twelve-month period. With a new chair taking over in July, 2019, this can happen.

Requests for classroom technology improvements should be brought to the college leadership.