

Creation of Schools in the College of Business

BACKGROUND

Proposed Effective Date

Spring 2020

Proposal Summary

The proposal is to reorganize the College of Business into a school structure, with professorial and professional instructional faculty merged together within related disciplines, as follows:

1. Accounting, Finance, and Information Systems
2. Management, Entrepreneurship, and Supply Chain
3. Marketing, Analytics, and Design

The resulting structure:

- Reduces the faculty-to-supervisor ratio from 57:1 to 17.6:1. This allows more time for supervisors to meet with faculty for career planning, goal setting, and overall mentoring.
- Facilitates interactions among all faculty, and increases opportunities for faculty collaboration across related disciplines. The smaller unit structure encourages social engagements between professorial and professional instructional faculty across related disciplines, thus improving morale and facilitating a more inclusive culture within the college.
- Creates six additional leadership positions within the college that are being used to develop potential leaders for future positions, both within the college and the university. There will be three School Head positions filled by tenured professorial faculty in the college. Within each school, there will be an Assistant School Head position. These can be filled by professorial or professional instructors. This creates leadership positions within the college for professional instructors that did not exist under the old structure.

Proposal Justification

In AY 2008-09, the College of Business had a flat administrative structure with 27 tenure (T)/tenure-track (TT) professorial faculty reporting to an associate dean of research and faculty (ADRF) and 24 instructional professional faculty reporting to an executive director of teaching and learning (EDTL). This administrative structure remained while the college grew from 51 to 112 instructional faculty in AY 2017-18 (total FTE of 89.7). The span of control for the ADRF grew from 27 to 54, while the span of control for the EDTL grew from 24 to 58.

Figure 1 shows the growth in faculty FTE, Student Credit Hours (SCH, left axis), and the number of business majors (right axis) over the past ten years. Note that in AY 2012-13, design programs from Health and Human Sciences and Liberal Arts joined the college (apparel design, graphic design, interior design and merchandising management) under the newly created School of Design and Human Environment. In AY 2014-15 the Business Administration Ph.D. program was approved that added six FTE of professorial faculty. In AY 2016-17, the Graphic Design major and affiliated faculty were moved from the College of Business to the College of Liberal Arts.

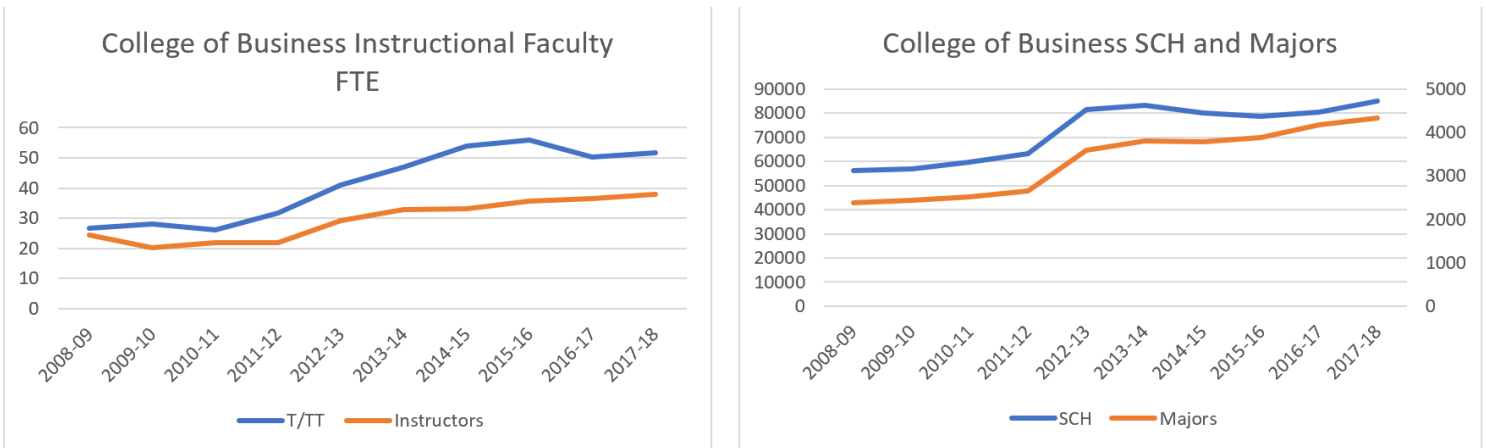


Figure 1. Growth in FTE, SCH and Number of Majors within College of Business

In addition to the large span of control of the two faculty supervisors, the other organizational impact of the previous structure was different reporting structures for professorial versus professional instructional faculty. This led to differentiation of instructional faculty within disciplines, different classroom expectations, and differing methods to assess and evaluate teaching due to two separate and distinct reporting structures.

The proposal is to reorganize the college into a school structure with professorial and professional instructional faculty merged together within related disciplines. The resulting headcount and FTE for the proposed schools is depicted in Table 1. Note that T/TT is used to identify the professorial faculty (tenure/tenure-track) and Instr is used to identify the professional instructors.

Table 1. Headcount and FTE for Proposed School Structure

Proposed School Structure	T/TT HC	T/TT FTE	Instr HC	Instr FTE	Total HC	Total FTE
Accounting, Finance, Information Systems	15.0	13.0	13.0	7.8	28.0	20.8
Management, Entrepreneurship, Supply Chain	20.0	19.3	20.0	12.9	40.0	32.2
Marketing, Analytics, Design	14.0	13.6	24.0	16.2	38.0	29.8
2018-19 Administrative Structure						
Associate Dean, Research and Faculty	55.0	50.6			55.0	50.6
Executive Director, Teaching and Learning			59.0	37.5	59.0	37.5

The school structure is used within most other colleges at OSU and the revised structure for the College of Business has been modeled after the structure in place within the College of Engineering, our partner college within the Division of Business and Engineering.

Proposal Financials

The current teaching loads within the college are five courses for full-time professorial faculty (1.0 FTE) and 12 courses for full-time professional instructors (1.0 FTE). In AY 2018-19, the

ADRF was a 1.0 FTE assignment with a five course release, the EDTL was a 1.0 FTE position with a 10 course release. The reorganization to schools results in the need to staff five additional courses due to teaching releases for the new School Heads and Assistant School Heads (see Table 2). The net cost of the additional releases and associated additional administrative support for the new schools is modest and can be managed with revenue growth resulting from growth in the college’s enrollment and student credit hours (shown in Figure 1).

Table 2. Net Effect on Course Release and FTE from School Structure Change

Leadership Positions	Course Release Sections		FTE	
	2018-19	2019-20	2018-19	2019-20
Associate Dean, Research & Faculty	5	2	1	0.5
Executive Director Teaching & Learning	10	0	1	0
Program Directors	11	0	2.2	0
School Heads		15		2.25
Assistant School Heads		14		1.5
Total Course Releases	26	31	4.2	4.25

RECOMMENDATION

All appropriate university committees and the OSU Faculty Senate have positively reviewed the proposed program. The Provost recommends that the Board approve the establishment of three schools in the College of Business.