



350 New Campus Drive
Brockport, New York 14420
585-395-2586 * 585-395-2246 (fax)
senate@brockport.edu
brockport.edu/collegesenate

Supersedes Res #: _____

TO: Dr. John R. Halstead, College President

FROM: The College Senate: **10/8/2012**

RE: **→** I. Formal Resolution (*Act of Determination*)
II. Recommendation (*Urging the Fitness of*)
III. Other, For Your Information (*Notice, Request, Report, etc.*)

SUBJ: **Split School of Business & Economics** (#04_12-13EC)

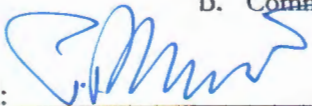
Signed:  Date: 11/15/12
(Mark Chadsey, 2012-13 College Senate President)

Please fill out the bottom portion and follow the distribution instructions at the end of this page.

TO: Mark Chadsey, College Senate President

FROM: John R. Halstead, College President

RE: **→** I. Decision and Action Taken on Formal Resolution (circle choice)
a. Accepted - **Implementation Effective Date****: 1/1/2012
****Implementation of resolution requires final approval from SUNY- State Education Department.** YES
b. Deferred for discussion with the Faculty Senate on ___/___/___
c. Unacceptable for the reasons contained in the attached explanation
II, III. Response to Recommendation or Other/FYI
a. Received and acknowledged ___/___/___
b. Comment: _____

Signed:  Date: 11/28/12
(Dr. John R. Halstead, President, The College at Brockport)

DISTRIBUTION:

Upon approval, the College President will forward copies of resolutions to his staff who will, in turn, forward copies to their staff. The College Senate Office will post resolutions to the College Senate Web at <http://www.brockport.edu/collegesenate/resolutions>.

**COLLEGE SENATE OFFICE
RESOLUTION PROPOSAL COVER PAGE
DEADLINE FOR SUBMISSIONS: FEBRUARY 28**

Incomplete proposals will be returned and proposals received after the deadline may not be reviewed until next semester.

Routing Number <i>Routing # assigned by Senate Office 2012-2013</i>	#04_12-13EC <i>Use routing number and title in all reference to this proposal.</i>
This Proposal Replaces Resolution	

INSTRUCTIONS

- Use committee guidelines available at brockport.edu/collegesenate/proposal.html.
- Prepare ONE complete document in **Word format**: include this proposal cover page, proposal, attachments and support letters from your department chair and dean if applicable.
- **Locate the Resolution # and date this proposal will replace at our "Approved Resolutions" page on our Web site.**
- Email completed proposal to senate@brockport.edu. (General Education Proposals and questions go to diamphron@brockport.edu in the Vice Provost's Office first.)
- Make revisions on the paperwork emailed to you from the Senate office that shows the assigned routing number on top. Submit updated document to senate@brockport.edu.
- Questions? Call the Senate office at 395-2586 or the appropriate committee chairperson.

1. **PROPOSAL TITLE:** Please be somewhat descriptive, ie. *Use a course number and/or title, indicate if for GED code, etc.*

Split School of Business and Economics into two departments

2. **BRIEF DESCRIPTION OF PROPOSAL:**

The Department of Business and Economics, now the School of Business and Economics, is too large as one department

3. **WILL ADDITIONAL RESOURCES AFFECTING BUDGET BE NEEDED? NO YES** **EXPLAIN**
YES

4. **DESCRIBE ANY DATA RELATED TO STUDENT LEARNING OUTCOMES ASSESSMENT USED AS PART OF THE RATIONALE FOR THE REQUESTED SENATE ACTION.**

N/A

5. **HOW WILL THIS EFFECT TRANSFER STUDENTS:**

N/A

6. **ANTICIPATED EFFECTIVE DATE:**

1-1-12

7. **SUBMISSION & REVISION DATES:** PLEASE DATE ALL REVISED DOCUMENTS TO AVOID CONFUSION.

<i>First Submission</i>	<i>Updated on</i>	<i>Updated on</i>	<i>Updated on</i>
9/17/12			

8. **SUBMITTED BY: (contact person)**

<i>Name</i>	<i>Department</i>	<i>Phone</i>	<i>Email</i>
<i>Pamela Neely</i>	<i>Business-Economics</i>	<i>5525</i>	<i>pneely@brockport.edu</i>

9. **COMMITTEES: (Senate office use only)**

Standing Committee	Forwarded To	Dates Forwarded
<input checked="" type="checkbox"/> Executive Committee	Standing Committee	9/17/12
<input type="checkbox"/> Enrollment Planning & Policies	Executive Committee	9/17/12
<input type="checkbox"/> Faculty & Professional Staff Policies	Senate	10/8/12
<input type="checkbox"/> General Education & Curriculum Policies	Passed GED's go to Vice Provost	
<input type="checkbox"/> Graduate Curriculum & Policies	College President	10/23/12
<input type="checkbox"/> Student Policies	OTHER	
<input type="checkbox"/> Undergraduate Curriculum & Policies	REJECTED -WITHDRAWN	

NOTES:

Be it resolved that the College Senate approves the reorganization of the School of Business into two separate departments.

To: Members of the School of Business Administration
and Economics

January 18, 2012

From: Dan Petree

Re: Reorganization

Thank all of you for your thoughtful observations and suggestions concerning the proposed initial organization structure for the School. I have taken some time to reflect on what you said and took away two main conclusions. First, you are willing largely to give the reorganization a chance, provided that we evaluate it carefully to determine whether its expected benefits are realized and that they are reasonable in relation to the costs. Second, we need to spend some time working out the implications of the structure, including the impact on committee and service expectations and transition to the new structure. As well, I have clarified with the Provost some of the relevant College policies within which our structure will function.

Accordingly, allow me to share my preferences and the additional policy constraints. We should move toward the proposed structure, beginning with this semester. The goal will be to transition to two departments with the end of the academic year. This will enable the members of the newly created departments to consider candidates for Chairperson and make recommendations in accordance with College policy. I understand that each department will be considered a medium sized department based on number of full-time faculty and each Department Chair will be compensated with a stipend and a three course reassignment (release) per year for chair duties. The membership of the departments will be as outlined in the proposal. I would ask the senior member of each of the departments to chair the initial meeting and in consultation with the members and the School's governance documents, determine the agenda for the spring semester. In addition to vetting founding Chair candidates, an early agenda item for each department should be to recommend two members to serve on a School wide task force to examine the service and committee structure to be put in place with the next academic year. I believe that based on mission certain committees may well need to be duplicated in the departments while others may be better assigned at the School level. I would be surprised if the task force recommends complete duplication of committee assignments at both the department and School levels, given our size and the degree of interdependence of our curricula. In my experience certain kinds of actions are best managed at the local level, while others cut across disciplinary and product boundaries and should be approached at the corporate level. Perhaps a good guide is to identify the stakeholders in the mission of each committee as well as those whose participation is most crucial to efficiency and success.

We will begin the process of identifying candidates for the newly created roles of Associate Dean and Director of the Office of Student Success right away. According to College policy, the Associate Dean will be compensated with a stipend and four course reassignment (release) per year. I hope to make selections of the Associate Dean and the

Director during the spring semester so that both can participate in the reorganization process.

I understand that there remain many unknowns regarding the impact of this reorganization on each of us, but believe that nothing will be gained by delaying it further and that working together we can identify and solve the remaining issues. I appreciate your good grace and advice as we move forward.

**School of Business Administration and Economics
Proposed Initial Organization Structure**

Background:

The Department of Business Administration and Economics became a School effective July 1 of this year. At the moment the School and Department are completely identical with the exception of the addition of the office of the Dean. In my one on one meetings with the members of the School one of the topics of discussion has been my strong preference that some sort of initial organization structure is necessary in order to differentiate us from our previous identity, to enable us to function more effectively as a School, to improve the internal functioning of our academic arrangements including producing more manageable span of control and to permit re-engineering of the co-curricular processes central to our mission.

You were kind enough to share a number of possible initial structures and organizing principles with me during this process. Among the concerns that you raised was the desire not to lose our cross-discipline collegiality, to order ourselves in a way that emphasizes the centrality of faculty development and faculty success and if organization were to lead to grouping of disciplines to do so with an eye toward efficiency as well as communities of interest among and between closely related disciplines. Some favored three departments while others recommended two. Two suggested organizing along functional lines rather than emphasizing disciplinary identity. I appreciate your thoughtful recommendations and observations and have tried to reflect on them in the process of forming my proposal.

Constraints and Assumptions:

We are not large enough, nor are we likely to grow sufficiently over the near term to organize ourselves along strict disciplinary groupings. With fewer than 30 full-time faculty members such a scheme would result in academic departments that are too small to make much sense. Further, leaving aside our MS programs, the curricula of our undergraduate degree programs depend on the contributions of all of our disciplines. Our graduates represent joint products. While a case can be made that Accounting fits this model less closely than the other degrees, one can argue that the difference is a matter of degree rather than a wholly unique organizing principle.

We do not yet enjoy substantial new resources with which to implement our initial structure. Accordingly, the marginal cost of any new structure must be affordable and reasonable as well as represent an overall improvement on our current state.

I am convinced that there are many possible structures from which an initial one may be proposed. However, I am equally convinced that little will be gained from delaying the decision much longer, particularly when we remember that this should be viewed as a starting point rather than a steady state.

Proposal:

My proposal addresses four main constituencies—faculty members, students, College and external constituents—and how we might engage each of them and one another on a regular and effective basis.

The proposal establishes direct reporting relationships between the Office of the Dean, an Associate Dean, the Director of the Small Business Development Center and the Director of the Office of Student Success. Two of these positions will be new—the Associate Dean and the Director of the Office of Student Success. The Associate Dean will be responsible for internal School and College functions and relationships including coordinating and promulgating the course schedules, working with the Department Chairs to assure curricular integration, faculty development and AACSB maintenance of accreditation efforts, as well as represent the School on College and other committees and task forces as requested by the Dean. The Director of Student Success will be responsible for coordinating recruitment, undergraduate academic advising, co-curricular activities, coop and internship activities, career counseling and placement and assurance of learning along with interaction with alumni and advisory boards.

There will be two academic departments—the Department of Accounting, Finance, Information Systems and Economics and the Department of Management, Marketing and International Business—each headed by a Chairperson who will be responsible for leading the faculty in the Department, recruiting and hiring qualified adjunct faculty, proposing the course schedules, mentoring faculty and assigning workload, including committees and advising and conducting annual performance reviews.

The Department of Accounting, Finance, Information Systems and Economics will house the faculty members in those disciplines, maintain primary responsibility for the MS in Accounting, the MS in Forensic Accounting, the undergraduate Accounting degree and the Finance major.

The Department of Management, Marketing and International Business will house the faculty members in those disciplines along with pre-law and maintain primary responsibility for the undergraduate degree in international business, the management, marketing and pre-law majors.

The Dean will maintain overall responsibility for executing the School's plan, identifying and cultivating external relationships including new sources of revenue, representing the School in formal settings, advocating the welfare of the School, developing the School's vision and strategic plan and articulating our mission, stewardship of the School's budget and faculty resources and supervising the Associate Dean and the Directors.



Office of Human Resources

Department Name Recommendation Form

Please check one:

- X Establish New Department
- X Rename Existing Department

Please attach a complete departmental listing for either type of request including department head and phone numbers and forward to appropriate Vice President

Establish New Department:

Recommended Department Name:	Department of Accounting, Economics, Finance, and MIS
To be included in the division of:	School of Business
Department Description:	Includes areas of accounting, economics, finance and MIS
Recommended by:	Dr. Daniel Petree
Reason for Request:	Original department was too large
Account Number for campus sign changes:	600027.03

Rename Existing Department:

Current Department Name:	Department of Business Administration & Economics
To be included in the division of:	School of Business
Recommended Department Name Change:	The Department of Business Administration (includes areas of management, pre-law, marketing, & international business)
Recommended by:	Dr. Daniel Petree
Reason for Request:	Original department was too large
Account Number for campus sign changes:	600027.02

Approvals:

Unit Head _____
 Dean/Director DP
 VP _____
 HR Director _____

Human Resources Office Rec'd:

SUNY ID:
 Payroll:

- Form letter sent to: Accounting Directory Committee Web Manager
 Telecommunications Budgeting Marketing Communications Mailing Services
 Facilities Sign Shop