RECONSTITUTION OF THE UCR A. GARY ANDERSON GRADUATE SCHOOL OF MANAGEMENT (AGSM) AND THE TRANSFER OF THE B.S. DEGREE IN BUSINESS ADMINISTRATION TO AGSM

University of California Riverside

November 27, 2007

Approved:

Business Administration Program Committee - December 5, 2007
AGSM Executive Committee - December 7, 2007
AGSM Faculty - December 20, 2007

Committee on Academic Personnel - March 12, 2008
Committee on Educational Policy – March 6, 2008
Committee on Planning and Budget – March 14, 2008
Graduate Council – March 26, 2008
Executive Council – April 28, 2008
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SUMMARY

This is a revision of the proposal to reconstitute the A. Gary Anderson Graduate School of Management (AGSM) at the UC Riverside (UCR), and to transfer the granting authority of the B.S. degree in Business Administration from the UCR College of Humanities, Arts, and Social Sciences to the reconstituted AGSM. The original proposal was approved by the Riverside Division of the Academic Senate on November 22, 2005, and was submitted for approval by the UC system wide committees on January 19, 2006. The Academic Council and Assembly of the Academic Senate decided in May 2006 to table the approval of the proposal until UCR responds to the concerns that were raised by the two Committees: University Committee on Planning and Budget (UCPB), and University Committee on Educational Policy (UCEP).

In this revision we respond fully to all the concerns that were raised by the above two committees. The concerns raised by UCPB in its April 11, 2006 report deal with the issue of leadership at AGSM, especially the dean and the chairs of the departments, and the issue of faculty resources. These two issues have been resolved; the school has since hired a highly qualified and experienced dean, the two chairs from philosophy have been replaced: one by an experienced AGSM faculty at the full professor rank, and the other by a former AGSM faculty who is currently in the Economics Department at UCR and has excellent leadership. Also faculty resources are in line with what is required. In addition, the new dean has appointed an experienced, senior member of the AGSM faculty as the associate dean for the undergraduate program and has hired a very experienced full time director of the program. The latter staff member brings more than 15 years of similar experience at the Marshall School of Business at the University of Southern California, a program that made enormous improvement over the past decade and a half and that routinely ranks among the top 10 undergraduate business programs.

The concerns of UCEP, as stated in its April 10, 2006 report, deal with several issues; they include issues of admission, advising, curriculum, faculty resources and deployment, and the role of AGSM in the Business Administration Program at UCR. It appears that most of
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UCEP’s concerns may have emanated from lack of information in the original proposal about the role of AGSM in the Business Administration Program at UCR, and the evolution of this program since its inception in the fall of 1985. These issues are fully addressed in this revision.

I. Introduction
Currently The A. Gary Anderson Graduate School of Management (AGSM) at UC Riverside is chartered to offer only graduate degrees. In this proposal it is requested that AGSM be reconstituted to award the B.S. degree in Business Administration in addition to graduate degrees. The reconstituted school will be called College of Business (COB), which will house both the Anderson Graduate School of Management and the Undergraduate Business Program. The B.S. degree is currently conferred by UCR College of Humanities, Arts, and Social Sciences (CHASS); however the program has been managed, staffed and operated by AGSM since its inception in 1985.

The request is a simple one given the affiliation and involvement of AGSM in the undergraduate Business Administration Program (BAP) at UCR. While the program is governed by a joint committee consisting of eight Academic Senate members, four from AGSM including its dean and the chair of the committee and four from CHASS including its dean, AGSM has played the primary role in the design, development, and delivery of the program and its subsequent revisions; it continues to operate and manage the program including admission and advising of its students, and teaching most of its business administration courses. In fact this involvement provides AGSM with most of its FTE faculty lines. AGSM provides for the staffing of the Office of Undergraduate Programs (OUP), which acts as the administrative office for the BAP. AGSM had conducted self-studies of the program, and all the required periodic and critical reviews ordered by the Committee on Educational Policy of the UCR Division of the Academic Senate. It has regularly revised the curriculum, and has maintained the program on par with the best of public business administration programs in the country. AGSM has also maintained BAP’s compliance with all standards of the national accreditation agency for business education in USA, known as Association to Advance Collegiate Schools of Business (AACSB). Virtually all business
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courses within the program are staffed by faculty members or lecturers with primary appointments in AGSM. However, due to the current charter of AGSM, the B.S. degree in Business Administration at UCR continues to be conferred by CHASS.

The desire to reconstitute AGSM and grant it the authority to award the B.S. degree in Business Administration in addition to graduate degrees was included in UCR’s Perspectives for the years 2004/09, 2005/10 and 2006/11. It is stated in UCR 2004/09 Perspective, “AGSM would resume full responsibility for the undergraduate B.S. degree in Business Administration. This requires authorization for AGSM to offer the Bachelors degree and should be accompanied by a change in the name of the school from Graduate School of Management to College of Business.”

II. Objectives of the Business Administration Program

The Business Administration Program at UCR is an upper division program that was designed and approved in the academic year 1984/85. Students are admitted to the Business Administration Program in their late sophomore or early junior years through an admissions process coordinated by AGSM. The program continues to adhere to its original mission of providing a high quality University of California education in business administration based on strong grounding in liberal arts and sciences. This mission is wholly consistent with the mission of the University of California. The Master Plan for Higher Education in California states that the University of California shall provide instructions in the liberal arts, sciences, and in the professions. The objectives of the undergraduate degree in business administration will not change as a result of the proposed reorganization; these objectives are:

- To provide leadership training in management strongly grounded in the social sciences.
- To equip students with the ability to identify, analyze, and provide solutions to business problems.
- To provide students with the knowledge in functional areas of management.
- To offer a degree program which meets the accreditation standards of the Association to Advance Collegiate Schools of Business (AACSB).
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The program continues to compare very favorably with some of the best liberal arts oriented business administration programs in the country. The latest self-study that was conducted shortly before its accreditation by AACSB in April 2003 shows that it is at par with the business administration programs at UC Berkeley, University of Michigan at Ann Arbor, University of North Carolina at Chapel Hill, and University of Virginia. The transfer of the degree to the reconstituted AGSM will not change the objectives or pedagogical characteristics of the program. It will change and streamline the management of the program. This change in program management should have the effect of simplifying governance and making program change and innovation easier and more frequent. Curriculum change and program innovation are important for responding to the changing business environment, to shifting business practices, and to the program innovations of competitor business schools. The shift of governance to a single academic unit on the UCR campus should also have a positive impact on student retention.

III. Administration of the Program

The transfer of the B.S. degree in Business Administration to the reconstituted AGSM, College of Business, will strengthen the program as it simplifies the governance of the program, and provides a home for its students. As observed above, this should have the effect of increasing program innovation and currency, increasing responsiveness to students and the requirements of employers, and increase student retention. These positive outcomes will arise from improvements in governance, admission, advising, curriculum, and resources.

1. Governance: Although the BAP is currently the largest major in UCR it does not have an independent governing body whose primary function is to serve the major and its students. The B.S. degree in Business Administration is operated by AGSM and conferred by CHASS. The policies governing the degree are first developed and approved by the BAP Committees, then they are approved by the executive committees of both colleges (AGSM and CHASS), before they are forwarded to the appropriate Academic Senate committees. The BAP Committee consists of eight voting members; four from AGSM and four from CHASS. The four from AGSM include the dean, and three AGSM faculty members including the chair of the committee who is appointed by the dean of AGSM. The chair of the committee is
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currently the associate dean for undergraduate programs within AGSM. The Director of the Undergraduate Business Program is also an ex officio member of the committee. The four members of the committee from CHASS include the dean, and faculty members representing the departments of Economics, Political Science, and Sociology. The committee composition has to be approved annually by the two respective executive committees of AGSM and CHASS.

The BAP Committee has worked well on policy issues and helped evolve the program over time to the state it is in today; but it falls short on managing the tactical and operational issues. Consequently, transfer of the degree to the reconstituted AGSM should improve the management of these issues, facilitate innovation, and contribute to student retention by placing responsibility for students’ education experience within the domain of a single academic unit. The present organizational structure assures that any change in policy or curriculum for the program will take a longer time to approve if compared to programs managed by independent departments. The diffusion of responsibilities for the program structure and for students’ experience also reduces incentives for attending to such matters. The BAP Committee is not involved in course offerings or scheduling. Similarly, the committee does not address the deployment of faculty to courses and classes; and it is not involved in monitoring quality of instructions. All these issues are the domain of the participating departments that teach the courses.

The present organization of the undergraduate business program is virtually unique among such programs. Most business schools operate both the undergraduate and graduate programs. A few Universities have separated the graduate and undergraduate business schools as separate academic units, e.g. University of Virginia and Wake Forest University, but even this organizational structure is rare and does not diffuse the responsibility for individual programs across different academic units. Even in those cases where there are separate schools for the undergraduate and graduate business programs the result has been that the reputation of the undergraduate program has suffered relative to the MBA program located on the same campus. The present organization of the undergraduate program in
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business at UCR contributes to diminished visibility and reputation for the undergraduate business program.

Students, their parents, and recruiters from the business community are often confused by the current organizational structure of the undergraduate business program. Students at various stages of study come to AGSM advisors for advice when they are supposed to go to counselors in CHASS and vice-versa. Many students graduate without knowing to which school or department they belong. This confusion has been reduced by elaborate orientation programs involving academic advisors and associate deans from AGSM and CHASS, and by regular meetings and ongoing communications between the OUP in AGSM and the Student Affairs Office in CHASS. Confusion remains, however. Corporate recruiters are often unclear about whether UCR offers an undergraduate business degree. At minimum, the current organizational structure of the undergraduate business program reduces its visibility and reputation among prospective students and recruiters, necessitating unnecessary effort to explain the program.

Once the B.S. degree in Business Administration is transferred to AGSM, the joint Business Administration Program Committee (specified above) will be disestablished and replaced with a structure similar to that at HAAS in UC Berkeley and other similar institutions. The Office of Undergraduate Programs at AGSM will be the home/department for the program. OUP has been restructured and strengthened in preparation for this request (to restructure AGSM and transfer the authority to grant the B.S. degree in Business Administration to it). It currently consists of six individuals: Associate dean for Undergraduate Business Programs, who is an experienced and tenured AGSM faculty, an experienced Director for Undergraduate Business Programs, three qualified and highly experienced student advisors, and one administrative assistant. This team can be increased if need arises. Also this team works very closely with the AGSM faculty, Dean, AGSM Executive Committee, the Pre-business Office at CHASS, UCR Registrar, and with Transfer Students Center at UCR. The OUP is located in a newly modeled section of AGSM in Anderson Hall, enjoying state of the
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art information technology, and supported by AGSM technology advisors. It is well accessed by Pre-business and Business Administration students and faculty.

2. Admission Process: The BAP is an upper division (junior and senior) program. It attracts high quality and well motivated students from diverse backgrounds. Most are domestic students from Southern California. Students apply for admission into the program after they complete the college breadth requirements and the business administration pre-requisites (more on these requirements in the section on Curriculum). About 60% of the students admitted into the major are from the freshmen who joined UCR two years earlier as pre-business students. The remaining 40% are transfer students from other departments in UCR, other UC campuses, but mostly from the California community college system. Table 1 below shows the enrollment data for the last seven years. Pre-business students in UCR are advised and supervised by the Pre-business Office in CHASS. This office coordinates its activities with the Office of Undergraduate Programs in AGSM and will continue to do so after the transfer of the BAP to AGSM.

Table 1 indicates that about one third of the entering Pre-business students make it to the major two years later. The attrition that occurs is not unusual across universities that offer upper division undergraduate programs in business and is largely due to:

- Normal attrition in the first two, pre-business, years.
- Change to other majors such as those in Table 2 early on before applying for admission into the major.
- Or the students do not meet the requirements for admission to the undergraduate business program, especially the 2.5 cumulative GPA requirement. These students generally migrate to other majors in UCR, especially those identified in Table 2. Most of these alternative majors have a business administration flavor and make complete use of students’ pre-business preparation.

Table 2 shows the enrollment data in eight of the majors that require some business administration course work. For instance, the B.S. in Information Systems offered by
Computer Science in the School of Engineering requires ten business courses. The minor in Business Administration requires seven courses. The others, which all are cooperative majors in CHASS departments, each requires five business courses. This shows that a pre-business or a transfer student who could not be admitted into the Business Administration major can easily move to another major in UCR without a loss of time or any of the breadth and/or the business major pre-requisites that he/she has completed.

Students (pre-business or transfer) can apply for admission into the major towards the end of the sophomore or beginning of the junior year. They apply after they have completed, or are about to complete, college breadth requirements and business major pre-requisites. These are normally completed after earning no less than 75 units and without exceeding 100 quarter units. Hence the student must apply for admission before exceeding 100 quarter units. In some exceptional circumstances, students are allowed to apply even after they have exceeded the 100-unit limit by petitioning the director of OUP. Students can not apply for admission to the undergraduate business program more than twice. All applications, whether a first time application or second time application must be completed prior to the completion of 100-units. The idea is to enable interested students to get into the major if qualified, or to find an alternative major before taking other courses that may not help them in the alternative major.

The application is submitted to the Office of Undergraduate Programs in AGSM anytime the student feels that he/she has completed or is about to complete the requirements for admission. Applications are collected, then processed by OUP staff four times within the academic year: Fall, Winter, Spring, and Summer. Admission into the program is competitive and it is well advertised to students through orientation programs and advising. It is based on the cumulative GPA (currently it is set at 2.5), a personal statement, and letters of recommendation. Once the student is admitted, he/she completes an orientation program, and is advised by AGSM’s staff in the OUP.

The program is competitive and enrollment is limited. Initially in 1984/85 enrollment was limited to a total of 250 students. As UCR grew student demand for the program increased; as a result the program was revised in 1989/90 to provide for more flexibility in its
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requirements, and a dynamic quota was established. The new quota allowed enrollment in the program to increase proportionally to the increase in UCR’s undergraduate population; the quota was set to 6.5% of the undergraduate population. In the latest evaluation of the program, which culminated in the requirements presented in Appendix I, the quota was set to a total of 1200 students (as measured by the fall quarter 3rd week figures). The latest revisions of the curriculum and requirements were approved by the UCR Division of the Academic Senate on November 22, 2005; and they are currently implemented.

Table 1: Record of Enrollment in Business Administration Program & Its Two Input Segments at UCR

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Pre-Business Students</th>
<th>Total Transfer Students</th>
<th>Total Business Administration</th>
<th>Total No. of Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001/02</td>
<td>1,577</td>
<td>320</td>
<td>1,032</td>
<td>602</td>
</tr>
<tr>
<td>2002/03</td>
<td>1,602</td>
<td>334</td>
<td>1,132</td>
<td>650</td>
</tr>
<tr>
<td>2003/04</td>
<td>1,443</td>
<td>269</td>
<td>1,288</td>
<td>742</td>
</tr>
<tr>
<td>2004/05</td>
<td>1,160</td>
<td>250</td>
<td>1,172</td>
<td>679</td>
</tr>
<tr>
<td>2005/06</td>
<td>1,050</td>
<td>314</td>
<td>1,180</td>
<td>626</td>
</tr>
<tr>
<td>2006/07</td>
<td>1,134</td>
<td>270</td>
<td>1,186</td>
<td>645</td>
</tr>
<tr>
<td>2007/08</td>
<td>1,170</td>
<td>262</td>
<td>1,116</td>
<td></td>
</tr>
</tbody>
</table>

* Data recorded at the end of the third week of the fall quarter within the academic year.

Table 2: Majors in UCR with some Business Administration Courses Required

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2001/02</td>
<td>9</td>
<td>1</td>
<td>10</td>
<td>16</td>
<td>43</td>
<td>99</td>
<td>32</td>
<td>172</td>
</tr>
<tr>
<td>2002/03</td>
<td>10</td>
<td>45</td>
<td>6</td>
<td>21</td>
<td>34</td>
<td>90</td>
<td>31</td>
<td>210</td>
</tr>
<tr>
<td>2003/04</td>
<td>10</td>
<td>63</td>
<td>12</td>
<td>21</td>
<td>26</td>
<td>92</td>
<td>63</td>
<td>255</td>
</tr>
<tr>
<td>2004/05</td>
<td>10</td>
<td>63</td>
<td>12</td>
<td>16</td>
<td>22</td>
<td>93</td>
<td>117</td>
<td>332</td>
</tr>
<tr>
<td>2005/06</td>
<td>17</td>
<td>41</td>
<td>19</td>
<td>22</td>
<td>30</td>
<td>85</td>
<td>145</td>
<td>346</td>
</tr>
<tr>
<td>2006/07</td>
<td>11</td>
<td>35</td>
<td>22</td>
<td>20</td>
<td>28</td>
<td>70</td>
<td>158</td>
<td>377</td>
</tr>
<tr>
<td>2007/08</td>
<td>18</td>
<td>39</td>
<td>24</td>
<td>28</td>
<td>27</td>
<td>60</td>
<td>186</td>
<td>358</td>
</tr>
</tbody>
</table>

*AS in the above five cooperative majors stands for “Administrative Studies, which is a major that existed in UCR and was disestablished few years after the B.S. degree in business Administration was established. These cooperative majors continue to use the AS in their titles.
3. **Student Advising:** Students in Business Administration continue to enjoy one-on-one advising with full-time professional academic advisors, as well as significant advice and information that is available on-line. Students are advised by the staff of the Office of Undergraduate Programs in AGSM. OUP employs six individuals: an associate dean for the undergraduate program, a full time director of the undergraduate program, three professional academic advisors, and an administrative assistant. The advisors, with the assistance of the director and the associate dean evaluate the applications and issue admission letters. AGSM faculty support is available if needed. Each admitted student enjoys a personalized advising session with one of the professional academic advisors where the degree requirements are explained and a study plan is established. Advising thereafter is available in two separate settings: one through the open hours of the professional advising staff who are available for walk-in appointments during certain hours every week, and one through individualized appointments. The OUP also provides advising through the electronic media and the AGSM website. Advisors also provide workshops to pre-business in conjunction with the Pre-Business Office in CHASS, and to transfer students about the pre-requisites for the major and the application process. Efforts are being made to reach out to students in other settings such as student dorms and through working with the Students Transfer Center on UCR to work with California Community College system.

4. **Curriculum:** The B.S degree in Business Administration at UCR is strongly grounded in liberal arts education. Transfer of the program to the reconstituted AGSM will not alter this characterization. The curriculum consists of five segments; Appendix I shows the complete requirements of the program. These are:
   
   a. **College Breadth Requirements:** All pre-business students must complete the CHASS breadth requirements; these consist of five courses in humanities, four in social sciences, five courses in natural sciences in addition to three courses in English, three courses in foreign language (or acquiring of third level competency), and a course in ethnic studies. These requirements, at the lower division, are comparable to their counterparts in excellent undergraduate business programs such as those of UC Berkeley, U. of North Carolina at Chapel Hill, U. of Michigan, and U of Virginia. In
b. **Pre-requisites for the Major**: These consist of eight courses. Only two of them are business courses (BUS 10: Introduction to Business, and BUS 20: Financial Accounting and Reporting). The other six are in the social and natural sciences, and they can count toward the college breadth requirements. The breadth requirements and pre-requisites for the undergraduate business program can be completed in the first two years of enrollment.

c. **Business Core Requirements**: These required business courses consist of the ten courses specified in Appendix I. They capture the standard curriculum required by AACSB as a basis for accreditation. These requirements provide a broad knowledge of all functional areas of business and are consistent with the goal of developing breadth in the educational experience of undergraduate business students. Two of these requirements can be satisfied by courses taken in some of the departments at CHASS such as Political Science, Sociology, Philosophy, and Psychology. Core courses are usually completed in the third year of enrollment.

d. **Concentration Courses**: To be competitive in the market for their business education undergraduate business students generally find initial employment after graduation in a specific business function, such as accounting, marketing, finance, human resources
or other areas. Some professional certification requirements, such as eligibility to take the Certified Public Accountant (CPA) exam, also require specific amounts and types of course work. In order to prepare students for work in a business function and to assure that UCR graduates meet the requirements for professional certification in areas where it is required, the undergraduate business program requires that students complete a minimum number of courses in a specific business function. These focused functional courses are called a concentration. Concentrations offered within the general business administration major and are common features of undergraduate business programs. Such concentrations also support the student advising function by providing students with clearly identified groups of courses that will prepare them for specific career opportunities or for eligibility for professional certification. For example, a concentration in accounting would be defined by the courses required for eligibility to take the CPA examination.

The most recent review and revision of the business administration program resulted in the creation of twelve concentrations. These were created to provide for more flexibility for the students, and to allow for a certain degree of specialization. The functional concentration consists of an additional five courses beyond those in the general business core, which were described in c above. These concentrations are listed in Appendix II. At least six of these concentrations rely on taking upper division courses in departments in the other colleges of UCR (BCOE, CHASS, and CNAS). Such concentrations are consistent with the objective of providing undergraduate business students with a broad educational experience while still assuring that students are adequately prepared for careers in business and professional certification. The availability of a range of concentrations allows students to benefit from faculty strengths within AGSM and across UCR. The cross college concentrations provide a means for meeting students’ interests in integrating business management with other educational experiences within the larger campus. These courses are usually taken in the senior year.

e. **Upper division business electives:** These elective courses consist of three upper division courses. Student can add them to increase his/her focus/depth in a
concentration, or to focus toward a specific career. Students who wish to graduate with more than 180 units can choose to take more electives should they wish to do so. The design of the program, including the availability of electives both within specific business disciplines and in relevant disciplines outside of the business disciplines provides students with the opportunity to pursue a broad education and simultaneously prepare for a career and qualify for national certifying exams, such as the Certified Public Accountant (CPA) and Certified Financial Analyst (CFA).

5. Faculty Resources: BAP generates FTE faculty lines for all of the participating schools and departments in a manner proportional to their involvement in the program. At the pre-requisite and upper division levels these departments include AGSM, Art, Computer Science, Engineering, Economics, Political Science, Philosophy, Psychology, Sociology, and Statistics. AGSM teaches two of the pre-requisite courses (BUS 10 and BUS 20), at least eight of the ten core courses, many of the concentration courses, and most of the business electives. Consequently, AGSM generates most of its FTE faculty lines from this program. It also deploys its ladder rank faculty in teaching and serving this program. AGSM currently has 24 ladder rank faculty, two visitors, four full time lecturers, and numerous part-time lecturers. AGSM is currently involved in an aggressive faculty recruiting campaign intended to add at least ten ladder faculty members for the fall of 2008. This would bring the total active faculty to 40, including all ladder faculty, visitors, and full time lecturers. The School is currently budgeted for 39.5 FTE. Given the current enrollment of the School (1116 undergraduate students and 125 MBA students) this faculty size will provide for the faculty to student ratio mandated by the accreditation agency AACSB, which is 1:25.

6. Accreditation of the Program: The Association to Advance Collegiate Schools of Business (AACSB International) promotes academic standards for business programs that focus on curriculum, resources, and currency of the faculty in their fields. The curriculum standards determine the basic requirements for a degree in business administration. Standards for faculty resources maintains that the faculty to student ratio to be no less than 1:25 on one hand, that over 60% of the faculty must be academically qualified, and that over 90% must
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be academically and/or professionally qualified (a professionally qualified faculty member would be one with significant business experience). Academic and professional qualifications are specified and are a function of the mission of the school and university. Business administration programs are evaluated on these standards. Those that satisfy or exceed these standards are accredited for a certain period of time after which they must come back for re-accreditation.

Accreditation is important for students, faculty and employers. It indicates that an accredited program has met or exceeded the minimum standards required for a degree in business administration, and that the program is true to its mission. It indicates quality. Prospective faculty prefer to be hired by schools/colleges with accredited programs, some employers hire graduates of only accredited programs, some employers support the continuing education of their employees only if they attend accredited programs. The BAP at UCR was accredited in April 2003 and it is up for reaccreditation. Transferring the degree to the reconstituted AGSM will make the reaccreditation process easier as it provides for a more focused governing structure for the program, and provides the students with a well defined home.

Appendix I: Curriculum of the B.S. Degree in Business Administration at UCR

Requirements for the B.S. degree in Business Administration include the following five segments:

1. **Breadth Requirements** of the college from which they enter. In case of CHASS, where the Pre-business students are, the B. S. degree breadth requirements are:
   - English Composition: Varies
   - Humanities: 20 units
   - Social Sciences: 16 units
   - Natural Sciences and Mathematics: 20 units
   - Ethnicity: 4 units
   - Foreign Language (level 3): 12 units

2. **Prerequisites:**
   2.1 **General Prerequisites:** (6 Courses, 27 Units) (may be applied toward breadth requirements)
Economics 4, Introduction to Economics (5 units)
Computer Science 8, Introduction to Computing (4 units)
Mathematics 22, Calculus for Business (5 units)
Statistics 48, Statistics for Business (5 units)
Economics 102A, Microeconomic Theory (4 units)
Economics 103A, Macroeconomic Theory (4 units)

2.2 Major Prerequisites: (2 Courses, 8 Units)

Business Administration 10, Introduction to Business (4 units)
Business Administration 20, Financial Accounting and Reporting (4 units)

3. Core Requirements: (10 Courses, 40 – 48 Units):

Business Administration (BUS) 100, Management Communication
Business Administration (BUS) 101, Information Technology Management
Business Administration (BUS) 102, Ethics and Law in Business and Society
Or PHIL 116 and either POSC 182 or POSC 186
Business Administration (BUS) 103, Marketing and Distribution Management
Business Administration (BUS) 104, Decision Analysis and Management Science
Business Administration (BUS) 105, Production and Operations Management
Business Administration (BUS) 106, Financial Theories and Markets
Business Administration (BUS) 107, Organizational Behavior
Or PSYC 142 and either SOC 150 or SOC 151
Business Administration (BUS) 108, Financial Evaluation and Managerial Analysis
Business Administration (BUS) 109, Competitive and Strategic Analysis

4. Concentration: (5 Upper Division Courses, 20 Units); please see Appendix II

5. Business Electives: (3 Upper Division BUS Courses, 12 Units)

Appendix II: Concentrations Offered within the B.S. Degree in Business Administration

Concentration: Choose five courses (20 units), from a larger menu of courses, for any of the twelve concentrations listed below. The courses are selected with the approval of an advisor. Courses completed to meet upper division core requirements may not be used to meet
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collection requirements. The Concentration will appear on the transcript, but does not appear on the diploma.

- Accounting
- Arts Management
- Environmental Management
- Financial Economics
- General Management
- Human Resource Management
- Information Systems management
- International Management
- Managerial Economics
- Marketing
- Operations and Supply Chain Management
- Public Policy and Management
May 2, 2008

TO: ELLEN WARTELLA
EXECUTIVE VICE CHANCELLOR AND PROVOST

FM: THOMAS COGSWELL, CHAIR
RIVERSIDE DIVISION

RE RECONSTITUTION OF THE UCR A. GARY ANDERSON GRADUATE SCHOOL OF MANAGEMENT (AGSM) AND THE TRANSFER OF THE B.S. DEGREE IN BUSINESS ADMINISTRATION TO AGSM

The Senate has completed its review of the Proposal for reconstitution of the UCR A. Gary Anderson Graduate School of Management (AGSM) and the transfer of the B.S. Degree in Business Administration to AGSM and it will be included in the Agenda for the May 20 Division Agenda for divisional vote.

In addition to the comments received from the other committees that reviewed the proposal, the Committee on Educational Policy had this to say: “Since the initial proposal was tabled at the systemwide level, we would encourage AGSM to strengthen the case that it makes for the transfer by soliciting expert evaluation of the implications of the proposed transfer. By soliciting outside letters that evaluate the strength of the plan and program, concerns that may still linger from the initial abortive transfer can effectively be addressed. Most importantly, we feel a letter from those involved in the undergraduate program at UC Berkeley would help the reviewing parties with advice from a well established and also otherwise comparable program”.

The Executive Council at its meeting on Monday the 28th of April approved the proposal on condition that outside letters are solicited as mentioned above.
FEBRUARY 22, 2008

TO:    CHRIS CHASE-DUNN, CHAIR
       ACADEMIC PERSONNEL

        ILYA DUMER, CHAIR
        GRADUATE COUNCIL

        PIERRE KELLER, CHAIR
        EDUCATIONAL POLICY

        ANTHONY NORMAN, CHAIR
        PLANNING AND BUDGET

FM:    THOMAS COGSWELL, CHAIR
       RIVERSIDE DIVISION

RE     RECONSTITUTION OF THE UCR A. GARY ANDERSON GRADUATE
       SCHOOL OF MANAGEMENT (AGSM) AND THE TRANSFER OF THE B.S.
       DEGREE IN BUSINESS ADMINISTRATION TO AGSM

Attached you will find a proposal to reconstitute the A Gary Anderson Graduate School of Management and to transfer the BS Degree in Business Administration from CHASS to AGSM.

I am also attaching a copy of the policy for reconstitutions from the Compendium.

Please forward your committee’s response to me by March 20, 2008.
March 12, 2008

To: Thomas Cogswell
   Chair, Riverside Division Academic Senate

Fr: Christopher Chase-Dunn
    Chair, Committee on Academic Personnel

Re: Reconstitution of the AGSM and the transfer of the BS Degree in Business Administration to AGSM

CAP discussed the proposed reconstitution of AGSM and the transfer of the B.S. degree in Business Administration from CHASS to the Anderson Graduate School of Business.

There was strong support for the efforts to expand the mandate of AGSM to undergraduate education. CAP noted with approval that the proposed curriculum for the undergraduate major remains a broad interdisciplinary approach with substantial prerequisites in social sciences and the humanities. CAP notes that the relevant UCR Academic Senate Committees should be consulted regarding any future changes in the requirements for the Business Administration major.
March 26, 2008

Thomas Cogswell, Chair
Riverside Division
Academic Senate

At its meeting of Wednesday, March 19, 2008, the Graduate Council considered the Reconstitution of the UCR A. Gary Anderson Graduate School of Management (AGSM) and the Transfer of the B.S. Degree in Business Administration to AGSM. The reconstitution does not appear to affect graduate education, thus the Graduate Council had no objections.

Ilya Dumer, Chair
Graduate Council
March 6, 2008

TO: THOMAS COGSWELL, CHAIR
RIVERSIDE DIVISION

FR: PIERRE KELLER, CHAIR
COMMITTEE ON EDUCATIONAL POLICY

RE: AGSM PROPOSAL TO RECONSTITUTE AND TRANSFER THE B.S. IN BUSINESS ADMINISTRATION TO AGSM

The CEP met on March 5 and discussed the proposal to reconstitute and transfer the B.S. in Business Administration to AGSM. We voted unanimously in favor of the proposal (5 Yes votes, 0 No votes, 1 Abstention from an AGSM member in virtue of conflict of interest).

CEP has concluded that with the addition of a new permanent Dean, the recruitment of new advising staff, and the plan to hire ten new ladder rank faculty in order to replace lecturers in AGSM, the transfer is now on a much firmer footing than when it was initially proposed and later tabled at the systemwide level. The concerns that we had as a committee at the time of the initial transfer proposal have been addressed in the new proposal. We would also note that the transfer, if and when it is implemented, will help satisfy a request from the AACSB accreditation board.

Since the initial proposal was tabled at the systemwide level, we would encourage AGSM to strengthen the case that it makes for the transfer by soliciting expert evaluation of the implications of the proposed transfer. By soliciting outside letters that evaluate the strength of the plan and program, concerns that may still linger from the initial abortive transfer can effectively be addressed. Most importantly, we feel a letter from those involved in the undergraduate program at UC Berkeley would help the reviewing parties with advice from a well established and also otherwise comparable program.
TO: THOMAS COGSWELL, CHAIR
RIVERSIDE DIVISION

FM: ANTHONY NORMAN, CHAIR
COMMITTEE ON PLANNING AND BUDGET

RE: REORGANIZATION OF UNDERGRADUATE BUSINESS PROGRAM

This proposal is a revision of a previous proposal approved by the UCR campus. The revision has addressed the reasons for the deferral of a decision at the system level. First, with regard to administration, the A. Gary Anderson Graduate School of Management, UCR has hired a Permanent Dean, David Stewart. The school also has assigned an experienced associate dean to oversee the program. Second, the Undergraduate Program Office has hired a new full time director from USC with 15 years experience running the undergraduate business program, in addition to advising staff (three staff members). This seems to be an improved governance structure and in line with what is being done at other business schools. Lastly, the school is currently hiring additional faculty members.

Moreover, it is important to note that no new classes or new faculty would be needed. As for the curriculum, the program offers 12 concentrations (shown on page 16) in most recent curriculum revision. These “tracks” provide advice and guidance to supplement advising staff. These concentrations bring it in line with concentrations offered by other business schools.

It is important to note that the revised proposal is approved by CHASS, AGSM, and the Business Administration Program Committee (BAPC) and supported by both of the Deans of AGSM and CHASS. This transfer will accomplish the following for UCR/AGSM as described in the proposal:

- It will streamline the management and ownership of the program.
- It will bring UCR’s undergraduate business program model in line with other UC business schools with undergraduate programs (e.g. UCI and UC Berkeley).
- It will address UCR campus-wide retention issues (many students find the lack of a “home” confusing).
- It will increase the visibility and the marketability of the program from UCR’s standpoint (this is especially important given UCI’s introduction of an undergraduate business program).
- It will help with reaccreditation of AGSM/UCR’s business programs since this unusual structure has been a concern of previous accreditation visitation teams.
- Last but not the least, it might also enable UCR out-reach efforts since there will be one central point of contact with the business community at AGSM.
The members of the Committee on Planning and Budget voted unanimously to approve this reorganization.