May 20, 1999

TO: IRWIN W. SHERMAN, CHAIR, RIVERSIDE DIVISION

FR: G. LAWRENCE ZAHN, CHAIR OF THE FACULTY, GSM

RE: PROPOSAL FOR THE DEPARTMENTALIZATION OF AGSM

On behalf of the faculty of the AGSM, I submit to the Senate the attached Proposal for the Departmentalization of AGSM. It lays out three tentative departments and a process for establishing membership. As indicated in the EVC’s report, this proposal was approved by the faculty in October, 1998.
December 3, 1998

To: I. W. Sherman  
Chair, Riverside Division

From: D. H. Warren  
Executive Vice Chancellor

Re: AGSM Departmentalization

I am writing to seek Academic Senate advice on a proposal to establish three departments in the Anderson Graduate School of Management. The vast majority of the AGSM faculty have participated in this process by proposing departments, refining the descriptions and titles of the departments, and voting on the selection of faculty into the resulting departments. As a result this proposal has the broad – though not unanimous – support of AGSM faculty.

I must note that one AGSM faculty member chose not to self-select to any of the three departmental under discussion since June 1998, and instead requested consideration of a fourth departmental option. As requested, I presented his proposed description and title to the AGSM faculty on November 30, 1998. I will receive such views as are expressed and will follow up as appropriate to ask for a faculty vote on the establishment of the department. I will inform you as soon as possible of the outcomes of this process so that it can be fed into the Academic Senate deliberations, but in the meantime I would like to initiate the Senate review process.

Finally, I note that I am poised to embark upon a search for a permanent AGSM dean once we have determined the future structure of AGSM.

Thanks in advance, and I look forward to receiving advice from the Academic Senate about this proposal.

Cc: Chancellor Orbach  
Interim Dean Mayers
AGSM Departmentalization Proposal

In his July 1, 1997 memo (Attachment 1) to the campus announcing the appointment of Interim Deans Mayers and Maghoori, Chancellor Orbach noted that "The establishment of departments is a critical step in the further development of the AGSM in its quest for regional, state and national impact.

There are several reasons for proposing the establishment of a departmental structure within AGSM at this time.

First, there is a very wide variety of faculty interest and expertise within AGSM, spanning all of the foundational disciplines of management. This variety of interests within a single large unit makes it more difficult for that unit to identify and agree upon clear planning directions.

Second, the current structure places a disproportionate burden of responsibility at the dean's level, since functions ordinarily assumed by departments are performed in the dean's office as well as the dean's functions. The lack of separation of departmental and decanal functions is particularly evident in the area of academic personnel review, where there is currently not a level of review coordinated below the level of the dean's office. A departmental structure would regularize this function by separating faculty and decanal responsibilities appropriately. (The model employed until two years ago used a "designated letter writer" to serve the role of department chair; it was wholly unworkable.)

Third, as UCR grows, so presumably will AGSM. In a UCR of 15,000 students, the AGSM faculty might well number 40 or more. While today's faculty of about 25 might be manageable without a department structure, tomorrow's larger faculty certainly will require a departmental structure.

Following up on Chancellor Orbach's memo of July 1, 1997, on July 15, 1997, I wrote a memo (Attachment 2) to the AGSM faculty inviting them to bring forward proposals for specific departments in AGSM. In that memo, I identified the criteria that proposals should meet for consideration.

Several proposals were received and are included in Attachment 3. I asked Interim Dean Mayers to forward to the AGSM Executive Committee those proposals that fit the guidelines laid out in my July 15, 1997 memo. (I determined that the proposals numbered 1 and 2 in Attachment 3 failed to meet the major criteria for consideration and communicated this to their authors; I received no response or resubmission of either proposal.)
In his October 22, 1997 memo to Prof. H. Johnson, (Chair of AGSM Executive Committee) and Senate Chair I. Sherman, Interim Dean Mayers forwarded the
for proposals which had been received by that date and which deemed to meet the criteria. These were the proposals numbered 3, 4, 5 and 6 Attachment 3. (Another proposal, #7, was subsequently received on October 29, 1999, and constituted an emendation of #6.) Noting the cross-cutting complexity of the set of proposals, Interim Dean Mayers suggested that three alternatives be considered, and he asked for recommendations to be forwarded to the Executive Vice Chancellor by December 1, 1997.

Prof. H. Johnson, as Chair of AGSM faculty, called a faculty meeting for October 31, 1997 to discuss these issues. Prof. Johnson informed me in a memo (undated but received November 7, 1997) (Attachment 5) that he had been directed by the faculty to chair an ad hoc committee to investigate departmentalization. In a memo to me dated November 3, 1997 (Attachment 6), Interim Dean Mayers clarified that the special committee would report to the faculty by the end of the [Fall, 1997] quarter.

In fact, the committee tendered its report on March 31, 1998. It is appended as Attachment 7. The report was adopted by the AGSM faculty by a majority vote.

The report argued against departmentalization at that time, giving several reasons for this position. The report states that "the only useful purpose for having departments would be to improve the [academic] personnel process by creating units with compatible individuals in each."

It is my belief that there is valid intellectual basis for the establishment of departments in AGSM, and I think that the departmental structure which I am proposing reflects that. At the very least, the process of departmentalization has been constructed in such a way as to accomplish the primary criterion of the committee's report -- to improve the academic personnel process by creating units with compatible individuals in each.

The report went on to say that if departmentalization should proceed, the following conditions should be satisfied:

1. No individual should be forced to join a particular department.
2. No department should be forced to accept a member.
3. Colleagues who work together should not be assigned to separate departments.

The third condition cannot be strictly met because of a variety of cross-connections among faculty, all of which cannot be satisfied. However, in all subsequent activities the first two conditions have been strictly followed.
In early June, 1998 I was invited to meet with AGSM faculty to discuss departmentalization. At that meeting I proposed a trio of departments which in my view best reflected the collection of proposals that had been presented by the faculty in Fall 1997. After much discussion the faculty who were present voted unanimously to endorse the departmental structure that I had proposed. Noting that some refinement of the departmental descriptions and titles was needed, the subsequently voted 5 to 4 in favor of refining descriptions and titles before selecting themselves into departments.

On September 22, 1998 (Attachment 8) I transmitted the revised descriptions and titles to the faculty and asked for further comments by September 29, 1998. (The procedures for selection of faculty into departments, which we discussed in the June 1998 meeting were also outlined in that memo.) The comments received were incorporated in a revision, and I distributed that to the faculty in a memo dated October 16, 1998 (Attachment 9), asking for their confidential vote for or against the establishment of this three-department structure. Of the 22 eligible voters, 17 responded, and there were 13 yes and 4 no votes.

Accordingly, in a memo dated October 29, 1998 (Attachment 10) I asked each faculty member to choose one of these three departments to join. All faculty but one responded. Subsequently, each of the faculty members in a department group received a ballot listing all members of that group and was able to vote confidentially for or against the inclusion of each faculty member in the department group. All faculty members who had self-elected to each department received a positive majority of the votes cast.

Hence, despite the faculty's initial reluctance to endorse departmentalization, they agreed to move forward in the June 1998 meeting. As we agreed, the faculty have had the opportunity to help revise the proposed department descriptions, and a clear majority of the eligible voters favored the establishment of the resulting set of three departments. The ensuing process was conducted entirely in accord with the conditions for faculty selection that the ad hoc committee identified. The result is a set of three departments that contain all but one of the present faculty in AGSM, and I am pleased to present this plan for departmentalization in AGSM for the advice of the Academic Senate.

Approved by the Graduate Council: 1/14/99
Approved by the Committee on Educational Policy: 4/21/99
Considered positively by the Advisory Committee: 1/11/99
"Advised against at this time" by the Committee on Planning and Budget: 5/7/99
A. Management: The Economic Approach

The goal of the department is to understand the interactions among markets, individuals, and organizations, and to exploit that understanding to enhance the performance of organizations. The intellectual emphasis is multidisciplinary, and the unifying methodological emphasis is econometric analysis and modeling.

B. Management: The Process and Systems Approach

The goal of the department is to understand the behavior, decision processes, and outcomes in organizations, groups, and individuals, in order to optimize their strategic and operational performance. The intellectual emphasis is multidisciplinary, and the unifying methodological emphasis is behavioral and quantitative approaches, both normative and descriptive.

C. Accounting

The goal of the department is to understand how accounting information is provided to and used by decision makers in making better informed decisions. The scope includes both theory and practice issues of contemporary accounting, examined by a variety of appropriate research methodologies.