Department of Managerial Sciences Action Plan

I. Status of Action Items from Prior Review

A. The last Academic Program Review for Managerial Sciences was performed in 2002-2003 and the Action Plan Commitments were signed off on by the Provost on May 27, 2005.

B. The Action Plan Commitments were completely focused on reducing reliance on PTI and NTT faculty. At the time the department was 53% tenure track. The commitment was to convert PTI and NTT positions to TT to reach 75% TT within 7 years.

C. Since the percentage of TT faculty in the department is currently 47.7%, it is apparent that these action items were not accomplished. Because the commitment was subject to University funding priorities and availability, it is likely that the lack of forward progress on these commitments was due to lack of funding.

II. Major findings in Current Review

A. Lack of organizational cohesion. The Department of Managerial Sciences is a large department that consists of six distinct disciplines. The current MS program, the MGS major in the MBA program, and MGS major in the BBA program all reflect this distinction with 4-5 concentrations or, in the case of the BBA program, career paths within the major. There has been no department level strategy or common goals communicated to the faculty as far back as anyone can remember. There is, therefore, no department level identity, little motivation to work together as a department and no focus on how the different disciplines can work together to develop innovative and market-based programs. As a result, enrollment in our MS program is in decline and faculty work in autonomous subgroups rather than as a department.

B. Lack of permanent leadership and research active senior faculty. The department has two “permanent” and two “interim” chairs over the 10 year review period. The current chair was appointed as interim in 2011. At the same time, research active senior faculty have retired or moved into administrative positions, leaving only a very few to mentor junior faculty and PhD students. This has implications for faculty recruitment and retention.

C. Outdated/unfocused program offerings. The MS program and the MGS majors in the MBA program and the BBA program have not been reviewed or updated since 2004. While it made sense at that time to offer multiple concentrations in the majors (career paths in the undergraduate program), changes in student and market demand reflect the need for a rigorous review of, and revisions to, department programs.
D. Program assessment and improvement activities are not well-dispersed throughout the faculty. Formal program assessment is handled by program coordinators within the department but a culture of assessment is not widespread throughout the faculty.

III. Action steps for the coming cycle

A. Address Organizational Cohesion

1. Create a strategic plan for the department

   a) Work on this has begun as follows:

      (1) Faculty groups from the three core research areas (Operations Management, Organization Behavior/Human Resource Management and Strategy) have met and composed strategic vision statements for each of their areas that reflect current and future research capabilities and goals.

      (2) A team of active tenure-track and high performing NTT faculty from all areas has been formed with the goal of craft a strategic vision for the department as a whole that incorporates the vision statements of all of the research areas as well as degree program goals. An initial framing vision, “Key Management Skills” has been identified and will continue to be refined.

   b) Additional work to be done

      (1) Refine the vision statement that will lead the RCB Managerial Sciences Department to be differentiable from Management departments at competing, peer and aspirational schools
      Develop a strategic plan goals that lay out implications for program development (see section C. below), faculty hiring, and community outreach that incorporates all disciplines that reside within the department

      (2) Identify ways to better integrate the Beebe Institute into department research, teaching and outreach activities

      (3) Determine if and how the MGS Department and the Russell Center for Entrepreneurship currently housed therein should contribute to the forthcoming Entrepreneurship and Innovation Institute.

B. Address leadership and senior level faculty

1. The College will hire/appoint a permanent chair. The Dean has indicated his intention to do so by the end of the current academic year.

2. Following creation of strategic plan for the department, hire senior faculty whose research and teaching backgrounds reflect the direction in which the department is heading.
C. Restructuring Programs

1. In response to the self-study portion of the strategic plan, the department worked during spring and summer of 2014 to restructure MS program to better reflect integrated nature of department, strengths of faculty, and market demand for employees with a core set of management skills that encompass managing people, processes and projects. The RCB Graduate Program Council followed by the full RCB faculty approved the restructured program in November 2014. CAP is currently reviewing the proposal.

2. The college introduced an MS in Analytics program in Fall 2014 and is now in the process of developing a proposal to create the Institute for Insight. Tenured members of the MGS faculty with appropriate levels of expertise in Business Analysis are now reporting directly to the dean in anticipation of the establishment of the Institute and they are both participating in both efforts. A decision will need to be made about the departmental assignment of the NTT faculty members with business analysis backgrounds.

3. We will undertake a review of the MBA and BBA majors following completion of college level review of those programs with an eye toward restructuring the majors to align them with the department vision and market demand.

D. Enhance program assessment

1. Engage program coordinators and college assessment officer in conversations to identify mechanisms for creating and maintaining an assessment-oriented culture.

2. Identify and implement concrete activities that can engage all faculty members in continuous assessment of teaching and program effectiveness.

Richard Phillips, RCB Dean
Date

Pamela Barr, Interim Chair
Department of Managerial Sciences
Date

Risa Palm, Provost
Date

pending an addendum to update progress