Proposed Reorganization involving the Eller College of Management’s Student Support Services

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Affected units include the Business Communications unit, the Management and Organization Department, the Doctoral Program Coordinator, the Undergraduate Program and the MBA Program
Currently Eller College of Management is well known for providing high quality student services for undergraduate, graduate, and Ph.D. level students. For example, our undergraduate and graduate advising and placement personnel provide richer and more individualized activities to enhance students’ experience during their coursework at the college. While faculty and students both value these services highly, it is possible to deliver an acceptable level of services with some reorganization. To this point, we present the following four proposals.

**Merge Business Communications into Management and Organization Department**

Undergraduate and MBA students have asked that we continue to provide the high quality of communications classes delivered by Eller Business Communications faculty. Recruiters speak highly of the communication abilities of Eller students, and the program provides our students with a competitive edge. Since its establishment, the Business Communications program has been coordinated as a subunit within the Dean’s Office, independent of an academic department, with a lecturer identified as coordinator for the program. We can retain the faculty and most of the courses yet reorganize and streamline the administration function of this department by merging it into the Management & Organization (M&O) Department. Communications classes would be scheduled by M&O, allowing the individual currently coordinating the program to increase her teaching load by reducing administrative responsibility. In addition, English as a Second Language (ESL) classes for international students will be discontinued. Although classes in ESL are also provided for international students on campus by CESL, Eller has supplemented the CESL courses to increase the opportunities for success for our international students. While these classes have not emphasized business communications, they have been an excellent resource for international students. See the budget page for more detailed information about reduction in staff and operations.

**Reorganize Undergraduate Program**

Although our undergraduate advising services have been highly regarded by students, our academic departments are willing to use tenure and non-tenure track faculty members to mentor and advise upper-division students who are part of their majors. Faculty will provide information about career choices and graduate school options. Faculty members often have an excellent understanding of the career opportunities available for majors. In addition, our departments frequently have long-standing relationships with campus recruiters from various industries. Because we serve over 3,700 undergraduates in pre-business and 1,400 undergraduates in our business minor program, the Undergraduate Program advisors will continue to provide advising for these students. With this reorganization, 2.5 advisor positions will be eliminated.

**Reorganize MBA program functions to combine related activities**

Although MBA students require incrementally more effort for admissions and placement activities, we believe that it is possible to reorganize the responsibilities and activities to provide an acceptable level of services with fewer employees. We propose to move two full time personnel to part time and eliminate one FTE position. As part of this reorganization, some of the business functions will be moved to the Dean’s office.
Eliminate the Doctoral Program Coordinator position

Recently we added a position to coordinate course work and admissions activities for our doctoral students in all departments. While the Coordinator role has provided demonstrable benefits, this function can be moved back to the department level without significant disruption of program or activities. The Graduate and Professional Studies Committee will coordinate among department course offerings to eliminate overlap. Each academic department will undertake admissions and advising functions for their own students.

These reorganizations are not likely to affect rankings or reputation.

Process

Following is a description of the consultative process that was followed to develop these proposals.

The College Advisory Committee (CAC) met with the Dean and Vice Dean to discuss a process by which ideas for reorganization could be generated and discussed. This led to the following process. An Ad Hoc sub-committee was convened that included tenure track and lecture faculty, staff and student representation. CAC recommended the names of faculty members and the Vice Dean asked the Staff Council Chairperson to identify a staff representative, and the student council president represented students. CAC recommended that the Dean send an email requesting that ideas be sent to the chairperson of the Ad Hoc Committee and/or to the Dean and Vice Dean. The Vice Dean sent a list of submitted ideas to the committee chair. The committee deliberated on the ideas and sent forward a list of their preferred options with comments. This list, which contained three of the elements included in this white paper, was then presented to CAC and Heads for further comment. CAC met and summarized their comments and concerns about the Ad Hoc Committee recommendations. These concerns were then presented during a heads meeting at which heads had further input on the recommendations. A college-wide meeting was later held during which the process was explained and the Dean’s approach to the white paper was presented. CAC later requested and received a complete list of the ideas received by their Ad Hoc Committee. Throughout the process individual faculty and heads provided further informal feedback to the Dean and Vice Dean. In addition, the Dean has met with undergraduate and graduate student organization leaders to discuss their concerns about reorganization ideas. The one idea that was forwarded to the Ad Hoc Committee but was not on their recommendation list was to move the doctoral program coordinating and advising activities back to departments. However this idea was suggested by several heads and several other faculty and was also discussed with the Doctoral Student Coordinator.
Financial Impacts

Projected Savings from Reorganization

Merge Business Communications into Management and Organization Department: Budget savings will be realized by eliminating one adjunct for supplemental English as a Second Language courses, reducing one lecturer position, adjusting teaching load for the lecturer currently performing administrative functions, and eliminating operating expenses.

$93,000 plus ERE on personnel funds

Eliminate PhD Coordinator role and related activities: Budget savings will be realized by eliminating the Coordinator stipend and reducing operating expenses.

$22,000 plus ERE on personnel funds

Undergraduate Program Reorganization: Budget savings will be realized by reducing advising staffing by 2.5 FTE.

$125,000 plus ERE

MBA Program Reorganization: Budget savings will be realized by reducing support staffing by 1.75 FTE and reducing $50,000 in operating funds by reducing printing and postage and increasing electronic distribution of recruitment and application materials.

$130,000 plus ERE on personnel funds

Grand Total $370,000