

**Department of Management
Academic Plan 2004-2009**

I. Introduction.

A. In light of your answers to the planning questions, describe what you expect your unit to “look like” (e.g., student undergraduate and graduate mix, number of full and part-time faculty, administrative staff, advising) in 2009:

1. Undergraduate management majors should be between 1,000 and 1,100.
2. Increase graduate SCH production relative to undergraduate SCH production.
3. **Fall 2003:** Currently have 13 tenure, tenure-track faculty (includes chair and assoc. dean), 18 full-time faculty (includes T,TT), 1 VME faculty, 1 contract faculty @ 12 ½% FTE and 11 per course faculty teaching 15 sections (San Marcos, and RRHEC) – yield of 22.5 FTFE.
Fall 2009: Envision 18 tenure, tenure-track (includes chair and assoc. dean), 22 full-time faculty (includes T,TT) and 6-8 per course faculty teaching 12 sections (San Marcos and RRHEC) – yield of 26 FTFE.
4. One full-time tenure or tenure-track director of management programs at RRHEC (included in 3 above).
5. One full-time Administrative Assistant and one part-time administrative assistant.
6. Academic advising conducted primarily by the CBA Advising Center.
7. Career advising and student development conducted by departmental faculty and departmental services.
8. Three graduate research assistants to support faculty research and grant efforts.
9. On-going and participating Management and Marketing Advisory Council.

B. Based on unit goals, list the number of new (not replacement) faculty lines you plan to request in the 2004-05 academic year and in 2-5 years.

1. 2004-2005: One tenure-track position in entrepreneurship.
2. 2-5 years: One tenure-track position in human resource management.
Three tenure-track positions for the RRHEC campus (includes director).
One tenure track position (San Marcos) to reduce reliance on per-course lecturers.

Note: Above request does not account for growth at the RRHEC.

C. Based on the initiatives outlined in your plan, estimate the total amount of new funding that your unit will need in the 2004-05 academic year and in 2-5 years. (Below assessments based on entire plan period 1-5 years)

Part-time Administrative Assistant	\$15,000 (per year)
Graduate Research Assistants (3)	\$35,700 (per year – includes 40% benefits)
Faculty Development/travel (new TT hires)	\$10,000 (per year @ \$2,000 per faculty member)
Increase M&O (See III – Program Maintenance)	\$10,800 (per year @ \$600/faculty – 18 current)
Faculty Incentives for RRHEC Teaching	\$10,000 (per year) (See IV.4.a)
Total Cost (per year)	\$81,500

II. Process: Describe, in a brief paragraph, the process used to develop your unit plan, including the nature and extent of faculty involvement.

In early April 2003, departmental faculty received a copy of the ‘Preliminary Planning Questions’ and were asked to develop responses to the questions prior to a faculty meeting. On April 25th, the departmental faculty met in DH 229 and formulated responses to all questions for submission to the CBA Dean (15 faculty in attendance, 3 faculty with excused absences – absent faculty were allowed to submit their responses via e-mail prior to the meeting). At the departmental Fall faculty meeting, the strategic plan and planning cycle was discussed and faculty were provided with an electronic copy of the initial departmental strategic plan, a copy of the initial CBA plan and the environmental scan developed by CBAC. Faculty were asked to review all documents in preparation for a formal meeting. Departmental faculty met on September 12th (14 in attendance) to discuss changes to the initial submission (e-mail changes accepted from those unable to attend), and the edit of the plan was distributed to all full-time faculty in the department for their review and correction. Faculty were asked to submit their proposed changes via e-mail to the chair by October 3rd and the revision/edit was completed on October 6th.

On October 10th, the College of Business Administration held a CBA faculty meeting and dialogue session where all department chairs presented their departmental plans to CBA faculty, and feedback was solicited and incorporated, where appropriate, into the departmental plans.

III. **Program Maintenance.** Outline any established activities within your academic unit that are inadequately funded due to growth, inflation or other cost increases. Please describe the resources needed to maintain these programs and activities at a reasonable level of quality.

A. Current SCH/FTE ratio is high relative to AACSB accreditation standards, and very large class sizes lead to a deterioration of active learning strategies, case approach classes, writing-intensive coursework and other indicators of teaching and learning excellence. Many class sizes will need to be reduced, primarily in writing-intensive and case approach or team-oriented classes, in order to maintain quality. Maintenance of quality is admirable, but continuous improvement is essential. (See I.B. – new faculty requests – overlaps with current operations) Funding source: Faculty salary dollars allocated by the Academic Affairs division.

B. Ability to support departmental office operations, faculty and students cannot be accomplished at a high quality level due to inadequate funding. The department currently has over 1,100 majors and cannot provide high quality support services to all departmental constituents in a timely manner with the current staff of one. (See I.C. – new funding) Funding source: Staff salary dollars allocated by the Academic Affairs division.

C. Faculty support dollars have declined in real terms over the previous decade. Departmental numbers have increased (new faculty, per course faculty, sections, students, SCH's) yet the department has not received additional M&O funding given this growth, and inflation has further decreased purchasing power in the department. Resources needed to regain dollars lost to growth and inflation are approximately \$600 for each of the 18 full-time faculty in the department. (See I.C. – New Funding) Funding source: M&O allocated by the Academic Affairs division.

IV. **Planning Categories:**

A. **Academic Programs**

1. What new major academic programs (e.g., certificate, minor, bachelor's, master's, doctoral, whether contained on the academic program development plan or not), if any, will your unit propose in the next 12 months? 2 years? 5 years? Please describe, in approximate terms, new resources needed, if any, for the proposed program (e.g., faculty lines, facilities, equipment, technology, administrative staff, etc.).

No new Academic Programs envisioned at this time.

2. What major changes (additions or deletions) in current academic programs, if any, will your unit propose in the next 12 months? 2 years? 5 years? Please describe, in approximate terms, new resources, if any, needed for the proposed program.

12 Months:

a. **Undergraduate Track in Entrepreneurship.**

Proposal for the entrepreneurship track will be presented to departmental curriculum committee and then departmental faculty during the Fall 2003 semester. Course development/reconfiguration will take place during Spring 2004 if approved by the department.

Resources: One faculty line in management
Funding for capstone course in track (Students will actually run an entrepreneurial business as a course project)

Source of funds: University budgeting process for new faculty line – private funding and advisory council development efforts for capstone course.

Assessment: Number of students enrolled in track; employer participation and hiring; feedback from track constituents

b. **Curriculum Committee Review of Current Management Major.**

The departmental curriculum committee in conjunction with course coordinators has been charged to review the current degree in management and to develop a list of critical knowledge, abilities and skills (KAS) derived from current and proposed management courses. Potential outcomes might include a reconfiguration of

current courses, prerequisites and requirements for obtaining a BBA in Management; knowledge of KSA's for AACSB accreditation purposes.

Resources: None at this time

Assessment: New and revised courses and newly configured program for the BBA in Management

c. Human Resources Management Exploratory Committee.

A Human Resource Management Committee has been formed to explore the possibility of adding an HR track to the current undergraduate management degree (similar to entrepreneurship) and to explore the possibility of an HR track at the graduate level. Work will commence during the 2003-2004 academic year with full committee recommendations to follow. Track will require the approval of the departmental curriculum committee, departmental faculty and the department chair.

Resources: Committee will be formed within department as part of departmental service requirement.

d. Support the CBA Initiative for the Business in Latin America Program.

The department will continue to play a leading role in both the undergraduate and MBA level Business in Latin America certificate program.

Resources: One faculty line in Latin American Business (current search @ college level for position (Not new line).

Source of funds: Position approved and faculty salary dollars allocated at the CBA level.

Assessment: Growth in students enrolled in program; outcome measures from employers and other constituents.

2 Years:

a. Support Operations of the SBDC.

The department will play a significant role in integrating the SBDC with current offerings in the department and CBA. The new entrepreneurship track will be aligned with the SBDC for student consulting services and internship opportunities under the guidance of current faculty.

Resources: Faculty release time to oversee student consulting teams and internships.

Source of Funds: None at this time

Assessment: Growth in internship opportunities for students; growth in faculty consulting and research opportunities

2 – 5 Years:

a. Development and Implementation of an HR track at the Undergraduate and/or Graduate levels.

Depending on the outcome of the HR exploratory committee, the department may develop and implement an HR track at the undergraduate and graduate level during the 2-5 year time frame.

Resources: Additional faculty line in management with HR expertise – New Position; reconfiguration of current faculty positions through faculty attrition and retirements

Source of Funds: University budgeting process and allocation from the Academic Affairs division (potential new faculty line in track is approved and implemented.

Assessment: Growth of students enrolled in track and track outcome assessment measures from employers and faculty

3. What new major distance learning programs (e.g., on-line courses, off-campus courses, ITV, Round Rock Higher Education Center, etc.), if any, will your unit propose in the next 12 months? 2 years? 5 years? Please describe, in approximate terms, new resources, if any, needed for any proposed program.

No new distance learning programs anticipated other than current ITV course to RRHEC.

4. What major changes (additions or deletions) in current distance learning programs, if any, will your unit propose in the next 12 months? 2 years? 5 years? Please describe, in approximate terms, new resources, if any, needed for any proposed program.

- a. **The current management degree at RRHEC requires a full-time, on-site faculty supplemented by faculty assigned to the San Marcos campus (AACSB accreditation standard), and the program should continue to grow over the next 3-5 years.** Additionally, incentives for current faculty should be provided for teaching at the RRHEC given distance and time constraints (estimate \$1,000 per San Marcos based faculty member per semester assigned to RRHEC).

Resources: Doctoral coverage; 3 full faculty lines minimum (new faculty lines – tenure track) for full program to be supplemented by San Marcos based faculty and per course lecturers.
Source of funds: Faculty salary dollars from the Academic Affairs division; stipends for current faculty for travel to RRHEC
Assessment: Monitoring of program growth (students, credit hours generated); comparison with main campus programs

5. If Texas State were to become the lead institution in a MITC in northeast San Antonio, what opportunities, if any, would this present that your unit would want to pursue? Please describe, in approximate terms, new resources, if any, needed for the proposed program.

At this time, the Department of Management would NOT want to participate in the San Antonio MITC. With the management degree already offered at the RRHEC, a third location would cause multiple coordination problems, accreditation concerns, staffing resource problems as well as be in competition with UTSA, the Palo Alto (A&M) program and other private business schools already offering degrees in the San Antonio SMSA.

B. Teaching Excellence and Student Learning

1. What new major efforts, if any, will your unit propose to further improve the quality of teaching and learning in the next 12 months? 2 years? 5 years?

12 Months – 2 Years:

- a. **Curriculum Committee Review of Current Management Major.**

Curriculum review should make current offerings and degree more cutting edge for students and employers. Knowledge of KSA's derived from courses and programs should enhance teaching quality and student learning of the most up-to-date management theories, tools and applications.

Resources: None at this time
Assessment: (See IV.2 – Curriculum committee review of current major)

- b. **Initiate Faculty Professional Development for the Latin American Business Certificate program.**

Resources: Faculty release time and travel funds
Source of funds: University budgeting process and development efforts (See III.C. – Program maintenance)
Assessment: Increase in Latin American research, recruitment of prospective employers, develop and increase the number of student and faculty exchange programs.

- c. **Participate in, and sponsor brownbag lunches and workshops on teaching effectiveness for faculty.**

Resources: None at this time

- d. **Reestablish Faculty Teaching Awards program.**

The department would like to reestablish departmental teaching awards to recognize faculty for teaching excellence.

Resources: Honorarium funding for teaching award winner and runner-up

Source of funds: Management and Marketing Advisory Council donations/development efforts.

5 years:

- a. **The new building with electronic classrooms and teaching labs will assist in improving the quality of education.**

Resources: Building plans approved and groundbreaking on September 26, 2003

2. What new major efforts, if any, will your unit propose to promote student recruitment, retention and success in the next 12 months? 2 years? 5 years?

12 Month to 2 Years:

- a. **Newly configured programs and new programs such as the Business in Latin America certificate and the Entrepreneurship track should attract high quality students in the future and increase internship possibilities for students.**

- b. **Implement Business Leadership and Retention Program in conjunction with CBA initiatives.**

- c. **Increase the Number of Scholarships Available to Students.**

Resources: Development time for chair, faculty and development officer – dollars for scholarships
Source of Funds: Additional funds to be solicited from employers, corporate and other sponsors, donations from alumni and faculty fundraising efforts.
Assessment: Increased number of scholarships available to management majors

- d. **Place Expanded Emphasis on External Student Competitions.**

Resources: Increased number of students participating in organized classes and department/CBA organizations involved in academic competitions
Source of funds: Student course fees, organization fund raising, development efforts, and MMAC donations
Assessment: Increased number of external student competitions and increased number of students participating in current and new student academic competitions

- e. **Develop Advising Sessions for Current Management Majors.** The department would like to better serve students and other constituents through more individual advising and the development of group advising sessions for management majors.

Resources: Cooperative efforts with the CBA Advising Center and additional staff support in department
Source of Funds: (For funding needed see I.C.) Student fees and university budgeting process
Assessment: Number of students served in the department, constituent satisfaction with process, better sequencing of courses by students

C. Scholarly and Creative Activity/Grant Activity

1. What new major efforts, if any, will your unit propose to promote scholarly and creative activity in the next 12 months? 2 years? 5 years? What new resources, if any, will you need in order to achieve these efforts?

12 Months to 2 Years:

- a. **Departmental evaluation standards are currently being evaluated to promote higher quality research efforts and include a faculty research award. Additionally, further revamping of the departmental reward/allocation system may be enacted to further encourage research endeavors.**

Resources: Faculty release time for high quality research endeavors and funding for faculty research projects. Addition of 3 graduate research assistants to assist faculty in research endeavors
Source of Funds: Tuition increases and reallocation of university budgeting process
Assessment: Increased number of journal publications in higher quality academic journals

b. Hold research workshops and forums to promote faculty research, and include research workshops with the Faculty Advancement Center and ORSP.

Resources: Cooperation with ORSP – Individual faculty presenters
Source of Funds: None for workshops, ORSP; departmental admin support (See I.C. and IV. B. 2. e)
Assessment: Increased number of grants (external)

c. Expand Latin America business research focus.

Resources: CBA Initiative. Funds for travel, databases, library support and graduate research assistant lines. (See I.C.)
Source of Funds: Tuition increases; budget reallocations from Academic Affairs, private donations from employers, Advisory Council development efforts
Assessment: Increased amount of research published and presented with a Latin American emphasis

2 to 5 years:

a. Explore Collaborative research opportunities with the Small Business Development Center.

Resources: CBA Initiative. Funds for travel, databases, library support, and graduate research assistant lines (new lines) (See I.C.)
Source of Funds: University budgeting process, library allocations, private employers and other development efforts

2. What new plans for grant writing, contracts, or other types of externally funded activity, if any, will your unit propose in the next 12 months? 2 years? 5 years? What new resources, if any, will you need in order to achieve these efforts?

12 Months to 2 years:

a. The department will attempt to identify and obtain externally funded grants in the management discipline.

Resources: Release time for faculty writing grants and administrative support, funding for research grant initiatives.
Source of Funds: New admin. Asst. (See I.C. and IV.B.2.e. and IV.C.b.) University allocation
Assessment: Increased number of grants obtained in the department

D. Development What new major efforts, if any, will your unit propose for development and funding (e.g., endowed positions, scholarships, etc.) of special programs and initiatives in the next 12 months? 2 years? 5 years?

a. The Management and Marketing Advisory Council (MMAC) currently has an account designated for a potential endowed chair.

Resources: Funding to be identified by MMAC members to reach critical mass needed for endowment
Source of Funds: Development efforts by the Management and Marketing Advisory Council
Assessment: Critical mass of funds obtained for endowed chair

b. The Department of Management will attempt to increase the number of scholarships for deserving students through faculty solicitation of former students, employers and advisory council development efforts.

Resources: Chair, faculty time for fundraising efforts
Source of Funds: Additional funds to be solicited from employers, corporate and other sponsors, donations from alumni and faculty fundraising efforts

Assessment: Increased number of scholarships for management majors.

E. Diversity

1. What new major efforts, if any, will your unit propose to increase and promote faculty diversity (e.g., ethnicity, gender, sources of highest degrees, range of academic areas in the discipline, etc.)?

a. The Department of Management will attempt to broaden the applicant pool for new and replacement hires by advertising to minority colleges and schools and other channels not currently used by the University.

Resources: Additional funding for increased advertising efforts and direct mailings to colleges and schools that have a predominantly minority enrollment.

Assessment: More diverse applicant pool for selection of faculty for interviews

2. What new major efforts (e.g., mentoring, curriculum changes, etc.), if any, will your unit propose to increase and promote student diversity?

a. The department is a primary supporter of the Business in Latin America certificate program at both the undergraduate and graduate level. The department would also like to participate in student exchange programs with colleges and universities in Latin America.

Resources: None at this time

Assessment: Increased number of Hispanic students enrolled as management majors and increased number of student and faculty exchange programs

b. The department will also promote the Hispanic Business Student Organization to increase the participation of Hispanic students in the department. The department will increase announcements in class, faculty will participate in meeting and give guidance in their areas of expertise and increased advertising of the association to other departments in the college should increase awareness and membership. The faculty sponsor of the organization will increase communications with departmental and CBA faculty to enhance the above efforts.

Resources: None at this time

Assessment: Increased number of Hispanic students enrolled as management majors and Hispanic student satisfaction with the management degree program

F. Other. Describe major initiatives, if any, not addressed on the five planning categories which your unit would like to address.

1. Reestablish an Awards program for service endeavors.

Resources: Funding for awards – monetary incentive

Source of Funds: Management and Marketing Advisory Council

Assessment: Greater faculty participation in all facets of service endeavors.

2. The department would like the University to address salary compression and inversion problems.