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University of Northern Iowa Faculty Senate Meeting Minutes, October 13, 1980

University of Northern Iowa. Faculty Senate.

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SENATE MINUTES

October 13, 1980

1. Professor Marv Heller and Thomas Little were introduced and welcomed as new members of the Senate.

2. Remarks from Vice President and Provost Martin.

CALENDAR

3. 275 Statement of Concerns on Curricular Flow and Processing (from Professor James Skaine, 9/5/80). Referred to the Educational Policies Commission.

OLD/NEW BUSINESS

4. Chair Davis read a statement from EPC Chair Edelenant concerning the Commission's Complement of members and the Commission's fall agenda.

5. Faculty Senate Committee appointments made:
Professor Ed Amend - Committee on Disciplinary Action
Professor Russell TePaske - General Education Committee

6. All Senate Committee chairpersons are invited to consult with the Senate at any regularly scheduled Senate meeting.

DOCKET

7. 269 217 Request to Divide the Department of Business into Three Departments (letter from Dean Robert Waller, 4/10/80, see Senate Minutes #1271). Approved.

The University Faculty Senate was called to order at 3:04 p.m., October 13, 1980, in the Board Room by Chairperson Davis.

Present: Abel, J. Alberts, Cawelti, D. Davis, J. Duea, Evenson, Geadelmann, Gillette, Heller, Hollman, G.A. Hovet, T. Little, Millar, Noack, Remington, Richter, Sandstrom, Schurrer, TePaske, Thomson, Harrington (ex officio).

Alternates: Hallberg for R. Gish

Absent: None

Members of the press were requested to identify themselves. Ms Amber Kingery of the Northern Iowan was in attendance.

1. Chairperson Davis introduced and welcomed two new members to the Faculty Senate. The new members are Professor Marv Heller and Professor Tom Little.
2. Vice President and Provost Martin rose and addressed the Senate. He stated that the legislative contact program was well underway and that the University appeared to be receiving a sympathetic response. He indicated that questions are being raised as to the source of revenue to meet the funding request.

Dr. Martin stated that an exchange with St. Cloud University has recently been concluded and that it has been judged to be a very gratifying experience. Dr. Martin stated that an exchange with the University of Wisconsin at Eau Claire will be conducted with approximately six faculty members participating late in October. He stated that representatives from the University of Wisconsin at Eau Claire and St. Cloud will be at UNI during the spring semester.

Dr. Martin voiced his appreciation for the efforts made by faculty in student enrollment in classes.

Dr. Martin stated that Professor John Tarr has agreed to co-chair the North Central Self-Study Report Committee. Dr. Martin stated that Professor Tarr may be seeking information and advice from his colleagues in the preparation of this report. He stated that the North Central visit will be during April 29 through May 1.

Vice President Martin indicated that the request for reduced operations between semesters will be made to the Board of Regents at the Board's October meeting. He stated that the University hopes to secure substantial fuel savings from the slow down. Dr. Martin stated that there should be no inconvenience for faculty but that any problems should be brought forth to the attention of his office.

CALENDAR

3. 275 Statement of Concerns on Curricular Flow and Processing (from Professor James Skaine, September 5, 1980).

J.F. Harrington moved and Cawelti seconded to refer this item to the Educational Policies Commission for their consideration.

Professor Skaine indicated that he did not mind that this statement was routed to EPC but pointed out that this is similar to the procedure that was followed two years ago. He stated that he felt there were items within the statement that could warrant the Senate's specific consideration and potential action.

Senator Hallberg asked what would happen to this docket after it has been reviewed by the Educational Policies Commission. He inquired if it would be returned to the Senate or to the University Curricula Committee. Chairperson Davis indicated the Senate could direct this proposal to the University Curriculum Committee or that it would automatically come back to the Senate.

Professor Skaine indicated that he visited with Chairperson Edelnant who indicated that the EPC has a full agenda for the fall term. Chairperson of the Faculty Harrington stated that she believed that Professor Skaine's remedies could be reviewed and decided by a committee and then returned to the Senate. She stated that she felt the Senate would be handicapped in attempting to arrive at a consensus or conclusion without prior committee consultation.

Question on the motion was called. Motion passed.

Chairperson of the Faculty Harrington suggested that the Chair of the Senate and the Chair of EPC discuss and determine a reasonable return date to the Senate of this item.

OLD/NEW BUSINESS

4. Chairperson Davis read from correspondence to the Senate from chairperson of EPC Edelnant. Professor Edelnant addressed the composition of the Educational Policies Commission and its schedule for the fall term. Chairperson Edelnant indicated that the Commission has a full complement of its faculty members but currently is without its full complement of student members. Professor Edelnant indicated that he has petitioned UNISA to appoint the student members to EPC. Chairperson Edelnant indicated that with the full complement the Commission is prepared to discuss and deliberate on the issues of the mission of the Educational Policies Commission and the proposed policy on academic ethics.

5. Chairperson Davis brought forth to the Senate the need to make appointments to the Faculty Senate committees.

Chairperson Davis brought forth the name of Professor Ed Amend for consideration for appointment to the Committee on Disciplinary Action. Hollman moved, Geadelmann seconded the nomination of Professor Ed Amend to the Committee on Disciplinary Action. Motion passed.

Chairperson Davis brought forth the name of Professor Russell TePaske for possible appointment to the General Education Committee. Chairperson of the Faculty Harrington moved and Geadelmann seconded the nomination of Professor Russell TePaske to the General Education Committee. Motion passed.

6. Chairperson Davis issued an invitation to all chairpersons of Senate committees to consult with the Senate at any regularly scheduled meeting concerning any issues and/or questions that are being discussed by the various committees. Time will be made available at each Senate meeting for the chairperson of Senate Committees to consult with the Senate.

DOCKET

7. 269 217 Request to Divide the Department of Business into Three Departments (letter from Dean Robert Waller, 4/10/80). See Senate Minutes #1271.



April 10, 1980

Dr. John Tarr, Chair
University Faculty Senate
University of Northern Iowa

Dear John:

I have requested that the Department of Business, within the School of Business, be subdivided into three departments. These would be: the Department of Accounting, the Department of Management, and the Department of Marketing. Currently, the School of Business has only two departments. One is the above mentioned Department of Business, and the second is the Department of Business Education and Office Administration. (Soon to be the Department of Business Education and Administrative Management.)

In line with our request, Jim Martin has suggested that I notify yourself and perhaps some other members of the Senate that this request will be forthcoming. I will be more than happy to discuss our proposal with you at any time you should so desire. Please let me know if you would like to get together.

Sincerely yours,

Robert J. Waller, Dean
School of Business

RJW:bla



University of Northern Iowa

School of Business

Cedar Falls, Iowa 50613
Telephone (319) 273-2469

April 28, 1980

Dr. James Martin
Vice-President & Provost
Gilchrist 200
UNI

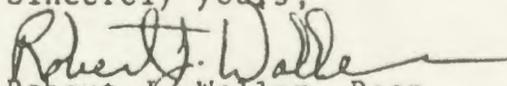
Dear Jim:

Some time ago, I wrote to request that the present Department of Business, which is one of two departments within the School of Business, be sub-divided into the following three departments: Accounting, Management, and Marketing. My purpose in writing at this time is to request that our departmentalization request be moved forward and docketed on the University Faculty Senate calendar.

The most pressing reason for departmentalization within the School of Business is to rectify the current unwieldy structure. By the fall of 1980, the Department of Business, as it now exists, would have approximately 40 full-time equivalent faculty members (including adjuncts). Obviously, this is far too many faculty members for any one person to manage in an operation with a strong tradition of collegiality and a continuing strong interest in development of the individual faculty member. I speak from experience on this topic, since this academic year has found me serving as both Dean and Head of the Department of Business. The variety of individual skills, accomplishments, and problems to be found among forty full-time equivalent university faculty members is rather staggering. In addition, the Department of Business currently houses three rather distinct disciplines within the field of Business. For example, our Accounting unit is a well-defined discipline that operates quite differently from both Management and Marketing. Furthermore, there is as much difference between Management and Marketing personnel as there is between these disciplines and some others outside of the School of Business. Therefore, based mostly on the complexity of managing a large number of quite different faculty members with highly varying hopes, problems, and aspirations, but also partly upon the disciplinary differences among the subject matter areas within the Department of Business, I sincerely believe that formation of the three departments mentioned above out of the currently existing Department of Business is justified.

I would appreciate you forwarding our request to John Tarr for purposes of docketing it on the Faculty Senate calendar.

Sincerely yours,


Robert J. Waller, Dean
School of Business

cc: Dr. John Tarr, Chairperson
University Faculty Senate

University of Northern Iowa
School of Business
April 25, 1980

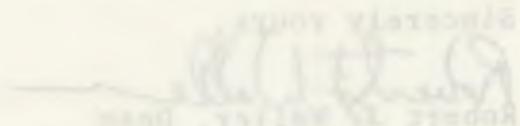


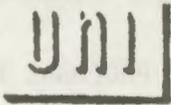
**Justification for Departmentalizing the
Current Department of Business into the Three
Departments of Accounting, Management and Marketing**

The justification for requested departmentalization is a simple one. In any organizational system where the variety of supervisory responsibilities exceeds the capacity of the current supervisor, some subdivision of this responsibility must be undertaken. That is certainly the case with our current Department of Business. This department houses approximately 40 full-time equivalent faculty members and has 1,700 undergraduate majors pursuing programs within it. In addition to the large size of this department, there is also the problem of the academic diversity within it. Presently, the disciplines of accounting, marketing, production management, financial management, human resources/personnel management, as well as the service areas of quantitative methods and law, are housed within it. Thus, the Department of Business as it exists currently is unwieldy both because of its size and because of its diversity.

In order for students and faculty members to be given the attention they deserve, it is necessary to subdivide the Department of Business into the three departments of Accounting, Marketing, and Management. These three departments accurately reflect the diversity of disciplines and interests within the current Department of Business. In fact, some justification could be provided for subdividing the Department of Management into the areas of production, finance, and human resources. For the time being, however, it is felt that placing these three areas within a Department of Management will not be too unwieldy.

In sum, the requested departmentalization is needed to enhance administrative effectiveness, to serve students more fully than at present, and to be attentive to faculty needs and ensure adequate faculty evaluation.


Robert L. Miller, Dean
School of Business



UNIVERSITY OF NORTHERN IOWA • Cedar Falls, Iowa 50613

Vice President and Provost
AREA 319 273-2617

April 30, 1980

Dr. John Tarr, Chairperson
University Faculty Senate
University of Northern Iowa

Dear John:

I would like to forward to you, with my approval and support, a request from the School of Business to establish the divisions of Accounting, Management, and Marketing, as formal academic departments within the School of Business. This proposal strikes me as academically sound, conventional, and in accordance with the plans and preferences of the faculty of the School of Business.

Sincerely,

James G. Martin
Vice President and Provost

JGM:d

Enclosure

c: Dean Robert Waller
President John Kamerick

PROPOSAL FOR REORGANIZATION OF THE SCHOOL OF BUSINESS

submitted to

The University of Northern Iowa Faculty Senate

by

Robert J. Waller, Dean, School of Business

October, 1980

The present organizational structure of the School of Business consists of one department (Business Education and Administrative Management) plus the three subject-matter areas of accounting, management, and marketing. The School of Business requests that the subject-matter areas of accounting, management, and marketing be organized into three departments bearing the same names as the current subject-matter areas. This change is necessary for the following reasons:

1. The School of Business will enter into its accreditation process in the 1981-82 academic year. The American Assembly of Collegiate Schools of Business (AACSB) requires a number of ongoing functions be present in accredited schools and schools seeking accreditation. For example, one requirement is the "...continuing development and appraisal of both new and existing curricula." Functions such as this one, and other functions specified by the AACSB, require an appropriate form of organizational structure under which they may be carried out. The present structure is not an appropriate one for these purposes.

2. The present structure is cumbersome and, by its very nature, is insensitive to faculty and student needs. The Dean of the School of Business now serves as both a dean and department head over the 42 FTE faculty members in accounting, management, and marketing.

These areas have 1,600-1,800 undergraduate majors and 300 M.B.A.'s studying in roughly eight subject-matter fields. All of this leads to a complexity, born of numbers and diversity, that makes it impossible to be responsive to the needs of faculty and students.

3. Recruiting faculty members is extremely difficult in all business subject-matter areas. Prospective faculty members clearly prefer an organization structure characterized by the existence of departments matching their fields of expertise.

It is anticipated that department heads for the proposed structure will be recruited from the existing School of Business faculty. The teaching loads for the heads will be reduced from nine to either three or six hours depending upon department size and tasks assigned to the heads. To the extent that the revised structure allows time for the dean to resume teaching, the loss of sections will be reduced.

Dean Robert Waller addressed the Senate. He stated that the Department of Business desires to be separated into three departments. He stated that the rationale was that a unit chooses to subdivide when the body becomes too complex to:

1. continuing serving its clientele and/or
2. evaluate the personnel within the unit.

He stated that currently the size of the department makes it impossible to accomplish these tasks. Currently 42 faculty members are serving a student population of 1600 to 1800 majors. He pointed out that 22 per cent of last year's graduating students graduated from the Department of Business. Dean Waller indicated that of the non-teaching graduates, 40 percent were from the Department of Business.

He pointed out that there is great diversity within the Department of Business. He stated we are related like the sciences are related but we are as different as Chemistry is from Math. Dean Waller pointed out that there are currently eight subject areas within the Department of Business.

He indicated that the dean and heads must engage in boundary spanning which creates a great amount of work outside the university as well as within the university.

He pointed out that it was difficult for one person to evaluate faculty members which represent several disciplines. Dean Waller indicated that many members of the Department of Business actively seek advice and counsel of the department head.

Dean Waller addressed the issue of cost involved in this proposed separation. He indicated that the secretarial pool concept would remain and that no personnel, space, or equipment needs were anticipated. He did indicate that there would be a loss of teaching sections from the reduction in the teaching load of the department heads. He indicated that the benefits of this separation far outweigh any potential disadvantages.

He indicated that the Department of Business had reviewed this issue and had arrived at four alternatives.

1. To remain with the status quo. The department felt this alternative was unacceptable.
2. To create a project form of management. The department felt this was not suitable to the mission of the university or compatible to collective bargaining.
3. To have a single department head over business. This alternative was viewed to be more costly than what is being asked for. The size and diversity of the unit still remains the problem and would result in the greater use of three coordinators for the discipline areas. Dean Waller indicated he was hesitant to create another layer between himself and the faculty and students of the School of Business.

4. The separation of the Department of Business into three separate departments.

The members of the Department of Business has reviewed this issue and again agree that alternative 4 is the best and is therefore making this request of the Senate to divide the Department of Business into three departments.

Senator Geadelmann questioned relationship of this request to the School's efforts to secure accreditation. Dean Waller indicated that the manual used to talk of structure but now talks of functions to be conducted. He stated, however, that if form follows function, then structure of some kind needs to be in place.

Senator Hallberg inquired as to how the 42 faculty members would be divided into the three separate departments. Dean Waller indicated that on a full-time equivalent basis Marketing would have 10, Accounting 9, Management 23. Dean Waller also indicated that current departments on campus range from 4 to 88 and and that the range of 8 to 10 is not unusual. He also pointed out that some growth can be expected in these areas in the next few years. He stated that a departmental structure is important and facilitates faculty recruitment.

Senator Geadelmann asked if Dean Waller saw the possible addition, by division, of additional departments in the near future. Dean Waller stated that perhaps division may occur in the area of management but this would not be for the foreseeable future and certainly not for the next five years.

Chairperson of the Faculty Harrington inquired if the department was making use of division heads now. Dean Waller indicated that there are coordinators who are unpaid.

Chairperson of the Faculty Harrington asked if the coordinators can assess individuals and do the necessary departmental coordination. Dean Waller indicated that under the contract coordinators cannot conduct an evaluation. He stated evaluations come directly form PAC to him.

Chairperson of the Faculty Harrington asked if the coordinators are doing student advising at this point. Dean Waller indicated they can do the advising but they do not have the authority of the department head in administrative and curricula matters.

Chairperson of the Faculty Harrington, referring to the last paragraph of the proposal for reorganization, indicated that if heads were to be chosen from the current department there could be problems with affirmative action. She stated that if a position changes more than 50 percent then an outside search must be conducted. Vice President and Provost Martin responded that principles of affirmative action would be followed whether individuals were selected from the inside or from the outside.

Chairperson of the Faculty Harrington inquired if an outside search was necessary. Vice President and Provost Martin responded by saying that it would be desirable but we are not always in a position to do so. He stated that if there is a vacant line we can conduct an outside search, if not a vacant line, we cannot. But he again stated that principles of affirmative action would be followed in either case.

Senator Sandstrom stated he was concerned with what appears to be a circumvention of affirmative action principles. He inquired if the university must advertise these positions. Vice President Martin responded by saying that all positions are subject to affirmative action guidelines but reiterated that to advertise you must have a vacant line. He stated if there is no vacant line, we must choose from the inside.

Senator Gillette stated that with reduced loads you either have the number of sections reduced or additional lines added. Dean Waller indicated that he did not know what central administration would do in terms of funding or to what extent load reduction and section reduction would occur.

Vice President Martin indicated that a special needs request has been made for the School of Business and that this request is priority number two on the university's list. He indicated that some additional funding may be anticipated for the next year.

Senator Evenson pointed out that it is very difficult to be both dean and department head. He pointed out the contract specifies department heads, and therefore coordinators cannot do faculty evaluations.

Chairperson Harrington indicated that the rationale provided could hold for other multi-disciplined departments; the best argument for this proposal is the number of students served. However, she stated, she needed something to hang on to in order to respond to others who come to the Senate making similar requests.

Vice President and Provost Martin indicated that the area of social work may come for a request to be organized as a separate department at some point in the future. He stated that this is the only area that he can see coming up and that the university is approaching the end of departmentalization. He stated there is no single formula which is right but that the number of majors and students, separate accreditation, and diverse disciplines are excellent guidelines to be considered.

Senator Schurrer indicated that she was still opposed but that the academic arguments have been made. She indicated that she felt that the department did need to be divided. She stated that she felt that more money would be needed to pay the new department heads and to implement the plan and asked where the funding would come from. She was particularly concerned if the funding would come from another part within the university. Vice President and Provost Martin indicated that some of the budget would come from recent increased tuition income. He pointed out that some reallocation had been made in the past and that a special appropriation for the Department of Business had been made four years ago. He stated he did not see any need for much increase cost in this procedure. He pointed out that faculty salaries cannot go to another element as department head increments. He pointed out that these new department heads' salaries would simply initially not be competitive with salaries inside the unit.

Senator Millar stated that if department heads come back into the unit the salary increases come out of the entire unit. He stated that he would like to see a separate increment for being a department head that is given at the point when a person becomes a department head and is removed if the person returns to the faculty unit. Dr. Martin pointed out that when a department head comes back into a unit, the percent of increase to the unit is greater because of the greater base. Dean Waller indicated that he was well aware of what Senator Millar was talking about but did point out that it was an issue common to the university.

Senator Geadelmann asked Dean Waller if the department currently had people qualified to serve as these department heads or would acting appointments have to be made. Dean Waller stated that there were eminently qualified people to serve in these positions but he would not promise if there are currently three candidates for the positions.

Dean Morin stated that the work load argument is a persuasive one. However, he questioned if departmentalization creates fractionalization. He asked what this division would do to the quality of the program. Dean Waller indicated that the quality of the program should improve. He stated this statement was made on evidence of a survey of 52 other universities which shows a similar or more complex structure. Dean Waller pointed out that if people wish to engage in interdisciplinary studies the establishment of individual departments would not stop that process.

Dean Robbins pointed out that cross-fertilization can also become cross-sterilization when units are not strong enough to support their discipline. He stated that the current structure delays or inhibits strong academic governance and coordination.

Senator Remington indicated he felt the Senate should listen to the experts in this area concerning this division request and that those experts are the faculty of the School of Business. He pointed out that the faculty from the Department of Business strongly favored this request.

Dean Waller indicated that when a search for the dean of the School of Business was being conducted in 1979 it was the wish of the faculty to allow the new dean to specify the structure he or she desired. Dean Waller indicated that he had meetings with all the members of the faculty of the School of Business and that it was their consensus to see the acceptance of this concept.

Senator Heller inquired as to where the Department of Business Education and Administrative Management fits into the structure. Dean Waller stated that the Department of Business Education and Administrative Management would be the fourth department within the School of Business.

Question on the motion was called. Motion passed unanimously.

Hollman moved, and it was seconded to adjourn. The Senate adjourned at 4:06 p.m.

Respectfully submitted,

Philip L. Patton, Secretary

These minutes shall stand approved as published unless corrections or protests are filed with the secretary within two weeks of this date, October 27, 1980.