






**Gatton**  
COLLEGE OF BUSINESS & ECONOMICS  
UNIVERSITY OF KENTUCKY

**MEMORANDUM**

TO: Kumble Subbaswamy, Provost  
Professor Hollie Swanson, Chair, University Senate Council

FROM: David Blackwell, Dean   
Kenneth Troske, Senior Associate Dean   
Merl Hackbart, Special Assistant to the Dean 

DATE: April 26, 2010

RE: Restructuring and Departmentalization of Gatton College's School of Management

In order to address some of the concerns expressed by the Senate Committee on Academic Organization and Structure regarding the proposed reorganization of the School of Management, the Gatton College of Business and Economics repeated a number of steps taken previously with the goal of increasing the clarity of the process as well as to ensure that all faculty were aware of the implications of the proposed changes, particularly the academic implications.

To begin with, Dean Blackwell met with the members of the School of Management faculty to discuss the proposed changes in the School of Management and the implications of the changes. The minutes from this meeting are attached. Dean Blackwell then sent out an email to all faculty members in the School of Management again indicating the proposed changes in the School and the implications of the changes. A copy of this email is also attached. Finally, we conducted a new election in which the faculty of the School of Management chose among three proposals. A copy of the ballot is attached. In brief, the proposals were: Proposal 1, to reorganize the School of Management into three academic units; Proposal 2, to reorganize the School of Management into four academic units, Proposal 3, make no change in the School of Management. Professor Robert Ramsay, Chair of the Gatton Faculty Council, conducted the vote. Of the 42 faculty who were eligible to vote, 40 actually cast a vote. The results were: 27 votes for Proposal 1, 8 votes

for Proposal 2, and 5 votes for Proposal 3. Given that a majority of the faculty members voted for Proposal 1, the decision was made not to hold a run-off between the top two choices.

Next, Dean Blackwell sent an email to all faculty members in the Gatton College announcing the results of the vote in the School of Management, explaining the next step in the process, and outlining the implications of the proposal. Then, the faculty members in the College were asked to vote to either endorse or not endorse the recommendation of the School of Management faculty—to reorganize the school of management into three separate academic units. A copy of the ballot is attached. Again, Professor Ramsay conducted the vote. Of the 85 faculty members in the College who were eligible to vote, 70 cast a vote. Sixty-three faculty members voted to endorse the proposal while nine voted to not endorse the proposal.

We would also like to address two other concerns expressed at the Senate Council meeting of April 2, 2012. The first concerns the assignment of faculty to the provisional departments. As we indicated in our previous memo on the College restructuring (dated December 5, 2011), when forming the provisional departments Interim Dean Hackbart and Interim Director of the School of Management (SOM), Steve Skinner solicited input from faculty members in the SOM regarding the tentative names and focus of the three new departments. They also solicited input regarding the alignment of the SOM faculty members to the three academic units, principally based on discipline and departmental focus. In addition, as is stated in the minutes of the recent School of Management faculty meeting, Dean Blackwell has indicated he is willing to consider any request from faculty members who would like to change their home department.

The second issue raised was the size of the Analytics major area relative to the rest of the majors in the College. As of April 18, 2012 there are 36 majors and 28 pre-majors in the Analytics major. No other major in the college has fewer than 250 majors or 230 pre-majors (the Economics major has students in the Gatton College and the College of Arts and Sciences). In addition, the faculty to student ratio for the Gatton College as a whole is 33:1 while for the Analytics major it is 9:1. Currently the Analytics program is substantially smaller than any other program in the College.

We hope that by following this process we have resolved the concerns expressed by the Senate Council and made it clear that the strong preference of the Gatton College faculty is to reorganize the School of Management into three separate departments. We hope the Senate Council and the University Senate will also endorse the proposal

## Brothers, Sheila C

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**From:** Blackwell, David  
**Sent:** Monday, April 23, 2012 10:29 PM  
**To:** B&E Faculty  
**Cc:** Troske, Kenneth; Skinner, Steve; Hackbart, M; Ramsay, Robert J; Greissman, Richard; Swanson, Hollie  
**Subject:** School of Management Reorganization Vote  
**Attachments:** SoM Reorganization Proposals (April 2012).pdf  
**Importance:** High

Dear Colleagues:

Please see the e-mail below that was sent to the School of Management faculty on April 12. We held the referenced School of Management faculty meeting last week and concluded the vote today.

The results of the School of Management faculty vote appear below:

40 of 43 School of Management faculty members voted. Of those 40: 27 voted for Proposal 1 (3 Departments), 8 voted for proposal 2 (4 departments), and 5 voted for Proposal 3 (Retain the SOM).

The next step is for the Gatton College faculty as a whole to vote to either endorse or not endorse Proposal 1, which was the proposal selected by 62.8% of the School of Management faculty overall and 67.5% of the School of Management faculty that voted. 93% of the School of Management faculty voted on the reorganization proposals.

Soon you will receive an electronic ballot via Qualtrics that will ask you to either endorse or not endorse Proposal 1. You will have at least 24 hours to render your vote. It is very important that we have a high degree of participation so that the Senate understands the intent of the majority of the Gatton College faculty.

I realize that if you are in the School of Management, you are being asked to vote a second time. Please bear with us and see the process to its conclusion. I appreciate your diligence in continuing the process so that we can communicate the intent of our faculty to the Senate.

I would like to see 100% participation from the Gatton College. Please take the time to vote.

Regards,  
Dave

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**From:** Blackwell, David  
**Sent:** Thursday, April 12, 2012 3:27 PM  
**To:** B&E FacultyDSIS; B&E FacultyFIN; B&E FacultyMGMT; B&E FacultyMKT  
**Cc:** Troske, Kenneth; Greissman, Richard; Swanson, Hollie; Ramsay, Robert J; Hackbart, M; Skinner, Steve  
**Subject:** Announcement of School of Management Faculty Meeting, Thursday, April 19

**Date:** April 12, 2012

**To:** School of Management Faculty

**From:** David W. Blackwell, Dean

**Topic:** Resolving University Senate Concerns Regarding the School of Management Restructuring Proposal

Colleagues, I am calling a special meeting of the School of Management (SoM) faculty to discuss the SoM reorganization proposal pending at the University Senate Council to respond to concerns of the Senate Academic

Organization and Structure Committee (SAOSC). The meeting will take place from 12:00 to 1:00 pm on April 19 in Room 248. It is very important that you attend and participate in the meeting, your teaching schedules or prior commitments permitting.

The concerns of the SAOSC were reported to the University Senate Council by Professor Herman Farrell, Chair of the SAOSC, at the University Senate Council's meeting on Monday, April 2. Professor Farrell reported that his Committee had voted to not endorse our SoM restructuring proposal because of concerns about the clarity of the SoM's voting process which preceded the development of our proposal to restructure the SoM into three Departments. In particular, the SAOSC had concerns about whether the faculty had a clear understanding of the restructuring options presented to the faculty, the number of SoM faculty actually voting, and that only a plurality, rather than a clear majority of those voting, had indicated a preference for the three-department alternative.

After much discussion about the SAOSC's concerns at the April 2 Senate Council meeting, the proposal was tabled. The University Senate Council's action has virtually assured that the reorganization will not be considered at the May Board of Trustees meeting given some timing issues. Merl Hackbart, Ken Troske, and I have been working with the Provost's office and the University Senate leadership on a plan to address the concerns about the process so that the reorganization can be considered at the June Board of Trustees meeting.

To address the SAOSC's concerns regarding the clarity of the original SoM vote for the University Senate, we have agreed to proceed as follows:

1. We will host a SoM faculty meeting at which we explain the need for the re-vote, clarify the reorganization options, and have discussion of those options. During the meeting, minutes will be taken. We will also take roll at the meeting so that we can report how many SoM faculty attended. I have also invited Hollie Swanson, President of the University Senate, to observe the meeting.
2. Shortly following the meeting, the minutes, an outline of the proposals, and a call to vote will be distributed by e-mail to the SoM faculty. Voting on the proposed restructuring options will take place electronically. By distributing the minutes and proposals and voting electronically, we ensure that everyone has an opportunity to be heard, even if schedules make it difficult for someone to attend the meeting. Given our tight time frame for getting back to the University Senate, we will keep voting open for 24 hours.
3. If one of the three proposals receives a majority vote, we will then send that proposal to the entire Gatton College faculty for an up or down electronic vote.
4. If no proposal receives a majority vote, there will be a run-off vote of the SoM faculty on the two proposals receiving the most votes. In that event, the proposal receiving a majority vote will be sent to the entire Gatton College faculty for an up or down electronic vote. At each stage, we will keep voting open for 24 hours.
5. I have asked Bob Ramsay, Chair of the Gatton Faculty Council, to take minutes at the SoM faculty meeting and to supervise and coordinate the voting process.

In order for us to fully consider and respond to the concerns of the University Senate, it is critically important that you attend the meeting, if at all possible, and at the very least, that you read the meeting minutes, read the proposals, and vote. I hope we can demonstrate to the University Senate that we all take seriously our obligations as faculty members to participate in shared governance. I hope that we have 100 percent "turnout" for the electronic voting.

I greatly appreciate you taking time to read this memo. If you have any questions, please don't hesitate to contact me. Finally, again, I urge you to participate in this process. It is in the interest of the entire College that we resolve this reorganization issue and move forward. Your participation, no matter how you vote, will inform the University Senate of your preferences which is important in their decision to endorse or to not endorse our proposal. We want your voices to be clearly heard.

To assist in your deliberations, I have attached a document summarizing the proposed alternative organizational forms and the proposed location of the various BBA majors.

Regards,  
Dave

David W. Blackwell  
Dean  
Gatton College of Business and Economics  
University of Kentucky  
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859.257.8939

# **School of Management Reorganization Proposals**

## **Proposal 1 (Three Department Option)**

### **PROPOSAL 1A**

The disciplinary areas that comprise the School of Management shall be reconfigured into three separate academic departments:

- Department of Finance and Quantitative Methods
- Department of Management
- Department of Marketing and Supply Chain

The School of Management shall be abolished and faculty employees in the current School of Management shall have their faculty appointments transferred to one of the three departments.

### **PROPOSAL 1B**

The four majors and four pre-majors in the undergraduate degree program in Business Administration (BBA) shall move to the appropriate proposed department, as follows:

- BBA in Finance to the Department of Finance and Quantitative Methods
- BBA in Analytics to the Department of Finance and Quantitative Methods
- BBA in Management to the Department of Management
- BBA in Marketing to the Department of Marketing and Supply Chain
- BBA in Pre-Finance to the Department of Finance and Quantitative Methods
- BBA in Pre-Analytics to the Department of Finance and Quantitative Methods
- BBA in Pre-Management to the Department of Management
- BBA in Pre-Marketing to the Department of Marketing and Supply Chain.

There are no changes in the academic content of any of the undergraduate degree programs being proposed at this time.

## **Proposal 2 (Four Department Option)**

### **PROPOSAL 2A**

The disciplinary areas that comprise the School of Management shall be reconfigured as four separate departments and the School of Management shall be abolished. The faculty employees associated with the current areas in the School shall have their faculty appointments transferred to one of the four departments.

### **PROPOSAL 2B**

The four majors in the undergraduate degree program in Business Administration (BBA) shall move to the appropriate proposed department. There are no changes in the academic content of any of the undergraduate degree programs being proposed at this time.

## **Proposal 3 (Retain the School of Management)**

The School of Management should not be reorganized at this time.



School of Management Reorganization Vote

The faculty in the School of Management have voted to reorganize into three separate academic departments. Below is a description of the proposed reorganization. Please indicate below whether you endorse this proposal.

Proposal 1 (Three Department Option)

PROPOSAL 1A

The disciplinary areas that comprise the School of Management shall be reconfigured into three separate academic departments:

- Department of Finance and Quantitative Methods
- Department of Management
- Department of Marketing and Supply Chain

The School of Management shall be abolished and faculty employees in the current School of Management shall have their faculty appointments transferred to one of the three departments.

PROPOSAL 1B

The four majors and four pre-majors in the undergraduate degree program in Business Administration (BBA) shall move to the appropriate proposed department, as follows:

- BBA in Finance to the Department of Finance and Quantitative Methods
- BBA in Analytics to the Department of Finance and Quantitative Methods
- BBA in Management to the Department of Management
- BBA in Marketing to the Department of Marketing and Supply Chain
- BBA in Pre-Finance to the Department of Finance and Quantitative Methods
- BBA in Pre-Analytics to the Department of Finance and Quantitative Methods
- BBA in Pre-Management to the Department of Management
- BBA in Pre-Marketing to the Department of Marketing and Supply Chain.

There are no changes in the academic content of any degree programs being proposed at this time.

Please indicate whether you endorse this proposal.

I endorse Proposal 1 (Three Department Option)

I do not endorse Proposal 1 (Three Department Option)

Submit



## **Minutes of the School of Management Faculty Meeting April 19, 2012**

School of Management Faculty in Attendance:

Dave Blackwell, Steve Borgatti, Paul Childs, Chen Chung, Chris Clifford, Becky Davis, Scott Ellis, Holly Hapke, Gordon Holbein, Walter Ferrier, Merl Hackbart, Dan Halgin, Kristine Hankins, David Hardesty, Clyde Holsapple, Nancy Johnson, Brad Jordan, Scott Kelley, Anita Lee-Post, De Liu, Ajay Mehra, Martin Mende, Donald Mullineaux, Krish Muralidhar, Brian Murtha, Ram Pakath, Radhika Santhanam, Maura Scott, Steve Skinner, Leslie Vincent

Guests in Attendance:

Ken Troske, Interim Senior Associate Dean

Hollie Swanson, Chair, University Senate Council

Richard Greissman, Assistant Provost

Bob Ramsay, Chair, Gatton Faculty Council

Donna Ballos, Assistant to the Dean

The meeting was called to order by Interim Director of the School of Management Steve Skinner at 12:04 PM. Professor Skinner stated that the purpose of the meeting as described in Dean Blackwell's memo is to discuss the process of re-voting on the School of Management (SOM) reorganization proposals and to clarify the options for restructuring. He then introduced Dean Blackwell

Dean Blackwell proceeded to provide background on the restructuring. A Senate subcommittee evaluated the process and the academic consequences of the restructuring and voted to not endorse the proposal. The vote was preceded by several meetings and an open forum, where several faculty members spoke. The Senate Council then considered the subcommittee recommendation and voted to table the restructuring proposal. Concerns raised were:

- Did the faculty adequately understand the options?
- Was there adequate appreciation of academic consequences?
- School of Management faculty participation in the voting was not sufficiently large.
- The proposals and structure of the voting was unclear to some faculty members.

In response, the College has tried to clarify the proposals and has asked the Senate Council to reconsider the proposal following a re-vote. The list of proposals has been revised.

If a majority of the SOM faculty chooses one proposal, the proposal will be submitted for approval by the Gatton College Faculty. If one proposal does not receive a majority, the top two proposals will be voted on by the SOM faculty. The vote should be informed by faculty members' opinions and

understanding of academic consequences. The vote and a description of the process used will be provided to the University Senate.

Dean Blackwell introduced guests, Hollie Swanson, Chair of the Senate Council, and Richard Greissman, Assistant Provost for Program Support, who is knowledgeable about University regulations and processes.

Associate Dean Skinner then provided a brief history of the School of Management:

- When he joined the faculty in 1982, there was one B&A department.
- Shortly thereafter it was divided into three departments
- In the mid-1980's DSIS was added.
- In 1994 the school of Management was created for a number of reasons, including financial considerations.
- In the mid- 2000's Dean Sudharshan began a discussion of departmentalizing the SOM and formed a committee to investigate.
- The Pappas group then recommended that SOM be reorganized into departments.
- Another committee was formed that recommended a choice among several reorganization options: three departments, four departments, keeping the SOM, or reorganizing organically based on faculty interests.
- A vote was held in which 27 SOM faculty members participated. 48% chose the three-department option.
- Three provisional departments were formed and interim chairs were appointed.

Associate Dean Skinner pointed out that the decision should be ours, not the Senate's and urged everybody to vote based on the academic merits of the proposal.

Dean Blackwell then mentioned that documents have been circulated outlining the merits and residual concerns about academic consequences. He pointed out that the academic consequences are generally structure neutral, and structural changes are not intended to result in academic consequences. No academic program will be eliminated. Faculty can accomplish needed academic program changes independent of the ultimate organizational structure. Hollie Swanson spoke about her role in ensuring faculty governance and preserving academic excellence. She mentioned there are likely to be campus-wide organizational issues, partially as a result of the budget cuts, and the Senate is concerned that the process works. This vote is whether to endorse the organization: how it fits, the academic issues, and effects on our students.

Dean Blackwell indicated that the faculty will be given a minimum of 24 hours to vote at each stage, and he encouraged everyone to vote promptly so the College can move forward to meet deadlines related to the June Trustees' meeting. He then asked for faculty questions.

Q—What is meant by “Academic Consequences?”

A—They are outlined in the minutes and documents e-mailed to the faculty.

An academic consequence would be an impact of the organizational form on the ability of faculty to teach and conduct research.

Holly Swanson suggested reading the April 9 minutes of the Senate Council on potential academic consequences. Examples include potential impact on research productivity and quality, enrollment in academic programs, the overall quality of a program, etc.

Q—Which unit has ownership of the Undergraduate Analytics Major? It seems it should be in Finance and Quantitative Methods (FQM), but it doesn't seem to be working out that way.

A—The Chair of the Department of FQM will be responsible for the major, but members of other departments will help staff the major.

Q—Is the major still being developed?

A—The process of developing the major will go on, regardless of structure.

Q—Will the major be evaluated by the department or the SOM?

A—The major will be governed by faculty contributing to the major, regardless of the faculty member's academic department.

A—(Richard Greissman) The Undergraduate major has a core faculty to control the curriculum, who can extend membership to all faculty who have a stake. Graduate faculty members in a program are determined by the Dean of Graduate School appointments based on recommendations of the DGS. It is independent of structure.

Q—That doesn't seem to be the way it was done, but by other department heads.

A—(Dean Blackwell) Similar to the MBA, FQM can reach out to other departments to staff the major. The FQM Chair will be held responsible for the Analytics major. The Dean understands the process of developing the major currently appears fragmented; however, with a new university resource allocation there will be incentives to every major to give attention.

Q—Why address where programs are housed now?

A—The Analytics major needs to be housed somewhere.

Assoc. Dean Skinner—in attempting to move forward with the provisional structure, everybody had input and there seemed to be a consensus for the current structure. The Analytics major is still being reviewed, but that is independent of the structure.

Q—Is there any consideration of moving faculty who are unhappy with their assignment?

A—Faculty assignment can be done independent of structure. Consideration of the process followed can inform the faculty vote on this matter. There can be reconsideration later if there is a mis-match between the faculty member and the department. Actually everyone in SOM will be moved as part of the restructuring from the SOM to one of the departments. It was a “2-way street” and the Department had to be involved. Changes can always be considered.

Q—What if nobody wants me?

A—Every effort will be made to make a match. If a mutually agreeable match can't be made, the assignment will be at the discretion of the Dean.

Q—Can there be an “abstain” or “neutral” choice on the ballot?

A—The Deans will consider it after consulting with the Senate Council.

Q—Can we put a rationale for our vote? There seemed to be a desire for that information by the Subcommittee.

Comment from faculty—That may cause problems because comments will be given more emphasis than the vote.

Comment from the faculty—In the former vote, half of the participants offered comments.

A—Evidence from political science suggests such votes aren't informative.

Dean Blackwell--Comments will only add noise. The documents are available on the Senate website and minutes have been circulated. Everyone should read them. There is sufficient information about academic concerns to inform the faculty vote.

Q—What does the vote actually mean?

A—(Hollie Swanson)—it expresses the will of the faculty to the Board of Trustees. The vote should be “yes or no” to endorse the proposal. The vote will also inform the Senate.

Q—What does the first proposal mean?

A—Abolish the SOM and establish three Departments: FGM, Marketing and Supply Chain, and Management. There will continue to be a Ph.D. in Business Administration.

Comment—There have been four sub-areas with DGSs. DSIS is widely recognized as a strong doctoral program.

A—No degree program will be eliminated as a result of the reorganization.

Comment—That's not what happens in practicality.

A—Practicality is not what is being voted on. Programs are independent of structure.

Comment—It's hard to evaluate the merits of the proposal without giving program effect.

A—Any concerns about potential academic program impact should inform your vote.

At approximately 1:00 PM, Dean Blackwell adjourned the meeting and encouraged everyone to vote.

## Brothers, Sheila C

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**Sent:** Thursday, April 12, 2012 3:27 PM  
**To:** B&E FacultyDSIS; B&E FacultyFIN; B&E FacultyMGMT; B&E FacultyMKT  
**Cc:** Troske, Kenneth; Greissman, Richard; Swanson, Hollie; Ramsay, Robert J; Hackbart, M; Skinner, Steve  
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