



Executive Memorandum 22-009

April 15, 2022

From: Gayle E. Hutchinson, President

A handwritten signature in black ink that reads "Gayle E. Hutchinson".

Subject: Approval of the Reorganization of Departments within the College of Business

Upon the recommendation of the Academic Senate and with the concurrence of the Provost, I approve reorganizing the departments within the College of Business. The college structure will change from four departments (Management, Finance and Marketing, Business Information Systems, and Accounting) to three departments. The new departments will be:

- Management (MGMT), to include Entrepreneurship and Business Law
- Marketing (MKTG), to include Business Communication
- Information Systems, Finance, and Accounting (FAIS)

This reorganization will be effective immediately.

Policy Title:	EM 22-009 Approval of the Reorganization of Departments within the College of Business
Contact:	College of Business
Supersedes:	
Revision:	
Enabling Legislation or Executive Order:	

**PROPOSAL TO REORGANIZE ACADEMIC DEPARTMENTS WITHIN
COLLEGE OF BUSINESS
FEBRUARY 2022**

Proposal

Pursuant to EM 76-15, the College of Business proposes to reorganize from four academic departments to three. The current structure of the College is:

- Department of Management (includes Entrepreneurship and Business Law)
- Department of Finance and Marketing
- Department of Business Information Systems (includes Business Communications)
- Department of Accounting

The new proposed structure would be:

- Department of Management (includes Entrepreneurship and Business Law) (MGMT)
- Department of Marketing (includes Business Communications) (MKTG)
- Department of Information Systems, Finance, and Accounting (FAIS)

Background

In December 2020, as a result of certain personnel actions, the Department of Accounting was left without a department Chair, ASC, and several faculty. Chairs and ASCs from other departments generously agreed to assume management and oversight responsibility for the department and curriculum, as well as students and student programs such as the Volunteer Income Tax Assistance (VITA) program. This arrangement is temporary and not sustainable long-term, and only lasted for Spring and Fall 2021. In Fall 2021, the Dean charged a faculty-led committee to examine the department structure in the College. The Committee was comprised exclusively of Unit 3 faculty (department chairs and professors), with the Associate Dean serving as ex-officio. The committee undertook difficult and sincere discussions about the proper structure for the COB, guided by student success as the primary consideration, and research synergy and department chair workload as secondary considerations. The committee considered twelve different structures, and narrowed them down to four viable options. These options were presented to faculty in department meetings, and then subsequently discussed in College-wide open forums. The memorandum and final report from the committee is attached herein. Finally, an anonymous and electronic vote was conducted in December 2021, and the new proposed structure was approved 25-3 by the tenure track faculty in the College.

Rationale

The new department structure leaves the Department of Management as a standalone department, given the number of students and faculty within the department. It splits Finance and Marketing and moves Business Communications to Marketing, which will allow Marketing to focus on growing the Sales program, a key

initiative for the department. Finally, it creates a new department housing Accounting, Finance, and Business Information Systems. This new department will be able to explore new curricular synergies between Accounting and Information Systems (a key emphasis on the new CPA exam), as well as between Accounting and Finance.

Consultation

The committee consulted with all faculty and staff in their departments. In addition, a college-wide open forum was held to solicit input from faculty and staff. Finally, an electronic vote was held with tenure track faculty, resulting in a 25-3 vote in favor of the new structure.

In January 2022, an open-ended survey was conducted of COB students. This method was approved by the COB AS Senator. The survey was held open for a week, and 51 students participated. Below are the comments from the students:

- I support this change, it sounds sensible
- I think this proposal is a great way to better group like disciplines to improve collaboration and flow
- I am ok with it, as long as it doesn't impact professors or classes.
- Okay!
- That would work if each department have advisors and people who are well versed in specialties within that department rather than general business
- Good idea!
- Good idea, accounting and bsis seem very unnecessary for the sales and marketing paths that I took
- This sounds like a good idea. Closer knit departments that relate to one another would be helpful for students. Conceptually, it makes more sense to put options that work close together in the corporate business world under the same department to prepare students for real life scenarios.
- I would approve of this proposal. I believe it would give more resources to each of the individual "houses" as well as make it easier to find where to go.
- I am impartial of the decision. I think having all departments makes it easy for students instead of running around finding the right department, but if it increases collaboration between services let it be.
- what does consolidating these departments mean in terms of collaboration? ie will BSIS course work intertwine with Finance coursework per se?
- I am okay with any structure, but I hope that there will be an independent system for accounting advising and recommendations. Also, having more times for advising throughout the entire semester would be helpful for those who need to plan far ahead of that can't during the traditional advising time.
- do not put BSIS with the money, bad idea because BSIS (from what little I have been able to learn about it) is data analysis, not money monitoring. May be a math heavy subject like accounting and finance, but its a different kind of math. Let BSIS be its own stand alone department that people can choose to take (dont make it a pre rec)
- Marketing Sales and Business Communications Courses
- I think this makes a lot of sense!
- Seems logical, as a finance major a lot to the topics we learn are the same with finance and accounting. I think it will help students.
- Approve it ASAP
- Sounds logical
- Great idea!
- I think that this streamlining the departments would be beneficial for students. It makes sense that the groupings are done this way.
- I believe this isnt a positive change. More problems will arise than will be solved. Keep the finances spread out if be. More money to the teachers, classrooms, and student resources.



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- Keep the 4 departments.
- I think this works well since those corresponding specialties are very interrelated. I support the change.
- Sounds great. More simplified

Attached: Final Report of Department Reorganization Committee and Appendices.

Memo - Department Reorganization

To: Terence Lau, Dean

From: Dept. Reorg. Committee

Date: November 11, 2021

Re: Final Report with Initial Faculty Input (summarized)

The departmental reorganization committee (A. Negahban, D. Chiang, K. Hinrichs, J. Trailer, D. Aiken, M. Meuter, and S. Zivnuska, ex-officio) met eight times over the last three months. Our goal was to develop and evaluate COB reorganization options with regards to: optimal curricular design; increased research synergy between faculty; ease in faculty recruitment; and balance in the Department Chairs' workloads (see Appendix A). We discussed 12 different options, and eventually reduced the number to four viable options (see Appendix B). These "Final Four" options were quantitatively analyzed (see Appendix C) and then shared with faculty in separate department meetings (in an effort to facilitate faculty comfort in sharing their opinions). The Department Chairs did not hold formal votes on the plans. At this time, the committee has not made a singular recommendation between options. However, we can reconvene if called upon. Generalized faculty opinions and input are summarized below.

Option 3a: MGMT / MKTG & BCOM / ACCTG, FINA & BSIS

- Unbalanced departments sizes
- Combining ACCT with FIN and BSIS can create a synergy that is beneficial for the students and faculty (from BAB and employer perspectives)
- Facilitates a future reorganization. If we do grow, BSIS can be separated as a new department.

Option 3d: MGMT / MKTG, FINA & BCOM / ACCTG & BSIS

- Has the best workload balance among the three-department options
- ACCT with BSIS has history, synergy, and "fit"
- Addresses faculty concerns/desires for changes that are "not too drastic"
- Limits possible growth

Option 4a: Status Quo – The least popular amongst the four options

Option 4b: MGMT / MKTG & BCOM / ACCTG & FINA / BSIS

- Best balance amongst four-department options
- Allows for growth in number of students and/or faculty
- Puts FINA and ACCT together for synergy (faculty and BAB perspectives)
- Addresses faculty concerns about (i.e., we are likely to stay with four depts for a long time -- not shrinking or growing number of departments)
- Proposed option 4b.2 - BCOM stays with BSIS (lessens changes)

Appendix A

Dept. Reorg. Committee Goals & Timeline

Goal – Optimal reorganization (EM 76-15), with regards to:

- Curriculum Design and Innovation
 - Research Synergy
 - Recruitment
 - Chair & Faculty Workload (relatively equal)
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- 9/17 – procedures, goals, proposals, & timeline
 - 9/24 – brainstorming & researching (no mtg.)
 - 10/1 – finalize list of possible reorg. options
 - 10/8 – discuss two options
 - 10/15 – discuss two options
 - 10/22 – cancelled
 - 10/29 – discuss two options (finalize Top 2-3)
 - 11/5 – open forum w/ dept
 - 11/8 – open forum w/ dept
 - 11/12 – Final discussion (report writing)