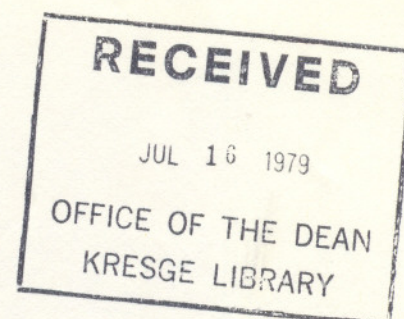


MEMORANDUM

July 9, 1979



To: Mr. Frederick W. Obear  
Vice President for Academic Affairs and Provost

From: Dean Norton C. Seeber  
School of Economics and Management

Re: Annual Report for the School of Economics and Management, 1978-1979

ANNUAL REPORT  
1978-1979

The past year has been an unsettled one for the School of Economics and Management. Partly because of uncertainty relating to the Deanship, and partly the result of a less successful than usual recruiting year, the School faces many uncertainties for the future. Some of the uncertainties as well as the challenges are described in the various sections of this Report.

Enrollments

Following our custom, the School of Economics and Management enrollments increased in 1978-1979 over 1977-1978. On campus FYES grew to 905.2 from 835.2, an increase of 8.4 percent. Of the total, there were 1001 undergraduate and about 97 graduate FYES. Much of the total growth was accommodated by movement of courses to extension sites, particularly in the Winter semester, although Fall and Spring extension programs also carried a large part of the burden.

Once again the School faculty and staff have carried an increasingly large share of the total effort of the University, and there appears to be no abating of the trend. Over the past year, as will be true for 1979-1980, we have consciously restricted enrollments at the M.B.A. level, in order to preserve the undergraduate offerings, and, more importantly, to try to preserve quality standards at the Master's level.

Faculty

A number of changes have taken place within the School of Economics and Management faculty. Joining the faculty in the tenure track this past year were: George Applewhite (management-accounting); Fred Shipley



(management-finance); Paul Kingstrom (management-organizational behavior); Tom McCarthy (economics); and Howard Schwartz (management-organizational behavior). At the end of the year, Richard Reese left to take a position in marketing at Auburn University, and Socrates Tountas is leaving to teach at the University of Michigan, Dearborn. Douglas Gregory (management) and An-loh Lin (economics) will continue on leave-no-pay at Henry Ford Hospital and Singapore, respectively. Yong-ha Hyon (accounting) has resigned to take a position as Associate Professor at Temple University.

For 1979-1980, we have added several persons in the tenure track. They are: Augustine Fosu (labor economics--Ph.D., Northwestern); Robert Gieseke (economics--A.B.D., Purdue); James Mallett (economics--A.B.D., Wayne State); David Sidaway (accounting--M.B.A., C.P.A.); and Robert Zolad (accounting--M.B.A., C.P.A.). Zolad is hired as Associate Professor on what will be a terminal untenured contract, with his agreement. In addition to these individuals, Dan Braunstein will rejoin the faculty after a sabbatical leave at the University of Oregon.

We will have several visitors once again, but the total number will be smaller than in the past several years. Larry Mainstone (management) will continue to visit for another year, as will Oded Izraeli (economics). Badie Farah (management) will also continue; and Jacobo (Jack) Varela will begin a two-year Visiting Professorship in the areas of management policy and marketing. Laura Stern will continue as a part-time faculty member, on an almost full-time arrangement.

Our recruiting efforts this year have been less successful than in the past. A number of excellent candidates were interviewed, and, as noted above, several were hired. However, our "hit rate," or success ratio, was substantially lower than it has historically been, and several outstanding candidates were lost, including persons in marketing and finance, where our needs are very great indeed. A number of theories have been advanced to explain the relative lack of success in hiring candidates who have come to interview, including the uncertainty relating to the Dean Search question. Whatever the reasons, certainly for the next few years recruiting will continue to be an important issue for the School of Economics and Management.

### Curricula

Two major changes were made in the School of Economics and Management curriculum this past year. At the undergraduate level, the number of credit hours required for the B.S. in Management was raised from 124 to 128, thus making the program more consistent with other professional programs, both at Oakland and elsewhere. At the graduate level the name of the masters degree was changed from Master of Science in Management to Master of Business Administration, more closely reflecting public understanding of graduate work in management. Some minor reshuffling, or "furniture moving," accompanied the name change, but in essence the M.B.A. remains the same program as the M.S.M. Presumably, the new name will go far in dispelling public confusion about our program. Work goes forward with the approval process for a Master of Applied Economics Degree, with the expectation that this process will be completed internally before the end of the 1979-1980 year.



Staff

There have been numerous changes in the secretarial staff. After many false starts, the Dean's secretarial position has been ably filled by Peg Jahns. Tona Smiley (the only holdover from last year) is ably performing as lead secretary in the secretarial pool, and we have been fortunate to hire three capable persons in the pool in the persons of Jeanne Cardinal, Dorrie McKibbin, and Josie Noonan. The addition of one full-time secretarial position has gone far in relieving excess work load for the present faculty, but over the next year, with a growing faculty and student workload, especially at the M.B.A. level, additional secretarial personnel will be required.

After splitting duties between the School of Economics and Management and the Provost's office, Harvey Shapiro moved full-time to the latter office in January. His position has remained vacant until now, putting extraordinary strain on the Dean's office and on Assistant Dean, John Tower. If the posting and hiring process goes as currently planned, we hope to fill this position by the first of August.

In Conclusion

This is the last Annual Report the incumbent Dean will issue. I wish that I could report a more successful recruiting effort than we have had, especially with respect to more senior positions, which are, in my opinion, crucial to any efforts to expand our activities at the graduate level. I am convinced that it is at the graduate level where the University must concentrate their efforts to make our long-term mark on the community.

In this year of turmoil and uncertainty, I am proud to be able to say that the faculty and staff have pitched in with extraordinary vigor, and have succeeded in holding the School of Economics and Management together. They all have my deepest gratitude. Thus, while there are reasons for concern in the short term, with the selection of a vigorous new Dean, and with a commitment of support from the administration, the prospects for the future seem good. I sincerely hope that all of the necessary ingredients for that successful future are forthcoming.

NCS/pj



TABLE 1

## SCHOOL OF ECONOMICS AND MANAGEMENT ENROLLMENTS (FYES)

		Summer	Fall	Winter	Spring	F/W	Sp/Su	Total	Total On-and-Off
Total SEM:									
	1973-1974	23.9	280.1	239.4	45.6	519.5	69.5	589.0	
	1974-1975	15.1	285.5	269.5	42.6	554.9	57.7	612.6	
	1975-1976	22.4	281.5	247.2	47.5	528.7	69.9	598.6 (626.6)	675.3
	1976-1977	39.4	335.4	338.1	70.3	673.5	109.7	783.2	824.3
	1977-1978	52.4	347.0	365.0	70.8	712.0	123.2	835.2	971.8
	1978-1979	56.5	400.1	375.1	73.5 q	775.2	130.0	905.2	1097.6
% Change in Total FYES:									
1973-1974 to	1974-1975	(-37.0)	1.9	12.6	(-7.0)	6.8	(-17.0)	4.0	
	1975-1976	48.0	(-1.4)	(-8.3)	12.0	(-4.7)	21.1	(-2.3) (+2.3)	11.7
	1976-1977	76	20.0	37.0 (+23.0)	4.9	27.0 (+20.0)	56.9	27.0 (21.0)	22.1
	1977-1978	33	3.5	8.0	1	5.7	12.3	6.6	17.9
	1978-1979	7.8	15.3	2.8	3.8	8.9	5.5	8.4	12.9