

June 12, 1978

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

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

Subject: 1977-78 Annual Report of the SEM

This has been an overly active year for SEM and its faculty. In terms of enrollment, faculty, programmatic and organizational changes, I believe we have been extended farther than in any previous fiscal year. As you recall, in September, 1977, I was asked to provide a proposal for a major expansion of SEM. This proposal was accepted in principle by the University. The proposal assumed a Fall-Winter faculty growing from 24.5 in 1977-78 to 34 by 1980-81. The student faculty ratio was to decline to about 25/1. In fact, according to Dan Feigley's data, in 1977-78 the ratio reached an unconscionably high level--in excess of 30/1. We must make every effort to reduce this burden. We were forced to use a very large number of part-time faculty this year (22 in the Winter term). Although the cost was lower than for regular faculty, there were certain serious negative effects on total program. Details of the year's activities are described below.

Enrollments

On-campus enrollments increased from 783.2 in 1976-77 to 835.2 in fiscal 1977-78, an increment of 6.6 percent (see Table 1). Total enrollments, on- and off-campus, increased from 824.3 to 971.8, or 17.9 percent. Most of this increase could have been on-campus, had funding been available to SEM for that purpose. M.S.M. FYES went from 78 to 94, up 21 percent, while undergraduate enrollments on-campus grew to 741 from 705, up 5 percent. Total undergraduate FYES grew 18 percent on- and off-campus. These increments were largely the result of the additional part-time faculty taken on board because of our relatively unsuccessful recruiting record for the prior year. (This situation has started to turn around - see below.)

In terms of enrollments, both at the undergraduate and graduate levels, the burden on the SEM faculty has exceeded the tolerable level over the recent past. The price has been exacted in terms of faculty morale, diversion of faculty efforts too heavily into teaching (given the Oakland tenure review "criteria"), and excessive use of part-time faculty.

Faculty

For fiscal 1977-78 we added the following faculty: Miron Stano, Associate Professor, Economics; Al Bellamy, Assistant Professor, Management; An-loh Lin, Visiting Associate Professor, Economics; Robert Zolad, Visiting Associate Professor, Management; Charles Weber, Visiting Instructor, Economics; Paul Kingstrom, Visiting Instructor, Management; Howard Schwartz, Visiting Instructor

Figure 1

Selected Data for SEM
1974-75 and 1977-78

<u>Fiscal Year</u>	<u>Gross Budget</u>	<u>FYES On-Campus</u>	<u>FYES On-Campus Off-Campus</u>	<u>Faculty FTE (Fall-Winter)</u>
1974-75	569,765	590	604.3	22.53
1977-78	<u>693,421</u>	<u>835</u>	<u>971.8</u>	<u>26.40</u>
% Increase	+ 22%	+ 41%	+ 61%	+ 17%

(See Table 1, attached, for detail of enrollments on a year-to-year basis)

and David Sidaway, Visiting Instructor, Management. The staff was reduced by the resignation of Professor Andrew Stedry, and the departure of visitors Chris Paraskevopoulos and Paul Witt. Several part-time persons were added. Thus, although the BUFM faculty count was only 16, the total FTE for the year was about 26.

This year our recruiting efforts have been more successful. We will add to the "regular" faculty Associate Professor Anthony Walters, Management, Associate Professor An-loh Lin, Economics, and Assistant Professors George Applewhite, Management, Fred Shipley, Management, Thomas McCarthy, Economics, Paul Kingstrom, Management, and Howard Schwartz, Management. In addition we will have the following visitors: Robert Zolad, again as Visiting Associate Professor, Larry Mainstone as Visiting Assistant Professor, Management, and Visiting Instructors James Brock, Management, John Henke, Management, and Andrea Long, Economics. We may add one more full-time staff member, either regular, or visiting, before the start of the next academic year.

Karl Gregory was on sabbatical for the Winter, 1978 term. Robbin Hough was on displacement teaching assignment for the Winter, 1978 term, so that he could participate in a presidential commission relating to Federal computing. Yong-ha Hyon was on a similar arrangement, in order to help develop a family corporation, and Dan Braunstein will be on displacement teaching for the Fall, 1978 term. These arrangements have allowed us to do some badly needed strengthening of our Spring-Summer offerings, with increased FYES, but have placed additional stress on our Fall-Winter faculty resources.

At this writing, we shall have for 1978-79, 22 BUFM faculty, plus six visitors. Not all of these people will be in residence, however, Professors Hyon, Lin and Douglas Gregory will be on unpaid leave for the entire year, and Professor Dan Braunstein will be on sabbatical for the Winter, 1979 term. Thus, we will have 19 BUFM's in residence, plus the six visitors. Additions or part-timers should make the total net faculty count about 27.5 on an equivalent basis for 1978-79.

Though the faculty numbers grow, the workload increases more, making it imperative that some relief be achieved. Even with the increased workload, scholarly productivity has not halted, although it is clearly lesser in quantity than it would otherwise be. Increased scholarly activity (plus better faculty retention) and a reasonable load go hand-in-hand. As you know, some of our best faculty have left, are leaving, or considering doing so because of the overload situation, which is bad, and getting worse. We cannot deliver on our goal of growth with quality as things now stand.

Curricula

Numerous small changes and one large one have been made in our curricula for Management and Economics at the undergraduate level. The small changes relate primarily to increasing core requirements in the management program, strengthening accounting and finance, plus an additional writing requirement. The large change is an increase in the requirement from 124 to 128 semester hours to complete the B.S. in Management. In addition, we have raised standards by requiring students to maintain 2.0 grades in most of our core courses. We shall very likely make few changes over the next year as we assimilate the effects of the present ones.

At the Master's level we have, unfortunately, had to remove the requirement of a four-credit project, allowing its optional replacement with six credits of elective courses. The entire reason for this move is that with the number of students we now have, the faculty cannot provide enough project leaders and second readers to serve all of the students. The problem would only become exacerbated in the future, so that the change was inevitable. The impact of the demise of the required project is somewhat ameliorated by the requirement of a major paper in the elective courses.

Secretarial Staff

The secretarial staff has remained the same in size for the past several years, even with rapidly increasing workload (although one position was returned to general fund). As noted in my earlier budget request for 1978-79, we have pressing need for additional secretarial personnel, simply to handle current workload, as well as to give more direct assistance to John Tower, whose workload increases almost daily. For the most recent period, Winter 1978, three secretaries handled the needs of 44 faculty, including part-timers, many of whom place demands as great (or greater) than regular faculty, in terms of assignments, examinations, etc. "Majors," as represented by curriculum code, reach about 1600!, and these all place additional burden on our staff.

Mary Isbell will retire at the end of June, and is, unfortunately, on sick leave until that time. She is being ably replaced (at least for the time being) by Sue Devine. Your office's assistance in dealing with employment relations in order to assure continued effective secretarial support will be essential.

The Future

SEM is recovering some of the faculty strength it had three years ago. Another good recruiting year or two should fill our basic faculty needs, and achieving a size of 34 or 35 FTE by 1980 can place us in a position to achieving the goals set out in the "Major Expansion" statement, if ... if adequate support is given to the SEM enterprise, in the form of secretarial, administrative, and operating budget. My report of December 5, 1977 on "Budgets, Quality, and even Survival" (copy attached), is certainly relevant on these matters. Quality, not numbers, should be our game, if the whole institution is to be viable over the long term. If we are to maintain quality, expand master's level programs, and even consider a Ph.D., the support noted in the "Major Expansion" document is essential. And if, as many have intimated, there is more money around these days, it needs to be distributed to where the work is being done, growth occurring, and new programs expected. Though faculty will grow slightly in FTE terms, it cannot be expected that the previous huge additions to FYES count will continue in 1978-79. SEM must have its fair share; we cannot otherwise deliver the goods, or maintain the quality standards crucial to our long-term survival.

Table 1

SEM Enrollments (FYES) by Program, 1971-77
(On-Campus Only)

	Summer	Fall	Winter	Spring	F/W	Sp/Su	Total
Total SEM:							
1972-73	13.7	191.6	195.6	26.0	387.2	39.7	426.8
1973-74	23.9	280.1	239.4	45.6	519.5	69.5	589.0
1974-75	15.1	285.5	269.5	42.6	554.9	57.7	612.6
1975-76	22.4	281.5	247.2 [275.2]	47.5	528.7 [556.7]	69.9	598.6 [626.6]
1976-77	39.4	335.4	338.1	70.3	673.5	109.7	783.2
1977-78	52.4	347.0	365.0	70.8	712.0	123.2	835.2*
% Change In Total FYES:							
1972-73 to 1973-74	74.0	46.2	22.4	75.0	34.2	75.1	38.0
1974-75	(-37.0)	1.9	12.6	(-7.0)	6.8	(-17.0)	4.0
1975-76	48.0	(-1.4)	(-8.3) [+2.1]	12.0	(-4.7) [+0.31]	21.1	(-2.3) [+2.3]
1976-77	76	20.0	37.0 [+23.0]	4.9	27.0 [+20.0]	56.9	27.0 [21.0]
1977-78	33	3.5	8.0	1	5.7	12.3	6.6*

[--] Figures including enrollments in courses moved to extension.

* Total off-campus = 136.7 FYES. Total on- and off-campus = 971.8 FYES. 1977-78 growth over 1976-77 is 17.9%, including on- and off-campus.

Table 2

Some Representative Fall Term Figures for SEM

	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978(e)</u>
FTE*	22.14	21.205	24.6	23.69	27.5(e)
FYES	571.0	566.5	665.5	694.1	720(e)
FYES/FTE	25.79	26.72	26.93	29.80	26(e)
ΔFTE	+ 2.25	(- .94)	+ 3.41	(- 1.9)	+ 3.8
ΔFYES	+ 11.0	(- 4.5)	+ 100.5	+ 28.6	+26

*Fall and Winter total FTE through 1977