

MEMORANDUM

June 15, 1977

To: Provost Frederick W. O'Heary

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

Subject: Annual Report of the School of Economics and Management

1976-77 has been an unusual year for SEM. At the beginning of the fiscal year starting July 1, 1976, our expectations were that there would be little or no growth relative to the prior year, since resources available to the School were expected to continue at about the same level. Events occurring in July 1976 increased the resources for faculty hiring significantly, allowing for the expansion chronicled in reports by myself on October 14, 1976, and February 16, 1977, and by Assistant Dean John Tower on October 11, 1976. The major events of the year are noted below, with special emphasis given to enrollments, faculty staffing, and secretarial and support services.

Enrollments

Enrollments increased from 598.6 FYES for fiscal 1976 to about 761.2 FYES for fiscal 1977, an increment of 162.6, or 27% (see Table 1). (If off-campus enrollment shifts necessitated in the Winter of 1976 are included in fiscal 1976 FYES, the year-to-year increment is 134.6 FYES, or 21%.) Under the circumstances, these are very large increases, indeed. But they did not come at zero cost. In order to accommodate the observed growth, we relied heavily on visiting and part-time faculty. Such behavior has inevitable consequences on program content and quality. In the very short run, these consequences may perhaps be bearable, but they cannot persist for long without debilitating effects on programs, students, and especially faculty.

Growth during fiscal 1977 was especially heavy at the graduate level, with FYES growing by 70%, to a total of 77.7. This was primarily the consequence of opening a second (evening) section of our M.S.M. program. This program is ripe for additional growth, both with respect to full-time and part-time programs. However, we do now need a period of respite to accommodate to this kind of change and in order to insure that the graduate programs of the School maintain their excellence. New program variants should be slow in developing during the next year or so and should build upon faculty strengths and market demands. I believe that the health administration areas afford the greatest promise for the immediate future. With faculty participation we will move in this and other directions in the near future. Undergraduate enrollments continue to grow with a rapidity exceeding that at the national level (by about 25% over 1975-76) and promise to do so for some time, but not forever. Thus, our most stable long-term

market continues to be at the graduate level. Incidentally, at this level we especially need to increase efforts to attract full-time students. I believe we can do this successfully, but only with increased University assistance and especially with increased offers of financial aid. I look forward to the next meeting of the President with the Provost's group concerning this vital element in our development pattern.

Staffing

For Fall 1976, SEM added Professor Chris Paraskevopoulos and Instructor Paul Witt on a visiting basis. Neither of these persons will be with us for 1977-78. A large number of part-time faculty was also added to accommodate the very large growth in enrollments. For the 1977 academic year, Professor Alice Gorlin will return from a one-semester unpaid leave. This is almost the only positive note with respect to current faculty. On the negative side, Professor Andy Stedry has resigned for personal reasons. Professor Barnett Parker will be leaving to take an outstanding position at the University of North Carolina and Professor Gadis Nowell has requested a leave without pay to take a visiting position elsewhere. On the brighter side, we have added Professor Al Bellamy (Ph.D. Purdue) in Organizational Behavior and (in January 1978) Tom McCarthy (Ph.D. Maryland) in Economics. We have also added several people on a visiting basis. (These persons have come along to us too late in the year for regular faculty hiring processes to prevail.) In Accounting, we have added as visitors Robert Zolad at the Associate level and David Sidaway as Instructor. We have also added Instructor Paul Kingstrom (Organizational Behavior) and Assistant Professor An-loh Lin (Economics). Others may be added to this list. Most emphatically, we wish to convert these visiting appointments (whether with the incumbents or others) into regular faculty positions by the 1978-79 academic year.

This has not been a vintage recruiting year for SEM. We have not succeeded (for the first time) in hiring a majority of the persons we really wanted. Perhaps a poor year (in terms of numbers, not quality, of those hired) is bound to happen. It is too bad that it had to be this year. We are now already in pursuit of candidates for the 1978-79 year, and with hard work and "a little bit o'luck" we shall be successful. In the effort for the next year, we include plans to recruit at least two "senior" people, i.e., at the Associate level or above, so that we may better achieve our long-term goals regarding graduate programs and program enrichment, as well as expand research and scholarly activities.

Secretarial and Support Services

With the very substantial increase in courses and FYES delivered for the year, support services (S&S, etc.) for SEM were woefully inadequate for the year. (Other lines of communication will document this shortfall of support.) My memo of February 16, 1977, and those with respect to the budget for 1977-78 make this position clear. The faculty simply cannot provide a quality educational experience for students, much less pursue sufficient productive research, in the kind of environment we are now providing. The difference between excellence and mediocrity is small, but we are skirting perilously near the low edge of this chasm.

All recent reports from SEM indicate the critical need for additional general fund secretarial service. Since the reduction of two years ago, we have been funding a secretarial position out of discretionary funds. This is no longer feasible. Actually, not only should we be able to place the position in question back on the general fund but by 1978 we should be able to increase the secretarial pool by one more person. This addition is required by the increasing demands of a producing faculty, by the needs of Assistant Dean John Tower for direct secretarial assistance in his efforts regarding the undergraduate programs, by the needs of the graduate program, and not the least by the need for a person to act as a telephone operator to relieve the present staff of what is becoming an unconscionable burden. We have been able to reorganize the secretarial staff in a manner which is more productive than before; however, we are still in imminent danger of becoming swamped in detail because of unnecessary overlapping duties.

Comments

Rather than summarize the obvious, I offer the following comments. SEM, its faculty, and, indeed, its Dean are at a crossroad, a crossroad of the most critical kind. We stand at the point we did two years ago, poised for success or for slow descent into mediocrity. Two years ago, we were better off in some ways, but budgets, accidents of personnel changes, and the like have put us today into a situation where, while the potential is greater, the resource base is weaker. We must strengthen this base. The faculty is willing and anxious; so am I. I think the University is also. It is time that these facts are recognized. At the undergraduate level, of course, but especially at the graduate level, SEM has much to offer the University and the citizens of our state. Let us meet the challenges and demands of the future -- and that future is now!

NCS/mi
attachments

Table 1
SEM Enrollments (FYES) by Program, 1971-77

	Summer	Fall	Winter	Spring	F/W	Sp/Su	Total
Total SEM:							
1971-72	16.8	155.8	135.6	24.3	291.4	41.0	332.4
72-73	13.7	191.6	195.6	26.0	387.2	39.7	426.8
73-74	23.9	280.1	239.4	45.6	519.5	69.5	589.0
74-75	15.1	285.5	269.5	42.6	554.9	57.7	612.6
75-76	22.4	281.5	247.2 [275.2]	47.5	528.7 [556.7]	69.9	598.6 [626.6]
76-77	20.0	332.8	337.6	70.8	670.4	90.8	761.2
% Change in Total FYES:							
1971-72 to 72-73	(-18.0)	23.0	44.2	7.0	32.9	(-3.2)	28.4
73-74	74.0	46.2	22.4	75.0	34.2	75.1	38.0
74-75	(-37.0)	1.9	12.6	(-7.0)	6.8	(-17.0)	4.0
75-76	48.0	(-1.4)	(-8.3) [+2.1]	12.0	(-4.7) [+0.31]	21.1	(-2.3) [+2.3]
76-77	(-10.0)	18.0	37.0 [+23.0]	4.9	27.0 [+20.0]	--	27.0 [+21.0]

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

Table 2

Some Representative Fall Term Figures for SEM

	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977(e)</u>
FTE*	19.89	22.14	21.205	24.6	22.7(e)
FYES	560.2	571.0	566.5	665.5	715.0(e)
FYES/FTE	28.16	25.79	26.72	26.93	
ΔFTE	+ 4.49	+ 2.25	(- .94)	+ 3.41	(- 1.9)
ΔFYES	+ 177.0	+ 11.0	(- 4.5)	+ 100.5	+ 50.0(e)**

*Fall and Winter average FTE through 1975.

**The increase is estimated to be 25 undergraduate and 25 graduate FYES.