August 14, 2006

David W. Pershing  
Senior Vice President for Academic Affairs  
205 Park Building  
Campus

RE: Graduate Council Review  
Department of Marketing

Dear Vice President Pershing:

Enclosed is the Graduate Council's review of the Department of Marketing. Included in this review packet are the report prepared by the Graduate Council, the Academic Profile, and the Memorandum of Understanding resulting from the review wrap-up meeting.

Please forward this review to the Academic Senate to be placed on the information calendar for the next meeting of the Senate.

Sincerely,

David S. Chapman  
Associate Vice President for Graduate Studies  
Dean, The Graduate School

Encl.

DSC/dh
The Graduate School – University of Utah

GRADUATE COUNCIL REPORT TO THE SENIOR VICE PRESIDENT FOR ACADEMIC AFFAIRS AND THE ACADEMIC SENATE

September 26, 2005

The Graduate Council has completed its review of the Marketing Department. The external reviewers were:

Stephen J. Hoch, Ph.D.
John J. Pomerantz Professor of Marketing
Chair, Marketing Department
The Wharton School
University of Pennsylvania

Robert W. Reukert, Ph.D.
Professor of Marketing
Associate Dean
Carlson School of Management
University of Minnesota

Dennis Rook, Ph.D.
Professor of Clinical Marketing
Marshall School of Business
University of Southern California

The Internal Review Committee of the University of Utah included:

Thomas Huckin
Professor
University Writing Program

James A. Anderson
Professor
Department of Communication
Mark Glick  
Professor  
Department of Economics

This report by the Graduate Council’s ad hoc review committee is based on the Marketing Department’s self-study, the report of the internal review committee, the report of the external review committee, and the responses from the Chair of the Department of Marketing and the Dean and Associate Dean of the David Eccles School of Business.

OVERVIEW

The Marketing Department resides in the David Eccles School of Business (DESB), which offers important school-wide resources, a clear commitment to research, and strong regionally competitive strength. The DESB offers a variety of school-wide programs: undergraduate business degrees, MBA degrees, and Ph.D. degrees. Recruitment, advising, and placement for these programs are managed primarily at the school level. Each of the academic departments contributes courses to these programs.

The primary recruitment for undergraduate majors occurs on campus, as students are not admitted until their junior year. The DESB has begun more outreach recruiting to add diversity to the programs and attract students from underrepresented neighborhoods in Salt Lake and rural communities around the state. Master’s student recruitment is handled centrally in the office of a new director who oversees recruitment, program advising, career services, and student placement. The DESB offers three MBA programs: a traditional two-year, full-time day MBA; the Professional MBA (PMBA, offered during evening hours); and the Executive MBA (EMBA, offered on weekends). Admission standards for the day MBA and PMBA are similar (although work experience is weighted more heavily for the PMBA program); the EMBA requires at least 6 years of full-time significant work experience. A previous accelerated MBA program was consolidated with the day MBA in 2004. The DESB offers a Ph.D. in Business Administration, with a specialization in each of the academic departments.

The DESB’s facilities consist of three classroom buildings and an office building. Three older buildings are in need of renovation; the School has a remodeling plan and is seeking support via a fundraising campaign. One classroom building is new (opened in 2000) and includes state-of-the-art technology facilities. Office space is needed to house new faculty hires and planned expansion of program staff. The DESB includes several specialized resources: The Bureau of Business and Economic Research, the Utah Entrepreneurial Center, the Lassonde New Venture Development Center, and the Global Knowledge Management Center.

DEPARTMENT PROFILE

The Marketing Department in the David Eccles School of Business is currently small, both as compared to peer institutions, as well as to other departments in the School of Business (Finance, Management, and Accounting). It is one of two such departments in the state, but the only one that offers the Ph.D. degree.
Faculty

At the time of the last review (1998) there were nine tenure track faculty, and recommendations included hiring at least one additional faculty. In 2005 there are six full-time tenure track faculty. All are hardworking and productive. Faculty have published 43 journal articles in the past 5 years, 63 abstracts, 40 conference presentations, and edited and/or written 4 books and additional chapters. Senior members of the faculty are active in service to their profession. There is no formal mentoring of faculty, although given the small size there is informal mentoring.

One of the six tenure track faculty is an associate dean with a very reduced teaching load, and another has a reduced teaching load as a result of an endowed chair. A seventh tenure track faculty was added in Fall 2005. Two faculty are women; two more female faculty (not included in the 6) are currently on leave, and the new faculty member who joined in Fall 2005 is female. There are 3.5 non-tenure track lecturers, all men. The small size of the department has created handicaps in covering all of the courses offered. New hires are given three courses per year; less research-active faculty teach 4-6 courses a year. Lecturers each teach about 10 courses a year. Reviewers noted that the AACSB requires “academically qualified” coverage of marketing courses, and currently the lecturers do not meet this standard. A primary challenge facing the department is to increase tenure track and academically qualified coverage of courses, especially undergraduate courses.

Reviewers noted that the faculty is comprised of mature scholars who have made significant research contributions to various marketing subfields. The department has two primary focus areas: consumer behavior (largely qualitative), and traditional marketing in the managerial realm (largely quantitative), although within these realms faculty have some diversity of interests. For many years, the department has enjoyed a global reputation for high quality and innovative work in the interpretive/qualitative research arena., largely due to the productivity and impact of one faculty member who is a “global star” in interpretive and qualitative research on consumption and consumption culture. While this situation produces benefits in terms of attracting students and scholars, it may create concerns about the role of other (quantitative) faculty and the breadth of course offerings. Reviewers noted the importance of more representation of course work/experts in managerial strategy and quantitative research/analytic skills. The department is aware of this and is moving thoughtfully and gradually toward a broader curriculum.

The small number of faculty (some close to retirement), recent faculty losses, and uncertainty about faculty on leave and up for tenure have taken a toll on the department. In addition, there have been five department chairs since the last review. Observers noted that there did not seem to be a uniform vision of the department’s future. There was concern about competitive salary, some evidence of salary inversion, and teaching loads that appeared to reviewers to approach a degree of differentiation that could have an impact on morale. Three full-time lecturers were viewed as underpaid and not sufficiently integrated into departmental decision making. The department noted
that auxiliary faculty will get raises of 10-15% in the 2005-2006 academic year, and are shielded from most committee work. In addition, in 2005 the DESB adopted a policy outlining auxiliary faculty rights and responsibilities.

**Programs**

The Department of Marketing offers courses at the undergraduate level (both upper and lower division), MBA (day, PMBA, and EMBA formats), and Ph.D. levels. Reviewers expressed concern about a lack of clear vision and strategic focus for the department. This may be due in part to the small size of the department, where a wide diversity of research and teaching interests is more visible and may contribute to differences in priorities.

**Undergraduate Programs.** In 2002-2003 the SCH generated from a large undergraduate course were transferred to another department, resulting in a drop-off in lower level undergraduate SCH (about 1700 SCH or over $100,000 in funding). New undergraduate courses are being developed in response. Undergraduates impressed the reviewers with their enthusiasm and were happy with number and quality of classes. Most of their instruction is from auxiliary faculty. All undergraduate business students take one Marketing course; the department teaches 9-10 sections of this course. All Marketing majors take 2 additional courses, each of which has 3-4 sections taught by the department. Reviewers noted an apparent lack of standardization of the core marketing course.

**MBA Programs.** The MBA programs drive a school’s reputation and recruitment/enrollment into undergraduate programs. External reviewers observed that the DESB offers too many separate MBA programs, and recommended merging the day and PMBA programs into one, while retaining the EMBA. The goal would be to facilitate larger classes and encourage the development of a cohesive MBA culture, currently perceived to be lacking. This creation of fewer and larger classes could also allow for the development of more elective courses. Reviewers recommended aiming at 200+ students a year in the two-year MBA. The department has recently dropped a one-year MBA program. The department chairs and deans favor a strategy to maintain both the traditional and PMBA formats, as they feel the programs serve the needs of different groups. Reviewers also recommended that the core PMBA marketing class be offered in the first year, to be consistent with other prominent MBA programs and faculty preference. Additional courses in topics such as new product development, internet marketing and globalization were recommended and are being pursued. Although there were fewer MBA electives in the year of review (2004-2005), this may be a temporary drop, resulting from the consolidation of two day MBA programs which created decreased demand. However, day Marketing MBA electives generally have fewer than 20 students.

**Ph.D. Program.** The Ph.D. program has grown from 5 to 10 students since the last review. Six students are actively working on dissertations. A core curriculum has been established. There was some concern expressed by reviewers that the dual focus of the department coupled with its small size might create difficulties for students in obtaining direction and dissertation supervision. Some courses have small enrollments.
COMMENDATIONS

1. The department has a productive faculty comprised of mature scholars who have made significant research contributions to various marketing subfields. The department has positioned itself as an internationally recognized force in qualitative research.

2. There is good library and computing support, and on-campus business institutions provide excellent learning experiences for students.

RECOMMENDATIONS

1. Faculty:

   a. The department is too small to achieve strategic goals in teaching and dissertation supervision. New faculty are needed, but hiring should be done in the context of the new strategic plan that establishes a clear direction for the department future. This plan must also address the issue of “academically qualified” coverage of course teaching.

   b. The department should increase reliance on regular faculty for course teaching, integrate auxiliary faculty into departmental decision-making, and address the issue of “academically qualified” coverage of course teaching.

   c. At least one new faculty with quantitative/managerial expertise is recommended.

2. Courses:

   a. The department and college should work toward structuring the timing of the core PMBA marketing curriculum to allow earlier specialization in marketing topics.

   b. The department should continue to develop MBA and undergraduate courses in Marketing that address cutting edge and managerially relevant issues, especially related to e-commerce and globalization.

3. Department:

   a. The department needs to develop a clear and cohesive vision and strategic plan.
b. The department and college should continue to explore strategies to consolidate its MBA programs so that core course offerings can be fewer and larger.

**ACTIONS TAKEN SINCE INITIATION OF THE REVIEW**

The Marketing Department has developed a strategic plan to establish goals and priorities. It is also developing a plan to further address the small size of the day MBA program. The department noted that auxiliary faculty will get raises of 10-15% in the 2005-6 academic year, and are shielded from most committee work. In addition, the DESB, in 2005, adopted a policy outlining auxiliary faculty rights and responsibilities.

Submitted by the Ad Hoc Review Committee of the Graduate Council

Patricia Murphy (Chair), Nursing
Tony Anghie, Law
Joanne Yaffe, Social Work
Memorandum of Understanding  
Department of Marketing  
Graduate Council Review 2004-05

This memorandum of understanding is a summary of decisions reached at a wrap-up meeting on March 1, 2006, and concludes the Graduate Council Review of the Department of Management. David W. Pershing, Senior Vice President for Academic Affairs; Jack Brittain, Dean of the David Eccles School of Business (DESB); Martha Eining, Executive Associate Dean of DESB; William Hesterly, Associate Dean of DESB; William Moore, Chair of the Department of Marketing; David S. Chapman, Dean of the Graduate School; and Frederick Rhodewalt, Associate Dean of the Graduate School were present.

The discussion centered on but was not limited to the recommendations contained in the Graduate Council review completed on September 26, 2005. At the wrap-up meeting, the working group agreed to endorse the following actions:

Recommendation 1: Faculty

a. The department is too small to achieve strategic goals in teaching and dissertation supervision. New faculty are needed, but hiring should be done in the context of the new strategic plan that establishes a clear direction for the department future. This plan must also address the issue of "academically qualified" coverage of course teaching.

The department has developed a strategic plan that includes faculty expansion. In accordance with this plan the department has successfully recruited an assistant professor and has an offer outstanding to a chaired, full professor. There is funding for a third new position. The plan also includes the goal of increasing the percentage of undergraduate courses taught by regular and academically qualified faculty to 50%.

b. The department should increase reliance on regular faculty for course teaching, integrate auxiliary faculty into departmental decision-making, and address the issue of "academically qualified" coverage of course teaching.

The department reports that for AY 2006-2007, coverage of upper division undergraduate courses by regular faculty will be at 41% (up from 11% in AY 2004-05), coverage of MBA electives by regular faculty will be 45% (up from 31% in AY 2004-05) and, coverage of upper
division undergraduate courses by academically qualified faculty will be 70% (up from 46% in AY 2004-05).

Auxiliary faculty participate in undergraduate committee decisions as well as School of Business faculty meetings, although they do not participate in decisions about tenure track faculty or graduate admissions. DESB has adopted a policy for auxiliary faculty rights and responsibilities and policies for promotion.

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c. At least one new faculty with quantitative/managerial leadership is recommended.

The department has hired one faculty member with quantitative expertise in the area of consumer behavior but has not addressed faculty needs in the area of managerial leadership. It is recognized that the department needs to attain balance across its subareas and it is agreed that the dean will work to see that the department hires to attain balance.

Recommendation 2: Courses

a. The department and college should work toward structuring the timing of the core PMBA marketing curriculum to allow earlier specialization in marketing topics.

The core marketing course has been moved from the second to the first year of the PMBA program.

b. The department should continue to develop MBA and undergraduate courses in marketing that address cutting edge and managerially relevant issues, especially related to e-commerce and globalization.

As part of its strategic planning, the department concluded that it could not expand course offerings in management relevant topics without additional faculty. In contrast to the recommendation, the department concludes that it is more important to offer MBA-level courses in new product development, customer relationship marketing/database marketing, marketing in the information age, marketing of high technology products, and entrepreneurial marketing.

Recommendation 3: Department

a. The department needs to develop a clear and cohesive vision and strategic plan.

The department is working to revise its strategic plan developed in Spring, 2004. It plans to begin discussion in Fall, 2006 and produce the strategic plan in June, 2007. The dean’s office will help the department facilitate this plan.
b. The department and college should continue to explore strategies to consolidate its MBA programs so that core course offerings can be fewer and larger.
   It is noted that this is a DESB issue but that the department supports the position that the PMBA and MBA programs should be kept separate.

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This memorandum of understanding is to be followed by annual letters of progress from the Department Chair to the Dean of the Graduate School. Letters will be submitted each year until all of the actions described in the preceding paragraphs have been completed.

Jack Brittain
Martha Eining
David S. Chapman          David S. Chapman
William Moore             Assoc. V.P. for Graduate Studies
David W. Pershing          Dean, The Graduate School
Frederick Rhodewalt        August 14, 2006