

# SIMON FRASER UNIVERSITY

S.81-142

## MEMORANDUM

To SENATE

From SENATE COMMITTEE ON ACADEMIC PLANNING

Subject PROPOSED FACULTY OF BUSINESS  
ADMINISTRATION

Date OCTOBER 20, 1981

Action taken by the Senate Committee on Academic Planning at its meeting of October 7, 1981 gives rise to the following motion:

MOTION: That Senate approve and recommend approval to the Board of Governors, as set forth in S.81-142, the following:

1. That the present School of Business Administration and Economics be dissolved.
2. That a Faculty of Business Administration be established, effective September 1, 1982.
3. That the Department of Economics remain a Department in the Faculty of Arts.
4. That the position of Director of the School of Business Administration and Economics be discontinued and that a new position, Dean of the Faculty of Business Administration be established.
5. That the Faculty of Business Administration comprise the faculty members currently in the Department of Business Administration (joint appointments will remain as at present).
6. That the undergraduate and graduate courses and programs presently in the Department of Business Administration be transferred to the Faculty of Business Administration
7. That the Faculty of Business Administration, as newly constituted, be charged to submit by January 1, 1983 a report to Senate through the Academic Planning Committee giving:
  - a) detailed recommendations for undergraduate and graduate program modification and development (if any); and
  - b) detailed recommendations regarding faculty staffing patterns and priorities.
8. That the existing BUEC courses continue to be offered jointly by the Department of Economics and the Faculty of Business Administration, with the Chairmen of the two Undergraduate Curriculum Committees acting as a Committee overseeing their scheduling and offering.
9. That the existing joint Ph.D. program in Economics and Commerce remain as presently offered (i.e. housed in Economics, with one member of the Graduate Studies Committee nominated by, and from, Business Administration, and fields in Business offered as specialty options.

Note: It is intended to continue to apply Faculty of Arts requirements (e.g.) group requirements) to Business Administration degree requirements until such time as the Faculty of Business Administration has formulated and received approval of its own requirements.

# SIMON FRASER UNIVERSITY

## MEMORANDUM

To..... H. Evans, Secretary	From..... J. Chase, Secretary
..... Senate	..... Senate Committee on Academic Planning
Subject..... Faculty of Business Administration	Date..... 20 October 1981

Action taken by the Senate Committee on Academic Planning at its meeting on October 7, 1981 gave rise to the following motion:

"That recommendations 1 - 9 contained on pages 4 and 5 of S.C.A.P.81-28 be approved and recommended to Senate."

JSC:ld

PROPOSAL FOR THE ESTABLISHMENT OF  
A FACULTY OF BUSINESS ADMINISTRATION

BACKGROUND

On November 20th, 1978, the Chairman of the Department of Economics and Commerce submitted to the Acting President a formal request from the Department for approval in principle of Faculty status for the Department. This request reflected the result of extended discussion and referenda within the Department which indicated that:

- a. a majority of the Department was in favour of a reorganization of the Department into two separate Departments; and
- b. a majority of the Department felt that the proper administrative structure for such a reorganization was a Faculty consisting of the two Departments.

The Acting President referred the request to the Senate Committee on Academic Planning which considered it at its meeting on December 6th, 1978. The proposal was placed before the Committee for consideration in order to identify the range of possible responses and to determine the most appropriate method for examining the issues raised by the proposal.

Following discussion, the Senate Committee on Academic Planning unanimously agreed to "establish a sub-committee of the Senate Committee on Academic Planning to examine the rationale and

organizational structure of all departments and Faculties within the University . . ."

In March, 1979, the Acting Academic Vice-President struck a sub-committee consisting of R. C. Brown, Dean of Faculty of Arts, T. W. Calvert, Dean of Faculty of Interdisciplinary Studies and C. H. W. Jones, Department of Chemistry to serve as members of the sub-committee. On June 5th, 1979, the sub-committee submitted its report, recommending as a two-year interim solution to the problem that a School of Business Administration and Economics be established within the Faculty of Arts encompassing the Departments of Business Administration and Economics. This recommendation seemed appropriate at the time because it addressed the conflict between the two disciplines while maintaining the desired articulation between their curricula. It was approved by Senate on July 9th, 1979.

In May, 1980 the Dean of the Faculty of Arts wrote the following to members of the School:

At the time that the School was established I indicated to you that its appropriateness as an administrative unit should be evaluated periodically. I further indicated that if the concept was found to be faulty, I would support movement to Faculty status for one or both Departments. The School is now one year old and an evaluation is due. I have asked the Director and the two Chairmen to discuss the effectiveness of the

School with you and to provide me with their evaluation and recommendations.

The response from the Department of Business Administration was a reaffirmation of its original request for Faculty status, accompanied by the claim that the organization of responsibilities established for the School had not worked well. On October 6, 1980, Senate acknowledged this problem and "approved that there be undergraduate curriculum committees established in each of the two Departments of the School of Business Administration and Economics". These events reflected the incompatibility of Business Administration and Economics as administrative partners and signaled the inevitability of the further separation of the two disciplines and the eventual development of a new Faculty.

No further action was taken toward the creation of a Faculty at that time, however, because the Dean of Arts felt that a one-year trial period was not sufficient to fully test out the School concept.

In late May, 1981 the Department of Business Administration met with the Dean of Arts and the Academic Vice-President and reiterated its request that a Faculty be established as soon as possible. The question of the composition of the proposed Faculty was raised at the meeting, with a majority of those present arguing for a separate Faculty of Business Administration, i.e., one excluding the Economics Department. This position was later strongly

endorsed in a departmental referendum (June, 1981). These results were transmitted to the Department of Economics which in a subsequent referendum of its own (July, 1981) indicated that regardless of the expression of opinion from Business, if a new Faculty was to be formed, a majority would prefer to be a Department in it rather than stay in the Faculty of Arts. Thus, the question of the composition of the proposed Faculty has become one to be answered by administrative decision rather than by mutual agreement.

#### RECOMMENDATIONS

1. That the present School of Business Administration and Economics be dissolved.
2. That a Faculty of Business Administration be established, effective September 1, 1982.
3. That the Department of Economics remain a Department in the Faculty of Arts.
4. That the position of Director of the School of Business Administration and Economics and Associate Dean of the Faculty of Arts be discontinued and that a new position, Dean of the Faculty of Business Administration, be established.
5. That the Faculty of Business Administration comprise the faculty members currently in the Department of Business Administration (joint appointments will remain as at present).

6. That the undergraduate and graduate courses and programs presently in the Department of Business Administration be transferred to the Faculty of Business Administration.
7. That the Faculty of Business Administration, as newly constituted, be charged to submit by January 1, 1983 a report to Senate through the Academic Planning Committee giving:
  - a. detailed recommendations for undergraduate and graduate program modification and development (if any); and
  - b. detailed recommendations regarding staffing patterns and priorities.
8. That the existing BUEC courses continue to be offered jointly by the Department of Economics and the Faculty of Business Administration, with the Chairmen of the two Undergraduate Curriculum Committees acting as a Committee overseeing their scheduling and offering.
9. That the existing joint Ph.D. program in Economics and Commerce remain as presently offered (i.e., housed in Economics, with one member of the Graduate Studies Committee nominated by, and from, Business Administration, and fields in Business offered as specialty options.

RATIONALE

A proposal for the establishment of a Faculty of Business Administration immediately raises three questions. First, what makes Business Administration so different from the other departments in the University? Second, what is the compelling need to give the Department Faculty status? Third, if the Department is given Faculty status, what can the University expect in the future?

The present Department of Business Administration has the following important characteristics:

- a. it is one of the most rapidly growing Departments in the University (undergraduate F.T.E. enrolment has increased 79% in the last three years) and, given the projected demand for graduates of such programs in Canada, there is no expectation of a slackening in demand;
- b. the Department is the largest in the University in terms of undergraduate enrolment (1,627 majors) and currently is one of the larger undergraduate Business Administration programs in the country;
- c. its research activities are of a much more applied nature, and are more local in their focus, than most other departments in the University;
- d. it has more interaction with the business community than other departments.



In short, it is the overall size and rate of growth of the Department, its applied orientation, and its interaction with the professional and business community which differentiate Business Administration from most other departments in the University.

The arguments in support of Faculty status for the Department are substantial, but difficult to articulate. Simon Fraser University, like most other North American universities, has not set criteria which serve to determine when a particular department or program deserves Faculty status. Thus, it is important to establish the underlying rationale for this proposed development so the arguments can be assessed on their own merits. Business Administration is different from all other departments in the Faculty of Arts in that its research and teaching interests are professional as well as academic. In the past, this became a focal point of controversy between the disciplines when considering such issues as hiring priorities, promotion and tenure, and program structure. The faculty in Business Administration, with some justification, do not believe that their colleagues in the Faculty of Arts understand or are sympathetic to these differences. Second, the practice in most Canadian universities is to have a Faculty of Business Administration. We are the only institution in Canada where Business Administration is a Department in the Faculty of Arts. It is true that Simon Fraser University is not traditional in many ways so that an argument

that would make the Business Administration program at S.F.U. similar to that of other universities might not seem particularly compelling.

However, there are other dimensions to this issue. The rate of growth in Business Schools across Canada has accelerated and there is every indication that this will continue through the decade. In order to maintain the competitive position of S.F.U.'s program relative to those of other Canadian university programs in terms of attracting the best quality of students and faculty, it is important that every step be taken which will enhance the quality and credibility of our program. Status as an independent Faculty is one of those steps.

Third, Simon Fraser University reflects basically the same orientation as at its inception -- undergraduate liberal arts university with a strong graduate orientation in a limited number of disciplines. Today, as seventeen years ago, it has very few professional schools. Apart from the Faculty of Education, these include only such quasi-professional programs as the masters program in Resource Management, aspects of Criminology and Computing Science, and the masters program in Pest Management. As is generally recognized throughout the University, it is going to be important for the long term vitality of this institution that it achieve professional school recognition in a limited number of fields. Engineering is one possibility; Business Administration is another. Unlike Engineer-

ing, Business Administration clearly has demonstrated its potential. If the University is prepared to agree to Faculty status for Engineering, which has yet to hire its first faculty member or graduate its first student, it would be somewhat paradoxical to reject Faculty status for a Department such as Business Administration with a proven track record and demonstrated potential.

There is also a question of the appropriateness of Business Administration as a part of the Faculty of Arts. From several perspectives, the Department of Business Administration is not easily accommodated within a Faculty such as Arts. The orientation of the members of the Department is quite different from that of most other faculty. The student body in Business Administration, because of its size and orientation, tends to overly influence the main thrust of the Faculty of Arts.

Finally, lack of a distinct, strong academic presence in the business community may have worked to the disadvantage of both our graduates and the University. There is evidence to suggest that the business community both in this city and across the country has been uncomfortable employing graduates of a program entitled Economics and Commerce. That concern was alleviated somewhat when the Department of Business Administration was separated from the Department of Economics and Commerce. It will clearly be alleviated still further with the establishment of a Faculty of Business Administration, which will have the effect of bringing the organizational structure more in line with that which exists in other Canadian universities.

As for the future, no guarantee can be offered. Hopefully, by this move, a stronger competitive position of the Business Administration program at Simon Fraser University will enable it to attract an increasing number of highly qualified students and highly qualified faculty (the Department needs to add substantially to its present complement of 34.5 faculty). In addition, it is the expectation that the establishment of a Faculty will provide a more assured presence in both the business community and with other business schools across the country. Moreover, Faculty status will confer an identity on the Department's program which is now lacking and which may be necessary for independent development and future vitality.

There are some negative consequences to this proposal and they also need to be identified. A Faculty has certain responsibilities under the Universities Act and Senate regulations. The membership on a number of senior University committees will have to be increased. Thus, a cost to individual faculty members will be time of increased participation in University governance resulting from Faculty status. This is a concern to the Department which also needs to be considered by the University community as a whole. Faculty status for the Department will also mean a clearer separation of responsibilities and activities between Business Administration and Economics. The most powerful arguments for keeping the two Departments together relate to the undergraduate and graduate programs. However, recommendations eight and nine are intended to ensure that the present level of cooperation

continues. The real strength of the joint program stems from the five joint appointments between the Departments and these will not change. The experience with other joint appointments demonstrates that inter-Faculty are just as likely to be successful as intra-Faculty appointments. It should be noted that since the administrative structure currently in place in the Department is appropriate for a Faculty, the only additional cost to the operating budget of the University will be the change in salary from an Associate Dean to a Dean.

In sum, the evolution of the Department of Business Administration has been such that Faculty status is now both appropriate and justifiable. Approval of such status for the Department would recognize its past contributions to the University and mobilize its potential for continued contributions in the future.

#### COST

The position of Director will be discontinued and a Deanship established. No other costs which can be directly attributed to the creation of the Faculty are foreseen at this time. The administrative plan for the Faculty is attached and all positions listed, other than the Deanship, are now budgeted.

FACULTY OF BUSINESS ADMINISTRATION

