

**Program Change Plan
School of Analytics, Finance and Economics**

Provided to Faculty in the following affected units:

- Department of Economics
- Department of Finance
- School of Information Systems and Applied Technology¹

This program change plan is in keeping with Sections 9.04 and 9.05 of the Collective Bargaining Agreement (CBA).

A. Description of Proposed Change:

This plan establishes a School of Analytics, Finance and Economics by merging the Department of Finance, the Department of Economics and the undergraduate degree program in Information Systems Technology (IST). Once established, the School will be housed administratively, on a temporary basis, in the **Provost and Vice Chancellor for Academic Affairs** area².

Following establishment of the School, Faculty will create an operating paper pursuant to Article 5 of the Collective Bargaining Agreement. During the period of creation of the School Operating Paper, day-to-day management of the school will be guided by applicable provisions of the former department/school operating paper and former college operating paper³.

For the proposed degree inventory for the School of Analytics, Finance and Economics, please refer to the accompanying RME. The names and academic requirements of the degree programs will not change under the program change plan / RME.

Organizational Structure of School of Analytics, Finance and Economics:

Initially, the Interim Director of the School will report to the Provost, on a temporary basis until the assignment of the School to its home college. Following such assignment of the School, it will be led by an A/P Director who will report to and serve at the pleasure of the Dean of the College², and who will be appointed following a search conducted in keeping with the University's Hiring Policy and Procedures. The University Policy on Department Chair responsibilities applies to School Directors. In keeping with this policy, the School

¹ This plan reflects a reduction in the School of Information Systems and Applied Technology by way of separating the degree program in Information Systems Technology (IST) and housing the IST degree program in the School of Analytics, Finance and Economics.

² See the statement at end of this document that is separate and apart from this program change plan regarding college-level considerations.

³ This approach is provisional, recognizing that interim operating procedures could be subject to impact bargaining.

Director is the chief academic, administrative, and fiscal officer for the academic unit and serves at the pleasure of the Dean. The Director is responsible for overall management and leadership of the unit and is expected to contribute to the mission of the University.

Specific duties of the Director will include, but are not limited to⁴: planning, development, coordination, review, and administration of undergraduate and graduate instructional programs to advancing learning outcomes of students enrolled in the School's academic programs, as well as students enrolled in service courses offered by the School's faculty; ensuring faculty excellence through effective recruitment, retention, and evaluation of personnel; advancing and coordinating accreditation-related activities including program assessment; maintaining effective recruitment, retention, and degree completion rates of students enrolled in the School's academic programs; providing educational leadership, fostering excellence, and creating a culture of increased research, scholarship, and creative activity among faculty; developing and recommending budgets to the Dean, as well as administering approved budgets and controlling expenditures within the unit; promoting alumni relations and representing the School and its constituent divisions and programs to various constituencies; conducting all business and activities in compliance with applicable law, policies of the SIU Board of Trustees, University Policies and Procedures, the College and School Operating Papers, and other guidance and directives of the Dean; and fostering an environment that advances Institutional goals regarding diversity and intolerance of discrimination.

Upon establishment of the School, an Interim Director will be appointed on a term-basis following usual campus processes for appointing interim administrators. The Interim Director appointment will be made by the Provost via search waiver, in consultation with faculty members who comprise the School, and with approval of the Office of the Chancellor, and the Office of Affirmative Action. Faculty and staff members will have an opportunity to express their preference regarding possible candidates for the Interim Director Position, and to provide feedback on interim director candidates.

The search for the permanent School Director may be internal or external, consistent with current practice for hiring of Department Chairs and School Directors. In keeping with university hiring procedures and policy, an approved position announcement will be created for the Director Position; a search committee will be approved through the Affirmative Action Office; applications will be solicited; applications will be reviewed by the search committee; approved interviews will be conducted; and, a hiring recommendation that is informed by faculty and search committee feedback will be made by the Dean, with final approval by Provost and Affirmative Action Office.

The former department of Economics, the former department of Finance and the IST program (presently in the School of Information Systems and Applied Technology) shall

⁴ Adapted from university policy on duties of Department Chairs, which apply to School Directors.

represent **divisions** within the School. Each Division will be led by a faculty member who serves in the functional role of Division Coordinator. Division Coordinator duties will reflect a service assignment in the faculty member's annual workload assignment, and may vary based on the needs of the Division. Depending on the nature and intensity of the service assignment, and on the complexity of the division, coordinators may be assigned a "release" from one to two 3-credit hour courses per year (i.e., a 12.5% or 25% FTE service assignment). The service assignment shall be determined by the School Director in consultation with the Division Coordinator and the Dean and in compliance with the collective bargaining agreement. Depending on the complexity of the Division's programs and needs, Division Coordinators may also receive summer appointments in support of the division and its programs. Service duties of the Division Coordinator may include, but may not be limited to: consulting with the School Director and/or support staff regarding course staffing needs; providing input to the School Director to inform the Director's assignment of workload to faculty; assisting with student concerns; coordinating accreditation-related activities if appropriate; assisting the School Director with program assessment.

With respect to staffing/hiring decisions in the proposed School, the School Director will work proactively with Division coordinators and with the Dean to ensure that staffing needs (e.g., teaching of courses, civil service staffing needs) are addressed effectively and fairly. Such an approach is presently applied in multi-program academic schools, and in complex academic departments. The administration recommends establishment of operating paper procedures that foster strong, equitable partnerships across the school. For example, faculty in the school might consider creating operating paper provisions that establish a "senate" representation model for curriculum or other critical committees.

Rationale

A general goal of this plan is to revitalize and reposition our academic programs in order to create opportunities for greater collaboration among students and faculty. SIU's academic programs and structure have remained largely unchanged in a changing higher education marketplace. Accordingly, this plan aligns programs that relate to each other in order to foster synergy and innovation.

The program change plan for the School of Analytics, Finance and Economics focuses and integrates scholarly, teaching/pedagogy and service efforts in core aspects of Business, Economics and Finance, with additional focus on development of innovative programming in business analytics and information systems. The plan also reflects the goal of streamlining our overall academic administrative structure. The proposed School will offer forward-looking, student-focused, innovative programming to SIU students in high-demand academic areas. Students will receive enhanced academic experiences, including specialized advising and career development opportunities that will prepare them for career success.

B. Impact on Faculty Lines and Faculty Workload

Faculty Lines

This plan has no effect on Faculty lines. There will be no eliminations of faculty positions under this plan.

Workload

Faculty workload assignment is governed by the terms of the Collective Bargaining Agreement (CBA). Additionally, the CBA requires School Operating papers to include the “criteria to be applied when determining workload”. Consistent with current practice in other Academic Schools at SIU Carbondale, and in keeping with the provisions of the CBA, workload assignments will be made by the School Director, with consultation and input from Division Coordinators, and subject to approval by the dean. To summarize, all Faculty workload assignments will continue to be made in accordance with the procedures established and required by the collective bargaining agreement.

In addition to fostering collaboration and innovation in curricula, pedagogy and scholarship, the merger of the planned academic units and degree programs into a school will contribute to more equitable distribution of service-related tasks across faculty, freeing faculty from some of the service obligations associated with the activities required to support the academic unit and the university. By spreading such responsibilities out in larger schools, individual faculty members will have additional opportunities to engage in teaching and research activities. Additionally, enhancement of the School’s overall teaching, research and service capacity will be realized by way of a net-decrease in the number of academic-unit administrators, and the return of such administrators to faculty roles. Finally, to the extent that the current administrative structure may contribute to curricular overlap and duplication, we anticipate that as a result of the reorganization plan there may be decreased pressure to staff required courses.

General Promotion and Tenure Considerations for Tenured and Tenure Track Faculty.

Affected Faculty members who hold tenure in the Department of Economics, the Department of Finance or the School of Information Systems and Applied Technology will have their tenure transferred to the School of Analytics, Finance and Economics. The plan will not result in any loss of tenure for any Faculty member in the Department of Economics, the Department of Finance or the School of Information Systems and Applied Technology.

Faculty members who presently hold tenure track appointments in the Department of Economics, the Department of Finance or the School of Information Systems and Applied Technology will have their continuing, tenure-track appointments transferred to the School of Analytics, Finance and Economics, with no change to their tenure probationary period.

Promotion Considerations for Tenured Faculty. Under the terms of the current Collective Bargaining Agreement, the promotion guidelines and procedures articulated in the operating papers in force at the time of the tenured faculty member's most recent promotion will apply to a promotion review case that occurs after the proposed merger and establishment of the School of Analytics, Finance and Economics. Note, however, that the tenured faculty member may elect to apply the promotion guidelines and procedures of the operating paper of his or her new school to the promotion / tenure review case. The promotion standards and procedures articulated in the 2016 SIUC Employees Handbook also apply to promotion review.

Tenure and Promotion Considerations for Tenure Track Faculty. Under the terms of the current Collective Bargaining Agreement, the tenure and promotion guidelines and procedures in the operating papers in force at the time the faculty member was hired into the tenure-track position will apply to an initial tenure / promotion review case that occurs after the proposed merger and creation of the School of Analytics, Finance and Economics⁵. Note, however, that a tenure-track faculty member may elect to apply the tenure/promotion standards of the operating papers of his or her new school to the promotion / tenure review case. The promotion and tenure standards and procedures articulated in the 2016 SIUC Employees Handbook also apply to promotion and tenure review.

Provisional Promotion and Tenure Procedures for **Current** Tenured and Tenure track Faculty.

The procedures outlined in this section are provisional given that the Faculty Association reserves the right under Article 9 to bargain impact of any implemented program change.

SCHOOL-LEVEL REVIEW

The Director of the School of Analytics, Finance and Economics shall coordinate the process and shall write the School-level recommendation letter.

⁵ Clarification: If promotion and /or tenure occurs after the ratification of the new school operating paper, such operating paper will govern future promotion applications

1. For candidates formerly appointed in the **Department of Economics**: unless the faculty member chooses to apply the new School of Analytics, Finance and Economics Operating Paper provisions, the former Operating Paper of the Department of Economics shall govern the process and shall define the standards and criteria for promotion and/or tenure.
 - a. For such candidates, any academic-unit-level requirements regarding letter-solicitation, etc. that were included in the former Department of Economics Operating Paper shall apply.
 - b. For such candidates, the academic-unit-level committee would be comprised of appropriate (as defined by the former Department of Economics Operating Paper) faculty members who had held appointments in the former Department of Economics, augmenting if needed per CBA requirements.
2. For candidates formerly appointed in the **Department of Finance**: unless the faculty member chooses to apply the new School of Analytics, Finance and Economics Operating Paper provisions, the former Operating Paper of the Department of Finance shall govern the process and shall define the standards and criteria for promotion and/or tenure.
 - a. For such candidates, any academic-unit-level requirements regarding letter-solicitation, etc. that were included in the former Department of Finance Operating Paper shall apply.
 - b. For such candidates, the academic-unit-level committee would be comprised of appropriate (as defined by the former Department of Finance Operating Paper) faculty members who had held appointments in the former Department of Finance, augmenting if needed per CBA requirements.
3. For candidates formerly appointed in the **School of Information Systems and Applied Technology**: unless the faculty member chooses to apply the new School of Analytics, Finance and Economics Operating Paper provisions, the former Operating Paper of the School of Information Systems and Applied Technology shall govern the process and shall define the standards and criteria for promotion and/or tenure.
 - a. For such candidates, any academic-unit-level requirements regarding letter-solicitation, etc. that were included in the former School of Information Systems and Applied Technology Operating Paper shall apply.
 - b. For such candidates, the academic-unit-level committee would be comprised of appropriate (as defined by the former School of Information Systems and Applied

Technology Operating Paper) faculty members who had held appointments in the former School of Information Systems and Applied Technology, augmenting if needed per CBA requirements.

COLLEGE LEVEL REVIEW

As noted above, upon formation of the School, it will temporarily be assigned to the Provost and Vice Chancellor of Academic Affairs area. College level review of any promotion and tenure cases proceeding **during the period of the School's assignment to the Provost area** would follow the procedures below:

1. The operating paper from the applicable prior college shall govern with respect to college-level procedures, standards and criteria (i.e., College of Liberal Arts Operating Paper for candidates formerly appointed in the Department of Economics; College of Business Operating paper for candidates formerly appointed in the Department of Finance; College of Applied Arts and Sciences Operating paper for candidates formerly appointed in the School of Information Systems and Applied Technology).
2. The College-level committee shall be comprised of appropriate (as defined by the applicable prior operating paper) faculty members who previously had held appointments in the applicable College.
3. The College-level committee vote / recommendation shall go to the Dean of the applicable College⁶, who shall make an independent recommendation based on the evidence in the dossier, applying the applicable governing standards and taking into consideration the vote/recommendation of the college-level committee.

Following assignment of the School to a new academic college (see statement at end of this document that is separate and apart from the Program Change Plan), the following college-level procedures shall apply:

1. Unless the candidate elects to apply the operating paper established for the "new" College (see statement on proposed College structure that is independent of the program change plan), the operating paper from the applicable prior College shall govern with respect to College-level procedures, standards and criteria. The College-level committee shall be comprised of appropriate (as defined by the applicable operating paper) faculty members who had held appointments in the applicable College.

⁶ Or, if applicable, to an Academic Dean designated by the Provost for this purpose prior to the initiation of the promotion / tenure review process, following consultation with the candidate.

2. The College-level committee vote / recommendation shall go to the Dean of the “new” college. The Dean shall make an independent recommendation based on the evidence in the dossier, applying the governing standards of the applicable operating papers and taking into consideration , the vote / recommendation of the unit-level committee, the vote/recommendation of the college-level committee, and the recommendation of the School director.

PROVOST LEVEL REVIEW

The Dean’s recommendation shall be forwarded to the Provost who shall proceed according to current policies, procedures and practice.

C. Impact on Students and Ability to Maintain Curricula

There will be no negative impact on students. We anticipate significant benefits to students in the integrated school model. They will have exposure to a wider range of faculty and will have opportunities to engage in cross disciplinary research, curriculum, and co-curricular activities.

The catalog under which a student enrolled as a major will continue to govern that student’s curricular requirements. That is, an existing student whose major will be housed by a School rather than a department will have identical requirements to those in place when s/he entered the major. S/he will be able to continue their current programs through graduation based on the requirements specified in the Undergraduate or Graduate Catalog as of the date they enrolled in the program. We will ensure that we deliver on our commitments to students enrolled in every program. Future changes to curriculum will be the responsibility of the faculty, and such changes would follow established campus procedures (e.g., the NUI or RME process).

Given no reduction in faculty as part of the reorganization plan, there are no implications for ability to maintaining the curricula⁷. Again, the degree programs currently housed by the component academic units will simply be housed in the broader administrative structure of the School.

D. Estimated Financial Costs or Savings, Including Source(s)

Although cost-reduction was not the principal purpose of the overall reorganization proposal, we anticipate that implementation of the campus-wide plan will result in

⁷ With exception of any proposal to eliminate a degree program. Any such proposals will be separate and apart from this program change proposal.

permanent (projected) administrative cost savings by way of a campus-wide reduction of administrative positions (e.g., fewer dean positions, elimination of department chair and school director positions), which will allow us to invest strategically in future initiatives. Across campus, for each former department chair / school director, the difference between Faculty salary and chair/director salary, plus any summer salary committed for the chair/director will be saved on a permanent/projected basis. Such savings will be balanced against the salary costs associated with appointing an A/P School Director on a 12 month basis, plus any summer salary expenditures committed for division coordinators.

For the School of Analytics, Finance and Economics, we anticipate permanent / projected salary cost savings via reduction of the number of unit-level A/P administrators from three to one.

An analysis of support staff needs will be undertaken for the proposed school. This may result in additional savings if it determined that staffing consolidations are warranted. Note that there will be no layoffs of employees in civil service positions as a result of the program change plan, although it is possible that there will be re-assignment of some civil service positions, allowing us to allocate positions to the areas of greatest need. For example, we anticipate that civil service positions might be re-assigned to support complex Divisions (e.g., to assist the School Director with scheduling, personnel tasks, etc). Over time, additional savings may be generated following the reorganization by reducing duplicative courses through more efficient coordination in the Schools.

E. Comparison of similar programs at Peer Institutions (if applicable)

This program change plan represents an administrative restructuring of existing degree programs and academic units. The “School Model”, with multiple degree programs housed in the School, is already functioning effectively at SIU in the School of Allied Health, the School of Information Systems and Applied Technology, the School of Art and Design, the School of Music and the School of Architecture. In such programs, faculty members who serve as division, area, or program coordinators / directors provide support and consultation to the School Director as part of their service assignments, with adjustment to workload assignments provided as appropriate, and with commitment of summer assignments in some cases, as required by the needs of the unit. School Directors at SIU have demonstrated their ability to understand, support, and represent the disparate academic disciplines represented in their schools, to advocate for wide-ranging academic programs, and to support, mentor, and evaluate fairly and equitably the faculty who teach and engage in scholarship in varied disciplines. School Directors at SIU have also demonstrated their success at supporting undergraduate and graduate students from multiple academic disciplines.

We are not aware of an academic school or department that is fully parallel to the proposed School of Analytics, Finance and Economics in terms of curricular, research and content focus. However, we are aware of academic units (some organized as Schools, some organized as Departments) that share similarities to the proposed School at: Louisiana Tech University; Mississippi State University; Southern Utah University; University of Arkansas at Little Rock; University of Dayton; and William and Mary.

F. Possible Consequences of the Proposed Change on the University's Carnegie Status

The proposed change will have no direct / explicit impact on the University's Carnegie Status. However, one of the goals of the campus-wide re-organization plan (see point B) is to invigorate, enhance and expand Faculty research and creative activity by increasing synergy and collaboration. This includes the goal of expanding extramural grant / contract activity and increasing Ph.D. production. The reorganization plan will contribute to the broader institutional goal of increasing the University's Carnegie Status to R1 (Highest Research Activity).

[END of Program Change Plan]

Separate and apart from the Program Change Plan provided above to Faculty under Sections 9.04 and 9.05 of the Collective Bargaining Agreement, the following information is provided for informational purposes:

Upon establishment of the School of Analytics, Finance and Economics, it will be housed administratively, on a temporary basis, in the Provost and Vice Chancellor for Academic Affairs area, with the interim director of the School reporting to the Provost. This will allow time for processing of a College-level RME for the college to which the School will be assigned. Ultimately, we propose that the School of Analytics, Finance and Economics be part of the College of Business and Analytics (**or, as alternately named**).

Neither establishment, elimination, nor renaming of Colleges by the University is subject to the requirements of Article 9. Additionally, assignment by the University of Departments and/or Schools to Colleges is not subject to Article 9. However, establishment of Colleges and assignment of Departments / Schools to Colleges **is** subject to established campus shared governance processes and to any requirements of the Board of Trustees and the IBHE. RME(s) to rename the College of Liberal Arts, and to assign academic schools to the renamed college, will be submitted at an appropriate date. Such RME(s) will follow established procedures (e.g. review by Faculty Senate and/or Graduate Council), with opportunity for feedback by faculty, staff and students.

RME for Program Change Plan

Reasonable and Moderate Extension (RME)

PROPOSED ADDITION/ABOLITION, RE-ALLOCATION, OR RE-ESTABLISHMENT OF AN EDUCATIONAL UNIT, CURRICULUM, OR DEGREE IN THE COLLEGE OF BUSINESS, COLLEGE OF LIBERAL ARTS, AND THE COLLEGE OF APPLIED SCIENCES AND ARTS

I. Program inventory

This RME is to create a School of Analytics, Finance, and Economics by way of a merger of the Department of Finance (College of Business) and the Department of Economics (College of Liberal Arts) and the IST program in the School of Information Systems and Applied Technology (College of Applied Sciences and Arts).

The School of Analytics, Finance, and Economics will be housed administratively, on a temporary basis, in the Provost and Vice Chancellor for Academic Affairs area. The degree programs, graduate certificates, and minors will remain intact. Additional details are provided in the accompanying Program Change Plan.

A. Current listing of approved programs (list all within the major)

CIP code	Major/Minor	Degree	Unit
52.0601	Business Economics	BS	Finance
45.0601	Economics	BA	Economics
52.0801	Finance	BS	Finance
11.0103	Information Systems Technology	BS	ISAT
45.0601	Economics	MA	Economics
45.0601	Economics	MS	Economics
45.0601	Economics	PHD	Economics
	Finance	Minor	Finance
	Economics	Minor	Economics

B. Proposed listing

CIP code	Major/Minor	Degree	Unit
52.0601	Business Economics	BS	Analytics, Finance and Economics
45.0601	Economics	BA	Analytics, Finance and Economics
52.0801	Finance	BS	Analytics, Finance and Economics
11.0103	Information Systems Technology	BS	Analytics, Finance and Economics
45.0601	Economics	MA	Analytics, Finance and Economics
45.0601	Economics	MS	Analytics, Finance and Economics
45.0601	Economics	PHD	Analytics, Finance and Economics
	Finance	Minor	Analytics, Finance and Economics
	Economics	Minor	Analytics, Finance and Economics

PROPOSED ADDITION/ABOLITION, RE-ALLOCATION, OR RE-ESTABLISHMENT OF AN EDUCATIONAL UNIT, CURRICULUM, OR DEGREE IN THE COLLEGE OF BUSINESS, COLLEGE OF LIBERAL ARTS, AND THE COLLEGE OF APPLIED SCIENCES AND ARTS

II. Reason for proposed action

This action relates to the Program Change Plan for creation of a School of Analytics, Finance and Economics.

III. Program delivery mode

Same as current delivery mode.

IV. Anticipated budgetary effects

Please refer to the accompanying Program Change Plan.

V. Arrangements to be made for (a) affected faculty, staff and students; and (b) affected equipment and physical facilities

Please refer to the accompanying Program Change Plan. There will be no reduction in faculty resulting from this plan. There are no changes in curricula, so there is no effect on current students. Staff may be re-assigned or added depending on the needs determined by the new school. All inventory will be assigned to the new school. The physical facilities will remain the same in the short term. A campus wide space plan is being developed that will address the needs of the new school in relationship to the campus.

VI. Will other educational units, curricula, or degrees be affected by this action?

The plan has no direct effect on other educational units, curricular or degrees. In general, the merger should build on the existing collaboration between the units.

VII. Assessment of Student Learning Outcomes

This criteria only applies to new programs. All current assessment activities will remain in place.

VIII. Catalog copy to be deleted or added

Will be provided once the approval is completed.

IX. The requested effective date of implementation

July 1, 2018

PROPOSED ADDITION/ABOLITION, RE-ALLOCATION, OR RE-ESTABLISHMENT OF AN EDUCATIONAL UNIT, CURRICULUM, OR DEGREE IN THE COLLEGE OF BUSINESS, COLLEGE OF LIBERAL ARTS, AND THE COLLEGE OF APPLIED SCIENCES AND ARTS

X. Approval signatures to submit Proposal for Processing

Approve Disapprove

Signature, Dean of College of Business

Date

Approve Disapprove

Signature, Dean of College of Liberal Arts

Date

Approve Disapprove

Signature, Dean of College of Applied Sciences and Arts

Date

Submit signed forms to the Associate Provost for Academic Program, Room 15 Anthony Hall, MC 4305. For assistance, please contact apap@siu.edu or call Ruth O'Rourke at 3-7654,

Additional Materials Submitted by Affected Units

David L. Dilalla

From: Beardsley, Xiaoxin
Sent: Wednesday, January 24, 2018 8:38 PM
To: Deng, Saiying
Cc: Marlo, Timothy; Liang, Claire; Peterson, Mark; Clark, Terry; David L. Dilalla; Beardsley, Xiaoxin
Subject: Finance faculty has voted to exit the 90-day phase

Good evening everyone,

I am forwarding the voting results below to you'al that Finance faculty has voted to exit the 90-day window and to move forward to the next phase.

Thank you!

Xiaoxin

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Deng, Saiying" <sdeng@business.siu.edu>
Date: 1/24/18 8:08 PM (GMT-06:00)
To: "Beardsley, Xiaoxin" <xwang@business.siu.edu>
Cc: "Marlo, Timothy" <tmarlo@business.siu.edu>, "Liang, Claire" <claire.yc.liang@business.siu.edu>
Subject: RE: Follow up on discussion on the reorg

TT: unanimous vote for 1. Proposal moves forward prior to 90 days after 11/13/2017 upon 60% majority vote of affected faculty in the affected unit.

TT and NTT: unanimous vote for 1. Proposal moves forward prior to 90 days after 11/13/2017 upon 60% majority vote of affected faculty in the affected unit.

Thank you,

Saiying

David L. Dilalla

From: Beardsley, Xiaoxin
Sent: Thursday, February 8, 2018 4:13 PM
To: David L. Dilalla
Cc: Clark, Terry; Peterson, Mark
Subject: Finance revotes after Modification to Proposal for School of Analytics, Finance, and Economics

Dave, Terry and Mark,

Given the latest modification (2/6/2018 email below) to the proposal for school of analytics, finance and economics, which came after finance already voted to stop the clock and move forward with the proposal on 1/24/2018, finance does not know if a new vote needs to be cast.

Anyways, just in case, finance TT faculty and finance full-time faculty (including full time NTT) voted again on 2/7/2018. Both votes remain the same as their previous votes on 1/24/2018: that is, to stop the clock, and move forward with the proposal, without the 30-day extension.

Thank you!

Sincerely,

Xiaoxin Wang Beardsley, Ph.D.
Associate Professor and Hamilton Family Faculty Fellow in Finance
Interim Chair, Department of Finance
Interim Chair, Department of Marketing
Tel: 618-453-1422, Fax: 618-453-5626, Email: xwang@business.siu.edu



From: David L. Dilalla [mailto:ddilalla@siu.edu]
Sent: Tuesday, February 06, 2018 6:51 PM
To: Subhash C Sharma <sharma@siu.edu>; Beardsley, Xiaoxin <xwang@business.siu.edu>; Sam Chung <samchung@siu.edu>
Cc: Andy Ju An Wang <awang@siu.edu>; Meera Komarraju <cola.dean@siu.edu>; David L. Dilalla <ddilalla@siu.edu>; Clark, Terry <tclark@business.siu.edu>; Lizette R. Chevalier <lizette.chevalier@siu.edu>
Subject: Modification to Proposal for School of Analytics, Finance, and Economics

TO: Department Chairs / School Directors in the following affected units – **Please forward this email to all tenured / tenure track Faculty in your departments/schools.** Feel free to share with non-represented faculty as well.

Department of Economics

I am writing to provide an update to the proposal for establishing School of Analytics, Finance, and Economics.

This update / modification pertains to the status of the degree program in Agribusiness Economics (ABE).

In the **original** proposal for the School of Agricultural Sciences, the following text appeared on page 2, in section describing the program change (and related to the status of the Agribusiness Economics degree):

The undergraduate degree program in Agribusiness Economics will be jointly delivered by the School of Agricultural Sciences and the School of Accountancy and Finance. Students will begin the degree program in the School of Agricultural Sciences and will complete the program in the School of Accountancy and Finance.

I have realized that I failed to include the above information regarding the jointly delivered ABE degree in the original program change proposal for the School of Analytics, Finance, and Economics.

Discussions with affected faculty in the proposed School of Agricultural Sciences resulted in some clarification of the nature of the arrangements for the jointly delivered degree. The following two paragraphs summarize the approach that the University has agreed to support for this jointly delivered program, with key points in **boldface**. **These two paragraphs constitute the modification to the proposal to establish the School of Analytics, Finance, and Economics:**

*The undergraduate degree program in Agribusiness Economics will be jointly delivered by the School of Agricultural Sciences and the School of Analytics, Finance and Economics. Details regarding this jointly delivered degree will be determined by the respective faculty of the Schools, in consultation with the Deans of the Colleges and the Provost, and in keeping with all requirements for implementing program changes. **The administration agrees to support establishment of two Agribusiness Economics degrees in the University catalog, one in the College of Agricultural and Life Sciences and one in the College of Business and Analytics (see note below). Prior to entering their final year in the program, students completing the major would elect whether to earn the ABE degree in Agricultural and Life Sciences OR the ABE degree in Business.***

Please note that the actual curricular change noted above (establishment of 2nd ABE degree in College of Business and Analytics) is **NOT formally part of this program change proposal**. The curricular change will need to be implemented by initiation of RME or NUI process following completion of the structural reorganization.

If you wish to provide feedback or ask questions about this modification to the School proposal, please communicate directly to me.

Respectfully,

DLD

DAVID L. DILALLA
Associate Provost for Academic Administration

OFFICE OF ASSOCIATE PROVOST FOR ACADEMIC ADMINISTRATION
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SIU.EDU

David L. Dilalla

From: Kevin Sylwester
Sent: Wednesday, January 31, 2018 9:19 AM
To: Lizette R. Chevalier; David L. Dilalla
Cc: Meera Komarraju; Michael R Molino
Subject: Request from Economics for a 30 day extension

Dr. Chevalier and Dr. DiLalla:

The Department of Economics requests a 30-day extension as to the deadline for formally voting on the chancellor's reorganization initiative. A motion to ask for an extension passed within the department on an 8-0 vote. The department requests this extension for the following reasons:

1) The initial proposal had our department joining Finance and Accountancy within one school. Subsequently, Accountancy was replaced in this triad by Information Systems Technology (IST). Therefore, we would like more time to study what synergies and opportunities (if any) could arise in this new proposal so as to make a more informed, better considered decision. An extension would not only allow more time for us to discuss the matter internally but to communicate with the other affected departments.

2) An extension would allow us more time to consider various proposals and counterproposals coming from departments outside Finance and IST. Some of these proposals make suggestions that could apply to our case even though we are not directly affected by them.

3) Likewise, we have had formal and informal discussions with the administration stating our preferences regarding the reorganization. Providing an extension would also allow more time for administration officials to consider our preferences and to perhaps offer changes to the existing proposal which we could then consider.

We look forward to hearing from you. Thank you,

Kevin Sylwester

Professor

Department of Economics

Southern Illinois University

David L. Dilalla

From: Beardsley, Xiaoxin
Sent: Thursday, February 8, 2018 4:13 PM
To: David L. Dilalla
Cc: Clark, Terry; Peterson, Mark
Subject: Finance revotes after Modification to Proposal for School of Analytics, Finance, and Economics

Dave, Terry and Mark,

Given the latest modification (2/6/2018 email below) to the proposal for school of analytics, finance and economics, which came after finance already voted to stop the clock and move forward with the proposal on 1/24/2018, finance does not know if a new vote needs to be cast.

Anyways, just in case, finance TT faculty and finance full-time faculty (including full time NTT) voted again on 2/7/2018. Both votes remain the same as their previous votes on 1/24/2018: that is, to stop the clock, and move forward with the proposal, without the 30-day extension.

Thank you!

Sincerely,

Xiaoxin Wang Beardsley, Ph.D.
Associate Professor and Hamilton Family Faculty Fellow in Finance
Interim Chair, Department of Finance
Interim Chair, Department of Marketing
Tel: 618-453-1422, Fax: 618-453-5626, Email: xwang@business.siu.edu



From: David L. Dilalla [mailto:ddilalla@siu.edu]
Sent: Tuesday, February 06, 2018 6:51 PM
To: Subhash C Sharma <sharma@siu.edu>; Beardsley, Xiaoxin <xwang@business.siu.edu>; Sam Chung <samchung@siu.edu>
Cc: Andy Ju An Wang <awang@siu.edu>; Meera Komarraju <cola.dean@siu.edu>; David L. Dilalla <ddilalla@siu.edu>; Clark, Terry <tclark@business.siu.edu>; Lizette R. Chevalier <lizette.chevalier@siu.edu>
Subject: Modification to Proposal for School of Analytics, Finance, and Economics

TO: Department Chairs / School Directors in the following affected units – **Please forward this email to all tenured / tenure track Faculty in your departments/schools.** Feel free to share with non-represented faculty as well.

Department of Economics

I am writing to provide an update to the proposal for establishing School of Analytics, Finance, and Economics.

This update / modification pertains to the status of the degree program in Agribusiness Economics (ABE).

In the **original** proposal for the School of Agricultural Sciences, the following text appeared on page 2, in section describing the program change (and related to the status of the Agribusiness Economics degree):

The undergraduate degree program in Agribusiness Economics will be jointly delivered by the School of Agricultural Sciences and the School of Accountancy and Finance. Students will begin the degree program in the School of Agricultural Sciences and will complete the program in the School of Accountancy and Finance.

I have realized that I failed to include the above information regarding the jointly delivered ABE degree in the original program change proposal for the School of Analytics, Finance, and Economics.

Discussions with affected faculty in the proposed School of Agricultural Sciences resulted in some clarification of the nature of the arrangements for the jointly delivered degree. The following two paragraphs summarize the approach that the University has agreed to support for this jointly delivered program, with key points in **boldface**. **These two paragraphs constitute the modification to the proposal to establish the School of Analytics, Finance, and Economics:**

*The undergraduate degree program in Agribusiness Economics will be jointly delivered by the School of Agricultural Sciences and the School of Analytics, Finance and Economics. Details regarding this jointly delivered degree will be determined by the respective faculty of the Schools, in consultation with the Deans of the Colleges and the Provost, and in keeping with all requirements for implementing program changes. **The administration agrees to support establishment of two Agribusiness Economics degrees in the University catalog, one in the College of Agricultural and Life Sciences and one in the College of Business and Analytics (see note below). Prior to entering their final year in the program, students completing the major would elect whether to earn the ABE degree in Agricultural and Life Sciences OR the ABE degree in Business.***

Please note that the actual curricular change noted above (establishment of 2nd ABE degree in College of Business and Analytics) is **NOT formally part of this program change proposal**. The curricular change will need to be implemented by initiation of RME or NUI process following completion of the structural reorganization.

If you wish to provide feedback or ask questions about this modification to the School proposal, please communicate directly to me.

Respectfully,

DLD

DAVID L. DILALLA
Associate Provost for Academic Administration

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David L. Dilalla

From: Beardsley, Xiaoxin
Sent: Wednesday, January 24, 2018 8:38 PM
To: Deng, Saiying
Cc: Marlo, Timothy; Liang, Claire; Peterson, Mark; Clark, Terry; David L. Dilalla; Beardsley, Xiaoxin
Subject: Finance faculty has voted to exit the 90-day phase

Good evening everyone,

I am forwarding the voting results below to you'al that Finance faculty has voted to exit the 90-day window and to move forward to the next phase.

Thank you!

Xiaoxin

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: "Deng, Saiying" <sdeng@business.siu.edu>
Date: 1/24/18 8:08 PM (GMT-06:00)
To: "Beardsley, Xiaoxin" <xwang@business.siu.edu>
Cc: "Marlo, Timothy" <tmarlo@business.siu.edu>, "Liang, Claire" <claire.yc.liang@business.siu.edu>
Subject: RE: Follow up on discussion on the reorg

TT: unanimous vote for 1. Proposal moves forward prior to 90 days after 11/13/2017 upon 60% majority vote of affected faculty in the affected unit.

TT and NTT: unanimous vote for 1. Proposal moves forward prior to 90 days after 11/13/2017 upon 60% majority vote of affected faculty in the affected unit.

Thank you,

Saiying

**Department of Economics
Dissenting Opinion on Campus Reorganization**

to be included in the

Program Change Plan

Under the current proposal, the Department of Economics and the Department of Finance will merge with Information Systems Technologies (IST) to form the School of Analytics, Economics and Finance in the College of Business.

The faculty in the Department of Economics respectfully dissents from this proposed merger. Our specific concerns fall into three general categories:

- Opposition to merging with IST
- Opposition to moving from the College of Liberal Arts (COLA) to the College of Business (COB)
- The presence of alternative restructuring possibilities that would do more to promote the mission of our department as well as of the university.

We discuss each in greater detail below.

Opposition to Merging with IST

We believe that the goals and content of our department substantially differ from those of IST so that a merger would hinder our mission. Consider the following:

- 1) We strongly emphasize our graduate program, both the master's and doctoral levels. IST does not have a graduate program but entirely serves undergraduates.
- 2) We have nine faculty members (including the chair), all with Ph.Ds. Although we have used NTT's in the past, they have comprised a small share of our faculty. Conversely, IST has 18 lecturers and 7 associate or full professors. However, three of these seven faculty members designated as "associate professors" or "full professors" do not have a Ph.D.
- 3) In meetings with Drs. Chevalier and DiLalla, we were informed that part of IST will likely go to Computer Science. We were also told that at least two of those with PhDs: Drs. Chung and Wang will likely head to computer science thereby leaving an even larger percentage of lecturers to remain in our school.
- 4) None of our current faculty conducts research relating to topics of the internet, cybersecurity, computer networks, etc. Therefore, we do not see any natural research

synergies with IST. Without economists working in such areas, we believe that attracting economists who do work in these areas would prove difficult.

- 5) On February 7, 2018 members from the Department of Economics, Department of Finance, and IST met to discuss assorted topics relating to the merger. At this meeting, IST suggested that the name of the school be changed to “The School of Analytics, Economics, Finance, and Information Technology”. We do not believe that adding “Information Technology” projects a positive image. To many, it will seem like an unnatural fit and raise skepticism regarding the quality of the economics unit.
- 6) Currently, no economics students are required to take IST courses nor are they generally advised to do so. We understand that no IST student is required to take our courses. We infer from this lack of requirements across programs a lack of synergy between us and IST.

Strengthening the Economics Program at SIU requires attracting top faculty and students. Unfortunately, the merger with IST will prove detrimental to this mission given the large number of lecturers, a lack of emphasis from IST on graduate programs, and the lack of overlapping research interests with current economics faculty. Adding the designation “Information Technology” to the school’s name would further hinder attracting good students and faculty as this term will seem entirely unnatural to prospective graduate students and faculty members. Because of these reasons, **the Faculty in the Department of Economics unanimously oppose merging with IST.**

One counterargument that we have heard is that programs can still be kept separate much like how departments are currently viewed as distinct units within a college. In this sense, Economics could still run its programs with little input from IST and vice versa. However, we believe that one cannot keep the two separate. Decisions on resource allocation or where to create new hires directly impacting one unit would also directly impact the other. We see programs in a school as more tied together than are departments in a college, especially considering that the proposed name of the school specifically lists its individual units. More importantly, operating the two programs separately with little interaction undercuts potentials for synergies.

Opposition to Moving to the Business School

- 1) As stated above, a current strength and priority of our mission is our doctoral program. Although at one time the College of Business had strong doctoral programs, a loss of faculty has necessitated that their doctoral programs be suspended or greatly scaled back. In fact, the College of Business website stated (on 2/15/18) that the college was NOT taking applications for the Accounting, Finance, or Marketing Ph.D. programs. We fear a similar occurrence should we move there. Namely, resources over time will be directed towards programs the College more

greatly prioritizes and the Department of Economics will at some point no longer be able to support a doctoral program. Note: we do NOT suggest that such a redirection of resources arises from any conscious desire by anyone in the College of Business to terminate our Ph.D. program, merely that a discordance in priorities will likely lead to this result.

- 2) For example, the Department of Finance and the Department of Accountancy must retain a certain number of faculty to remain accredited. Such priorities could very well cause faculty lines in economics to diminish in order for the College of Business to re-allocate resources to accredited programs.
- 3) The Department of Economics was once housed in the College of Business but moved to COLA in the 1960's in order to protect its Ph.D. program. This is not an isolated occurrence as other economics programs in the U.S. have left Business Schools due to concerns regarding future support for doctoral programs.

Because of these concerns the faculty in a straw poll voted 6-2 against moving to the College of Business and merging with the Department of Finance. (A unanimous vote against moving to the College of Business would have arisen if the proposal had also included moving to the College of Business AND merging with IST).

We want to stress that our doctoral program is a strength for the university. According to the 2011 report of the external reviewers of our department:

“The Department of Economics at Southern Illinois University provides the state of Illinois excellent value for the resources used. The department is very small (and barely large enough to support its Ph.D. program) yet produces on average 6 Ph.D. graduates each year. This is a rate of production that would normally be supported by a department twice this size. In addition, the Ph.D. graduates are apparently well-trained in light of a high rate of publications in refereed journals subsequent to their graduation.”

Please also note that the preservation of the doctoral program is crucial for other aspects as well. The Department of Economics has the only endowed chair on campus, the Vandever Chair (with a \$4.6 million endowment) currently held by Sajal Lahiri. The purpose of this chair is to promote the research and graduate mission of the Economics Department. Attracting an eminent scholar when a vacancy arises becomes crucial for the success of our department. Unfortunately, weakening the graduate program or eliminating it will make it extremely difficult to attract world renowned scholars to come to SIU.

Alternatives

Our dissent from the current proposal does not imply that we support the status quo. Instead, we offer two alternatives that we urge the administration to further consider in lieu of the current proposal in that we believe these two alternatives provide opportunities for greater synergies as well as coherence regarding units' respective missions and goals. One reason we dissent from the current proposal is the potential of these alternatives.

A) School of Economics and Statistics in the College of Science

Synergies already exist between the two disciplines.

- i) Two of our faculty, Drs. Lahiri and Sharma, obtained their Ph.Ds in Statistics, not Economics. A third faculty member (Dr. Gilbert) specialized in Econometrics (the application of statistics to economics issues), the latter being an important field within economics.
- ii) In fact, the University of California – San Diego is well renowned for its Econometrics Specialization
- iii) Econometrics is recognized by *U.S. News and World Report* in its rankings of fields within Economics: <https://www.usnews.com/best-graduate-schools/top-humanities-schools/econometrics-rankings>
- iv) Most of our doctoral students write dissertations incorporating sophisticated statistical models (as opposed to writing purely theoretical dissertations without any statistical work).
- v) Highly ranked journals such as the *Review of Economics and Statistics* (Harvard) and the *Oxford Bulletin of Economics and Statistics* (Oxford) already link the two

Advantages would also be created at the university level

- i) The creation of another STEM program will likely attract students from all over the world
- ii) Concentrating statistics faculty in one school would help to eliminate overlapping classes where similar statistical techniques are taught in distinct classes

B) Economics could be a program within a School of Social Sciences in the College of Humanities and Social Sciences

The fit both in terms of content and in terms of mission is natural.

- i) Economics is universally recognized as a social science

- ii) Recent papers from economics faculty examine issues overlapping with political science, sociology and criminology. Research synergies are readily available
- iii) Likewise, graduate students write dissertations whose subjects overlap with those from other social sciences and so would benefit from greater collaboration with social scientists outside of economics. Similarly, graduate students in other programs writing theses and topics in areas related to economics could benefit from our insights
- iv) Such potential for collaboration could also help attract faculty who work in overlapping fields
- v) Many social science programs such as Anthropology, Criminology and Criminal Justice, Political Science, and Sociology also have Ph.D. programs providing for a common mission in terms of the types of programs we provide

In both of these two alternatives, research synergies as well as similarity of mission creates strong possibilities for collaborative research, offering joint programs, and more efficient use of resources. The presence of these possibilities diminishes our support and enthusiasm for the current proposal.

Concurring with this dissent are all faculty members in the Department of Economics

Professor Sajal Lahiri
Professor Subhash Sharma (Chair)
Professor Kevin Sylwester
Professor Alison Watts
Associate Professor Zsolt Becsi
Associate Professor Chifeng Dai
Associate Professor Scott Gilbert
Associate Professor Mahbub Morshed
Assistant Professor Andrea Sorensen

Dated: February 15, 2018