

MEMORANDUM

TO: President Edward T. Foote II
FROM: Dr. John Knoblock JK
Chairman, Faculty Senate
DATE: April 29, 1987
SUBJECT: Faculty Senate Legislation #87009(B) -
Doctor of Philosophy in Business.

The Faculty Senate, at its meeting of April 20, voted to approve Faculty Senate Legislation #87005(B) -Ph.D. in Business. The text of the legislation is attached.

This legislation is now forwarded to you for your action.

JK/b

Attachment

cc: Provost Luis Glaser



Faculty Senate Action #87009
Class B Legislation

At its meeting of April 20, 1987, the Faculty Senate approved a Doctor of Philosophy (Ph.D.) degree in Business subject to the following five conditions:

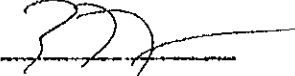
1. That admissions to the program be initially restricted to concentrations in General Business Management, Management Science, and Finance.
2. That admissions to the concentrations in Accounting and Marketing be delayed. When appropriately staffed, the Dean of the School of Business Administration with the approval of the Senate Council, acting by authority of the Senate, may admit students to these concentrations without restriction.
3. That Ph.D. courses be open to MBA students only the permission of the instructor, that the school issue a policy that instructors are to be selective in granting such permission and that it be announced in the *Bulletin* that Ph.D. students will ordinarily be required to do work which is in addition to that which is required of MBA students in the same course.
4. That the school not admit students to the Ph.D. program until assured of adequate resources.
5. That this approval, in accord with Graduate Council and Senate policies, is provisional requiring a formal review during the third year following approval to determine if the required conditions have been met.

[This review is due by Spring, 1990. Senate action, following a recommendation from the Graduate Council, is required to remove the provisional nature of this approval. Failure to complete the review, or an unsatisfactory review, shall automatically suspend admission to the program.]

CAPSULE: Faculty Senate Legislation #87009(B)-
Ph.D. in Business

RESPONSE BY THE PRESIDENT:

DATE: 5/1/97

APPROVED: 

OFFICE OR INDIVIDUAL TO IMPLEMENT OR PUBLISH: _____

EFFECTIVE DATE OF LEGISLATION: _____

NOT APPROVED AND REFERRED TO: _____

REMARKS (IF NOT APPROVED):

SENATE COUNCIL MEETING

February 19, 1990

PRESENT: Professors Alexandrakis, Boardman, Carlebach, Clasby, Clingan, DeSantis, Dreyer, Eckstein, Forman, Neider, Seiler.

ABSENT: Professors Brass, Burgess, Lopez-Gottardi

EXCUSED: Professor Awad

GUEST: Professor West

Call to Order

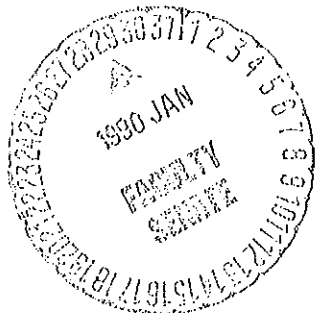
The Chairman called the meeting to order at 2:00 p.m. An excused absence was approved for Professor Awad. The minutes of January 8, 1990 were approved as submitted.

Name Change for the Department of Politics and Public Affairs

The Chairman introduced to the Council Professor Jonathan West, Chairman of the Department of Politics and Public Affairs. Professor West presented a proposal to change the name of the department to Department of Political Sciences in order to have a name to conform more closely with the discipline of the department. It was *moved* and seconded to accept the proposal. The *motion carried unanimously*.

Review of the Ph.D. Program in Business

Professor Alexandrakis informed the Council that Professor Schriesheim, Director of the Ph.D. Program in Business, presented a report of the program's progress to the Graduate School Council. Professor Schriesheim, after summarizing the progress of the program in the past three years, requested that a substantive review on its status be held in two more years since the program is proceeding cautiously. It was *moved* and seconded to postpone this matter until the members of the Council receive a copy of Professor Schriesheim report. The *motion carried*.



M E M O R A N D U M

January 25, 1990

TO: Dr. George Alexandrakis, Chairman
Faculty Senate

FROM: Dr. Pamela A. Ferguson, Associate Provost and Dean of the Graduate School *PAF*

SUBJECT: Review of Ph.D. in Business

At the January meeting of the Graduate Council, Dr. C. A. Schriesheim, Director of the Ph.D. Program in Business, presented a report on the Ph.D. program which admitted its first students last year. He requested that an in depth, formal review of the program be postponed until 1993 which will be five years after the first students were admitted.

The Council felt the Business School is proceeding with appropriate care in administering the program and unanimously approved the request that a complete review should be conducted in 1993. They felt such a review would not be appropriate until that time.

PAF/msb



1/16 George -
Nice to meet you.
Copy FYI
CMT

January 16, 1990

MEMORANDUM

TO: Graduate Council
VIA: Dean Pamela A. Ferguson
FROM: C. A. Schriesheim, Program Director *C.A. Schriesheim*

Based upon a meeting between Professor George C. Alexandrakis (representing the Faculty Senate), Dean Ferguson, and myself, it is my understanding that the status of the Ph.D. Program in Business Administration is perhaps best reviewed five years after its first student admission (rather than three years after its approval, as originally planned). Consequently, I hereby request that formal review of the Program be postponed until Spring Semester 1993.

Since its beginning, the Ph.D. Program in Business Administration has moved cautiously so as to ensure the admission and training of only the highest quality students. Thus, we have admitted and enrolled only four students for the Fall 1988 Semester and two students for the Fall 1989 Semester. Additionally, we have been (and shall remain) vigorous in out-counseling students who do not perform at the highest possible level.

Of the four 1988 enrollees, three were in the Management concentration, while one was in the Computer and Information Sciences area of the Decision Sciences concentration. Two of the Management students left the Program before the start of the Spring 1989 Semester; one left one week into the Fall 1988 Semester (due to her husband being transferred out of the U.S.), and the second was asked to leave the Program at the end of the Fall 1988 Semester (due to poor grades and poor performance in faculty research projects). The remaining two students from this cohort are in the Management area and the Decision Sciences area and appear to be performing at excellent levels.

Of the two 1989 enrollees, one was admitted in the Management Sciences area of the Decision Sciences concentration, but has since changed to the Computer and Information Sciences area. The second is in the Accounting concentration. The Management Science student currently appears to be doing quite well in his coursework and research endeavors; the Accounting student had some difficulty with her fall classes but has been performing research satisfactorily. Her long-term status in the Program is currently uncertain and will depend upon her research and classwork performance during the Spring 1990 Semester.

Dean Ferguson
January 16, 1990
Page Two

I hope from this brief summary of the Program's status that our focus on quality is apparent. We have admitted students for areas of concentration only where both sufficient faculty strength and interest exists; additionally, we have maintained high standards for both admission and retention in the Program. Thus, while we are hoping to increase the number of students in the Program, we shall not compromise quality to do so. With this in mind, we respectfully ask for our Program review in Spring 1993, when we have substantial additional experience to report and be assessed upon.

cc: Professor George C. Alexandrakis



M E M O R A N D U M

December 8, 1989

TO: Dr. Duane Kujawa, Interim Dean
School of Business

✓ Dr. George Alexandrakis, Chairman
Faculty Senate

FROM: Dr. Pamela A. Ferguson, Associate Provost *PAF*
and Dean of the Graduate School

SUBJECT: Review of Ph.D. in Business

The enclosed Faculty Senate Legislation has come to my attention. It states that the new Ph.D. in Business has to be subject to a formal review by spring 1990.

Norma Brito will call and schedule a meeting for us to discuss the format for this review.

PAF/msb

Copy to: Dr. Luis Glaser, Provost

MEMORANDUM

TO: President Edward T. Foote II
FROM: Dr. John Knoblock JK
Chairman, Faculty Senate
DATE: April 29, 1987
SUBJECT: Faculty Senate Legislation #87009(B) -
Doctor of Philosophy in Business.

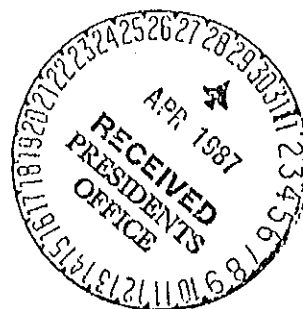
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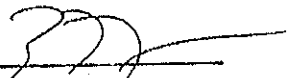
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DATE: 5/1/77

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OFFICE OR INDIVIDUAL TO IMPLEMENT OR PUBLISH: _____

EFFECTIVE DATE OF LEGISLATION: _____

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REMARKS (IF NOT APPROVED):

Removal of Restriction for Marketing Concentration
in Ph.D. in Business

Dean Borsting presented additional material requested by the Council for the removal of the restriction for a marketing concentration in the Ph.D. in Business. It was *moved* by Dr. Neider, seconded by Dr. Alexandrakis, to remove the restriction. The *motion was unanimously approved*. The Chair was instructed to report this action to the Senate.

Dr. Lopez' Letter re American Express Card

Dr. Diana Lopez reviewed her letter to Mr. Lieberman, Vice President for Business and Finance, regarding the policy of requiring faculty members to accept responsibility for a corporate American Express card in order to process travel advances and airline tickets to be used while conducting University business. It was *moved*, and seconded, to refer this matter to the Senate's Administrative Services, to ask Dr. Lopez to appear before the Committee, and to request a report from the Committee following a discussion with Ms. Pell and Mr. Lieberman to be presented at the October Council meeting. The *motion carried*.

The meeting continued in Executive Session.

FACULTY SENATE MEETING

September 28, 1987

Call to Order and Approval of Minutes

The meeting was called to order at 3:30 P.M. by Dr. Knoblock. The minutes of the meetings of April 13, April 20 and June 17 were unanimously approved as submitted. Excused absences were approved for Drs. Caralis, Hayes, Posnak and Zollo.

Presentation of Founder's Plaque and Past Chairman's Plaque

As a continuation of the Twenty-fifth Anniversary Celebration, Dr. Knoblock presented a Founder's Plaque and a Past Chairman's Plaque to Dr. Herman Meyer in recognition of his distinguished service and many contributions to the Faculty Senate. Dr. Meyer thanked the Senate for the plaques and related some of the history of organizing the Senate.

Name Change for the Department of Biochemistry

Dr. William Whelan, Chairman of the Department of Biochemistry, presented the proposal to change the name of the Department of Biochemistry to the Department of Biochemistry and Molecular Biology. This motion came to the Senate as a recommendation from the Senate Council. The motion was unanimously approved.

Division of the Department of Management Science and Computer Information Systems

Dr. Jack Borsting, Dean of the School of Business Administration, presented the proposal to divide the Department of Management Science and Computer Information Systems into two separate departments. Dean Borsting answered questions regarding the staffing of the second department, chairman's stipend, and the gains to be realized by splitting the department. Dean Borsting emphasized that the Ph.D. concentration in Management Science would be joint. This motion came to the Senate as a recommendation from the Senate Council. The motion was unanimously approved.

Marketing Concentration in Ph.D. in Business

Dr. Knoblock informed the Senate that the Senate Council had approved the Marketing concentration in the Ph.D. in Business.

Proposed Institute for Coastal Studies

Dr. Garrett Brass, Council member from RSMAS, presented the proposal for the establishment of an Institute for Coastal Studies in the Rosenstiel School for Marine and Atmospheric Sciences and moved the acceptance of the name of the Institute. The motion was unanimously approved.

Dr. Knoblock requested that the Senate move into Executive Session, restricted to members of the faculty, to discuss confidential matters.

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in Ph.D. in Business

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The meeting continued in Executive Session.



Office of the Dean
School of Business Administration
P.O. Box 248027
Coral Gables, Florida 33124
(305) 284-4643

M E M O R A N D U M

July 9, 1987

TO: Dr. John Knoblock
Chairman, Faculty Senate

FROM: Jack R. Borsting
Dean

SUBJ: School of Business Administration Ph.D. Program

Dr. Michael Levy, whose resume is enclosed, will join our faculty in the Fall of 1987, as a Professor of Marketing. Dr. Levy, Dr. Dominguez, Dr. Sarel and Dr. Berkman form, in my a view, a sufficient nucleus for a marketing sub-specialty in our Ph.D. Program in Business.

/cdk

cc: Provost Luis Glaser

Michael Levy
Associate Professor of Marketing
Edwin L. Cox School of Business
Southern Methodist University
June 1986

I. PERSONAL DATA

Address: 3233 Purdue Street
Dallas, Texas 75225
Telephone: 214/691-2738 or 739-6499

Birthdate: January 16, 1950
Marital Status: Married, no
children

II. EDUCATION

1978 Ph.D., The Ohio State University (Marketing and Logistics)
1975 M.S., University of Colorado at Boulder (Marketing)
1971 B.S., University of Colorado at Boulder (Marketing)

III. TEACHING EXPERIENCE

Academic Position

September 1982 to Present

Associate Professor of Marketing,
Edwin L. Cox School of Business,
Southern Methodist University, Dallas,
Texas

Fall 1978 to September
1982

Assistant Professor of Marketing,
Edwin L. Cox School of Business,
Southern Methodist University, Dallas,
Texas

Fall 1975 to Summer 1978

Teaching and Research Associate, The
Ohio State University, Columbus, Ohio

Courses Taught

Marketing Policy (graduate)
Retailing (undergraduate)
Marketing Research (graduate/undergraduate)
Marketing Fundamentals (graduate/undergraduate)
Inventory Management (graduate)

IV. ACADEMIC HONORS AND AWARDS

Outstanding Faculty Research Recipient, Edwin L. Cox School of Business, Southern Methodist University, 1981.

A.T. Kearney Doctoral Dissertation Research Grant sponsored by the National Council of Physical Distribution Management, 1977.

Eighth Annual Albert Haring Symposium, Indiana University Graduate School of Business, 1978.

V. PUBLICATIONS

Refereed Journals

"A Decision Support System for Determining A Quantity Discount Pricing Policy," (co-authors William Cron and Robert Novack), *Journal of Business Logistics*, 6, No. 2, 1985, 110-141.

"Ethics in Retailing: Perceptions of Retail Salespeople," (co-author Alan J. Dubinsky), *Journal of the Academy of Marketing Science*, Vol. 13, Winter/Spring, 1985, 1-16.

"Participation in Marketing Channel Functions and Economic Performance" (co-author William Cron), *International Journal of Physical Distribution and Materials Management*, 14, No. 6, 1984, 17-33.

"Further Reflections on Cash Discounts" (co-author Charles A. Ingene), *Journal of Marketing*, Vol. 49, No. 1, Winter 1985, 147-8.

"A Financial Perspective on the Shift of Marketing Functions" (co-author Michael van Breda), *Journal of Retailing*, Vol. 60, No. 4, Winter 1984, 23-42.

"Residual Income Analysis: A Method of Inventory Investment Allocation and Evaluation" (co-author Charles A. Ingene), *Journal of Marketing*, Vol. 48, Summer 1984, 93-104, reprinted in Italian in *Marketing Espansione*.

"The Effect on Sales of Changes in a 'Push' Marketing Strategy in a Marketing Channel Context" (co-author George W. Jones, Jr.), *Journal of the Academy of Marketing Science*, Winter 1984, 85-105.

"Identifying and Addressing Retail Salespeople's Ethical Problems: A Method and Application," (co-author Alan J. Dubinsky), *Journal of Retailing*, 59, Spring 1983, 46-66.

"Retailers: Head Off Credit Cards With Cash Discounts," (co-author Charles A. Ingene), *Harvard Business Review*, May-June 1983, 18-22.

"Formulating Push Marketing Strategies: A Method and Application," (co-authors Jack Webster and Roger A. Kerin), *Journal of Marketing*, 47 Winter 1983, 25-34, reprinted in Italian in *Marketing Espansione*, No. 13, November 1983, pp. 46-52.

"Cash Discounts to Retail Customers: An Alternative to Credit Card Sales," (co-author Charles A. Ingene), *Journal of Marketing*, 46, No. 2, Spring 1982, pp. 92-103.

"Customer Service: A Managerial Approach to Controlling Marketing Channel Conflict," *International Journal of Physical Distribution and Materials Management*, 11, No. 7, 1981, pp. 38-52.

"Diminishing Marginal Returns to Customer Service," *International Journal of Physical Distribution and Materials Management*, 11, No. 1, 1981, 14-24.

"Toward an Optimal Customer Service Policy," *Journal of Business Logistics*, 2, No. 2, 1981, pp. 87-109.

"A Flexible Approach to Determining Customer Payment Discounts," (co-author Dwight Grant) *Industrial Marketing Management*, 10, 1981, pp. 11-15, reprinted in Stanley J. Shapiro and B. H. Kirpilani, eds., *Marketing Effectiveness: Insights from Accounting and Finance*, Boston: Allyn and Bacon, 1984.

"Financial Terms of Sale and Control of Marketing Channel Conflict," (co-author Dwight Grant), *Journal of Marketing Research*, 17, November 1980, pp. 524-30.

Proceedings

"Using Residual Income Analysis (RIA) to Make Merchandising Decisions," (co-author, Charles A. Ingene), presented at NRMA 74th Annual Convention, New York City, January 1985, published in *Retail Control*, 53, No. 5, pp. 27-41, New York: National Retail Merchants Association.

"CMROI: A New View of Planning and Measuring Merchandising Performance," (co-author, Charles A. Ingene), 1982 Educators' Conference Proceedings, Chicago: American Marketing Association, 216-219.

"Discounts for Cash Purchases Versus Credit Card Usage," in Robert F. Lusch and William R. Darden, eds., *Retail Patronage Theory: 1981 Workshop Proceedings*, Norman, OK: Center for Economic Management Research, School of Business Administration, The University of Oklahoma, 27-30.

"A Study of Selected Behaviors in the Purchasing of Consumer Services: Implications for Marketers," (co-author Alan J. Dubinsky), in Kenneth Bernhardt, et al., eds., *The Changing Marketing Environment: New Theories and Applications, 1981 Educators' Conference Proceedings*, Chicago: American Marketing Association, 58-61.

"Application of Conjoint Measurement in Setting Customer Service Standards," (co-author, James Ginter) in Jean-Paul Lecnardi, ed., *Proceedings: 6th International Research Seminar in Marketing* (Senarque, France: Fondation Nationale Pour L'enseignement de la Gestion France, 1979).

Trade Publications

"An Examination of Specific Issues that Occur During the Development of a Quantity Discount Pricing Policy", (co-author, Robert A. Novack) *Proceedings of the Annual Meetings, 2, 1985*, Chicago: Council of Logistics Management, 389-395.

"How to Determine Whether to Buy Direct or Through a Wholesaler," (co-author, Michael van Breda) *Retail Control*, 53, No. 9, June-July 1985, 35-55.

"Using Residual Income Analysis (RIA) to Make Merchandising Decisions," (Co-author, Charles A. Ingene) *Retail Control*, 53, No. 5, January 1985, 27-41.

"Improving Distribution Productivity with Customer Service Activities," *Annual Conference Proceedings of the National Council of Physical Distribution Management*, Chicago: NCPDM, 1979.

"Career Patterns in Distribution: Profile--1977," (co-author Bernard J. La Londe) 1977 *Proceedings of the Annual Meetings of the National Council of Physical Distribution Management*, Chicago: NCPDM, 1978. Reprinted in *Distribution Worldwide*, December 1977, pp. 31-35.

"Customer Service: A Distributor-Packer/Processor Perspective," (co-author Bernard J. La Londe) *Frozen Food Factbook and Directory, 1977 Edition*, Hershey, Pennsylvania: National Frozen Food Association, Inc., 1977, pp. 27-47.

"Profile '76: An Industry Perspective," (co-author Bernard J. La Londe) *Warehousing Review*, Vol. 5, Nos. 3,4, and 5 (June-July, July-August, September-October 1976).

Other Publications

Book Review of Darden, William R. and Robert F. Lusch, eds., *Patronage Behavior and Retail Management* New York: North Holland, 1983 in *Journal of Retailing*, 61, No. 2, Summer 1985, pp. 107-108.

Book Review of Feldman, Elliot J., *A Practical Guide to the Conduct of Field Research in the Social Sciences*, Boulder, Colorado: Westview Press, 1981, in *Journal of Marketing Research*, 19, May 1982, pp. 278-9.

"Everybody Ltd.," in W. Wayne Talarzyk, *Contemporary Cases in Marketing*, 2nd ed., Hinsdale, IL: The Dryden Press, 1979, pp. 2-8.

"Methodology for Improving Marketing Productivity Through Efficient Utilization of Customer Service Resources," unpublished doctoral dissertation, The Ohio State University, 1978.

Research in Progress

"Corporate Strategy and Sales Force Performance Measures: The Use of Residual Income Analysis", (co-author, William Cron), submitted to *Journal of Marketing*.

"Timing the Velocity of Markdowns", to be submitted to *Journal of Retailing*.

"Pricing of Special Order Merchandise", (co-author, Charles A. Ingene), to be submitted to *Marketing Science*.

"The Determination of an Optimal Customer Service Inventory Management Policy," to be submitted to *Journal of Business Logistics*.

"The Integration of Corporate Marketing and Financial Strategies through Residual Income Analysis," (co-author, Michael van Breda), to be submitted to *Journal of Marketing*.

VI. UNIVERSITY INVOLVEMENT

Chairman, Academic Affairs Committee, 1986.

MBA Admissions Committee 1984-86

Search Committee for Director of International Programs and Director of Summer School, 1984-85

Faculty Seminar on the Moral Society, 1984-85

Vice Chairman, Academic Affairs Committee, 1981-82

Search Committee for Director of MFA/MBA -- Arts Administration Program, 1981

Word Processing Committee, 1981-82
Master of Science in Psychology Thesis Committee for Diane Warner, 1981
Marketing Club Advisor, 1979-1985
Academic Affairs Committee, 1980-present
Undergraduate Program Advisory Group, 1979-80
Vice Chairman, Student Personnel Committee, 1978-79

VII. PROFESSIONAL ACTIVITIES

Marketing Management and Strategy Track Chairman, AMA Marketing Theory Conference, 1984.

Editor, Special Issue of *International Journal of Physical Distribution and Materials Management on Marketing and Financial Interfaces with Logistics*, 1984.

Associate Book Review Editor, *Journal Of Marketing Research*, 1982-1985.

Editorial Review Board for *Journal of Retailing*, 1982-present.

Editorial Review Board for *International Journal of Physical Distribution and Materials Management*, 1982-present.

Ad hoc reviewer for *Journal of Marketing Research*, 1985 to present.

Ad hoc reviewer for *Journal of Marketing*, 1986 to present.

Reviewer, *National Educator's Conference Proceedings*, American Marketing Association, 1983, 1984, 1985, 1986.

Discussant, National Educator's Conference, American Marketing Association, 1985

Session Chair, National Educator's Conference, American Marketing Association, 1986

Reviewer, Logistics Educators Conference, 1983, 1984, 1985, 1986.

Reviewer for Mason, Joseph Barry and Morris Lehman Mayer, *Modern Retailing Theory and Practice*, Plano, Texas: Business Publications, Inc., 3rd edition, 1984.

Reviewer for Lusch, Robert, *Management of Retail Enterprises*, Boston: Kent, 1982

Reviewer, Southern Marketing Association Annual Meeting 1981.

Discussant, Southwest Marketing Association Annual Meeting 1980.

President (1980-81) and Vice President (1979-80), North Texas Round Table of the National Council of Physical Distribution Management.

VIII. PREVIOUS INDUSTRIAL AFFILIATIONS

Anderson Clayton Foods, Dallas, Texas
Banner Distributing Company, Denver, Colorado
Drackett Co., Cincinnati, Ohio
Everybody Ltd., Boulder, Colorado
IBM, Dallas, Texas
Mervyn's, Dallas Texas
Miles Laboratories, Elkhart, Indiana
Neiman Marcus, Dallas Texas
Sanger Harris Department Stores, Dallas Texas
Sovirel, a subsidiary of Corning Glass, Paris, France
Zale Corporation, Irving Texas



EXECUTIVE

COMMITTEE

May 19, 1987

MEETING DATE

BOARD OF TRUSTEES

SUBJECT:

PROPOSAL FOR A PH.D. PROGRAM IN
BUSINESS ADMINISTRATION

PRESENTED BY:

Dr. Luis Glaser

BACKGROUND/CURRENT STATUS/MATTERS REQUIRING ACTION/
FINANCIAL IMPLICATIONS:

The School of Business Administration is proposing to initiate a Ph.D. Program in Business Administration. A summary of the proposal is attached to this agenda.

The program has been reviewed by the following bodies:

12/11/86 Outside Review Committee

Dr. Paul Kleindorfer
Vice Dean and Director of the
Wharton Doctoral Programs

Dr. Steven Kerr
Dean of Faculty and Director of the
Ph.D. Program in Business
University of Southern California

3/6/87 Approved by the Graduate Council

4/20/87 Approved by the Faculty Senate

5/1/87 Approved by President Foote

BOARD RESOLUTION REQUESTED:

APPROVAL of the Ph.D. Program in Business Administration.

Summary of the Proposal for a
Ph.D. Program in Business Administration

The doctoral program in Business is an integral part in the School's strategic plan for its continued growth and development. The doctoral program in the School will be geared to the effective recruiting, admitting, and guiding of exceptional students through a rigorous program of study and research.

The continually rising demand for management education has created a very favorable employment market for individuals earning doctoral degrees in Business Administration. A recent survey conducted by the American Assembly of Collegiate Schools of Business (AACSB) found a 16 percent vacancy rate for doctorally-qualified faculty positions at AACSB member schools. By offering a Ph.D. in business, the University of Miami School of Business Administration can help to alleviate the short-fall of doctorally-qualified faculty in business, while concurrently extending and building its reputation for academic excellence.

The School will offer five areas of concentration with the doctoral program:

- Accounting
- Decision Sciences
- Finance
- Management
- Marketing

All doctoral students will complete 15 credit hours in the School of Business core and 39 credit hours in their selected area of concentration. The following courses will constitute the business core:

- Statistical Methodology in Research I
- Statistical Methodology in Research II
- Advanced Microeconomic Theory
- Behavioral Concepts in Business
- Research Methodology

All students will be given a preliminary qualifying examination after completion of the business core. Upon successful completion of the preliminary examination, the student will be allowed to proceed in taking the required coursework in their respective area of concentration. Most students will require between three and four years to complete the program.

The School will support all students whom it admits for a period of three years. Doctoral students will be required to engage in teaching and/or research while in the program. The teaching assignment will not exceed one course per semester and all students will attend instructional seminars prior to being assigned teaching responsibilities.

the department had met the requirements requested by the Council. Dr. Fell, chairman of the ad hoc review committee, reviewed the recommendations of the committee. The Provost committed funding for three additional graduate assistants. Dr. Zaller withdrew his motion to defer the second reading to allow Dr. Khalil to respond to queries from the Senate. The Executive Session was adjourned.

Ph.D. in Ergonomics

Dr. Khalil joined the Senate and responded to the Committee's recommendations relating to financial support for the proposed Ph.D. in Ergonomics. He stated that the governance of the program will be done by a steering committee comprised of members from each department involved in the Ph.D. Dr. Zaller requested information on cost development and library support. It was moved by Dr. Zaller, and seconded by Dr. Heuson, to approve the program provided it meets conditions A-D in the memorandum of April 17. An amendment was moved by Dr. Yacoub, seconded by Dr. Alexandrakis, to strike condition A, and to approve the program subject to conditions B, C and D. The motion to amend the carried. The motion as amended carried.

Ph.D. in Business (Second Reading)

Dr. Knoblock presented the ad hoc review committee's recommendation stating that: 1) the program be approved in the areas of Finance, Management, and Decision Analysis; 2) the program will undergo a three-year review; 3) admission be delayed in the concentrations of Marketing and Accounting; the Dean may, with the approval of the Senate Council, fully implement the program in these areas without restriction when these areas have been appropriately staffed; 4) that Ph.D. courses be open to MBA students only under specified and limited conditions; and 5) that the School not admit students to the Ph.D. program until adequate resources are assured. Dr. Paul Sugrue responded to questions concerning personnel, admissions, space, student support and the core curriculum. It was moved by Dr. Alexandrakis, and seconded, to amend the Council's motion to include "that the School of Business and the Department of Mathematics consult on the matter of curriculum and advise the Council". The amendment carried. The motion as amended carried.

Revisions to Bylaw 9.3

The Chairman distributed the revised language for Bylaw 9.3. There were no changes proposed by the Senate.

Library Report

Dr. Edward Baker, Chairman of the Library Committee, presented the report of the Library Committee. He stated that the goal of the committee over the past three years has been to make recommendations that would allow the Library to be maintained at a fiftieth rank among the Association Research Libraries. He noted three areas of concentration: 1) the quality of the collection; 2) the physical space and resources; and 3) the professional staff. Dr. Baker stated that two trends are

Ph.D. in Ergonomics (First Reading)

Dr. Alexandrakis introduced the Council's motion recommending approval of the Ph.D. in Ergonomics in the Department of Industrial Engineering. Dr. Tarek Khalil, Chairman, responded to questions regarding funding of the program, the number of Ph.D. programs existing in Ergonomics, and the formal participation of departments in the Schools of Business and Medicine. He was asked to provide an updated financial statement, and to secure a formal vote of the faculty in the School of Business. It was requested that a more definitive description of the program be provided, including the faculty who are charged with the supervision of the program.

Ph.D. in Business (First Reading)

Dr. Alexandrakis presented the Council's motion recommending approval of the Ph.D. in Business and summarized the sub-committee's report. Dean Borsting commented on the importance of the proposed program to the School, and the sub-committee's reservation about inadequate library support for the new program. It was moved by Dr. Zaller, seconded by Dr. Yacoub, to strike "Council" in C2 so that the approval of the Senate is required to lift the restriction on admission to the areas of marketing and accounting. The amendment failed by a vote of 4 in favor, and 10 opposed.

Name Change for the Department of Religion

Dr. Knoblock presented the Council's recommendation for approval of the name change of the Department of Religion to the Department of Religious Studies. The motion carried.

Program in Physical Therapy

The Chairman requested the Senate to grant an additional year of temporary approval for the program in physical therapy since it has never been approved. The motion carried.

Establishment of Awards

The Chairman suggested the establishment of two awards: 1) outstanding contribution to knowledge, and 2) outstanding service to the University. These would be established on the occasion of the twenty-fifth anniversary of the Charter, announced at the May 4 meeting, and presented in the Fall. The motion carried.



M E M O R A N D U M

April 6, 1987

Office of the Dean
School of Business Administration
P.O. Box 248027
Coral Gables, Florida 33124
(305) 284-4643

TO: Dr. John Knoblock, Chairman
Faculty Senate Council

FROM: Dr. Jack R. Borsting

SUBJECT: The findings and recommendations of the Senate Council
Ad Hoc Committee for the Poposed Ph. D. in Business

The following constitutes my response to the subject committee recommendations.

A1. I concur.

A2. I concur.

A3. I concur that Finance is an essential concentration, as are Marketing and Accounting, however, I disagree with the assessment that the number of research faculty in the department is marginal. There are currently four (4) tenured faculty members actively involved in research. These four individuals have published a total of 45 research articles in the past four years. In addition to these tenured faculty, the department has five (5) active Assistant professors; two of whom will be eligible for tenure and promotion before the Ph.D. program is fully operational. Barnett Bank has recently endowed a Chair Professorship in Banking and Finance, which will be filled by a national scholar in the field of finance.

A4. I disagree with the assessment of the adequacy of research faculty in both the areas of Accounting and Marketing.

There are currently five (5) Accounting faculty members actively involved in research. These five individuals have published a total of 46 research articles in the past four years. In addition, the department has three (3) active untenured faculty. I am currently in the process of conducting a national search for a new Departmental Chairperson. This person will be a senior professor with national stature as a researcher. The

position should be filled by December of 1987.

There are currently three (3) tenured faculty members actively involved in research in the area of Marketing. These three individuals have published a total of 14 research articles in the past four years. In addition, the department currently has three (3) untenured faculty with two (2) new assistants joining the department in September. I also have offers pending with an active researcher, at the Associate level, and with a leading scholar to fill one of the School's five Chair Professorships.

B. Any deficiency in the Business School's library holdings can be quickly remedied through the Gold Fund.

C1. I strongly disagree. The proposed program is a Ph.D. program in Business Administration not in departmental areas within the School. As the review committee noted in paragraph A3 of their report, area concentrations are "essential to the overall program". Although some areas in the School are not as strong as others, they will be strengthened. To limit the concentrations offered in a proposed Ph.D. program would severely limit its appeal for prospective students and would jeopardize the success of the overall program.

The Dean and the senior research faculty of the School will assess the ability of the faculty within the individual areas of concentration to work with doctoral students, and to be continually aware of the faculty staffing needs. The School's recent record in recruiting research faculty speaks for itself. In the School's Ph.D. proposal, the number of students that would concentrate in Marketing and Accounting was significantly lower than the other three areas. The School would admit students to a given concentration based upon the number of available research faculty.

C2. It is the responsibility of the Dean and the School's PhD committee to ascertain at any time if a concentration is viable with current faculty. Depending upon hiring and attrition, School decisions will be made on accelerating or decelerating a given concentration.

C3. I concur. The committee's recommendations will be implemented.

C4. I concur.

SENATE COUNCIL MEETING

APRIL 6, 1987

PRESENT: George Alexandrakis, William Awad, Jack Fell, Bruce Forman, Basil Honikman, John Knoblock, Chairman, Josephine Johnson, Linda Neider, Donald Randolph, Alan Swan and Kamal Yacoub.

ABSENT: Nicholas DeCarbo, Tony Harvell, and Daryl Ries.

Call to Order

The meeting was called to order at 4:00 P.M. in the Philosophy Conference Room by Dr. Knoblock.

Preliminary Report on Ph.D. in Business

Dr. Randolph presented the ad hoc review committee's report on the proposed Ph.D. in Business. Dr. Randolph informed the Council of the financial impact on library holdings from the Meyer Gold fund and of the Provost's commitment to graduate assistants in the form of tuition remission. The Council moved into executive session to discuss the report further. It was moved by Dr. Alexandrakis, seconded by Dr. Yacoub, to accept the Committee's report as amended. The motion carried.

Confidential Draft

Dr. Knoblock distributed a confidential draft evaluating the Provost's activities over the past year. Discussion followed. It was moved by Dr. Alexandrakis, seconded by Dr. Awad, to prepare a written document to be presented to the Senate. The Senate will decide whether the document shall be kept confidential. The motion carried.

It was moved, and seconded, that the Council will request authorization from the Senate to discuss issues raised in the document with the Provost, with the Provost receiving a copy of the document prior to the discussion. The Council will prepare a summary document, following the discussion, to be sent to the Council, Provost and the President. The motion carried.

UNIVERSITY OF
Miami

MEMORANDUM

TO: Dr. John Knoblock, Chairman
Faculty Senate Council

FROM: *John* Donald A. Randolph, Chairman
Senate Council Ad Hoc Committee
for Review of the Proposed ~~Ph. D. in Business~~

DATE: April 1, 1987

SUBJECT: The findings and recommendations of the committee

Dear Dr. Knoblock:

The following constitutes the formal report of our ad hoc committee to the Senate Council. I am joined in submitting it to the Council at this time by my two colleagues on the committee, Drs. Alan C. Swan and Kamal Yacoub. We have divided our findings into three categories: (A) General Statements, (B) a Reservation, (C) Recommendations, listed below, respectively under A, B and C.

- A1. The committee believes that a Ph. D. in Business is timely and, indeed, strategically overdue.
- A2. The committee finds GBM and MAS to be departments with sufficient research faculty to mount a sound area of concentration in the proposed Ph. D. program.
- A3. The committee feels that the Department of Finance has only a marginal number of research faculty who are now qualified. It considers, however, this concentration to be essential to the overall program and takes note of the plan for the recruitment of additional faculty.
- A4. The committee finds that two departments, Marketing and Accounting, lack at present the number of qualified research faculty necessary to mount a sound area of concentration. However, once again, we note the existence of a recruiting plan.
- B. The committee believes that the present Library holdings do not provide adequate support for a solid Ph. D. program in Business, in spite of the Meyer Gold Fund.
- C1. The committee recommends that the Ph. D. be approved in the three areas of GBM, Management Science and Finance.
- C2. It recommends that when the school is ready that it should submit for Senate approval the extension of the proposed program to the two additional areas of concentration.
- C3. It recommends that Ph. D. courses be open to MBA students only with the permission of the instructor and that the school issue a policy that instructors are to be selective in granting such permission. It further recommends that it be announced in the bulletin that Ph. D. students will ordinarily be required to do work which is in addition to that which is required of MBA students in the same course.
- C4. Finally, it recommends that the school not admit any student to the Ph. D. program until assured of adequate resources to provide that student a stipend of not less than \$9000 and that it be prepared to offer complete tuition remission. (One member of the committee demurs from this recommendation, foreseeing some possible problem with equity.)

MEMORANDUM

TO: Dr. John Knoblock, Chairman
Faculty Senate Council

FROM: Donald A. Randolph, Chairman
Senate Council Ad Hoc Committee for Review
of the Proposed Ph.D. in Business

DATE: April 1, 1987

SUBJECT: The findings and recommendations of the committee

Dear Dr. Knoblock:

The following constitutes the formal report of our ad hoc committee to the Senate Council. I am joined in submitting it to the Council at this time by my two colleagues on the committee, Drs. Alan C. Swan and Kamal Yacoub. We have divided our findings into three categories: (A) General Statements, (B) a Reservation, (C) Recommendations, listed below, respectively under A, B and C.

- A1. The committee believes that a Ph.D. in Business is timely and, indeed, strategically overdue.
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- A3. The committee feels that the Department of Finance has only a marginal number of research faculty who are now qualified. It considers, however, this concentration to be essential to the overall program and takes note of the plan for the recruitment of additional faculty.
- A4. The committee finds that two departments, Marketing and Accounting, lack at present the number of qualified research faculty necessary to mount a sound area of concentration. However, once again, we note the existence of a recruiting plan.
- B. The committee believes that the present Library holdings do not provide adequate support for a solid Ph.D. program in Business, in spite of the Meyer Gold Fund.
- C1. The committee recommends that the Ph.D. be approved.
- C2. The School of Business agrees to delay admission to concentrations in Accounting and Marketing. The Dean may, with the approval of the Senate Council, fully implement the program in these areas without restriction after these areas have been appropriately staffed.
- C3. It recommends that Ph.D. courses to be open to MBA students only with the permission of the instructor, that a minority of students be MBA's, and that the school issue a policy that instructors are to be selective in granting such permission. It further recommends that it be announced in the bulletin that Ph.D. students will ordinarily be required to do work which is in addition to that which is required of MBA students in the same course.
- C4. Finally, it recommends that the school not admit students to the Ph.D. program until assured of adequate resources.

SENATE COUNCIL MEETING

March 30, 1987

PRESENT: George Alexandrakis, William Awad, Nicholas DeCarbo, Jack Fell, Bruce Forman, John Knoblock, Chairman, Josephine Johnson, Linda Neider, Donald Randolph, Daryl Ries, and Kamal Yacoub.

EXCUSED: Tony Harvell, Basil Honikman, and Alan Swan.

Call to Order

The meeting was called to order at 2:00 P.M. by Dr. Knoblock. Excused absences were approved for Professors Harvell, Honikman and Swan.

Preliminary Report on Ph.D. in Business

Dr. Randolph, chairman of the ad hoc review committee, presented a preliminary report on the Ph.D. in Business. He reviewed the schools' response to queries concerning curriculum, library holdings and the acquisitions rate under the Gold Fund Endowment, and the Provost's commitment to Ph.D. funding. He also mentioned the committee's review of faculty able to direct dissertations in each of the participating departments. Discussion followed. The Council moved into Executive Session to discuss the proposal further.

Revision of Charter and Bylaw on Graduate School

Dr. Besvinick reported on recent actions of the Graduate Faculty and the Graduate Council with regard to the Charter and Bylaws. The Chairman suggested several areas which might be included in a new bylaw dealing with the Graduate Council. It was moved by Dr. Yacoub, and seconded, to begin Bylaw 3.4 with a general statement of the membership of the Graduate Council and omit the first sentence of Section 4. The motion carried. It was moved, and seconded, to recommend striking "to determine eligibility requirements for individuals to serve on the Graduate Council", from the language of the Charter and that an appropriate section on eligibility requirements be drafted or a bylaw describing the Graduate Council. The motion carried. It was moved, and seconded, to repeal Section 1.7, definition of a graduate faculty. The motion carried. The Charter amendments, as editorially amended, will be placed on the agenda of the next Senate meeting but the bylaw will be deferred to a later date.



M E M O R A N D U M

TO: Dr. John Knoblock, Chairman
Faculty Senate Council

FROM: Donald A. Randolph, Chairman
Senate Council Ad Hoc Committee
for the Review of the Proposed Ph.D. in Business

DATE: March 18, 1987

SUBJECT: Results of our meetings to this date

Dear Dr. Knoblock:

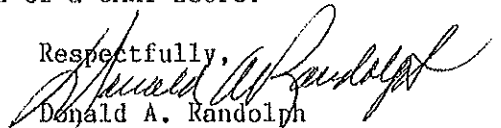
I have been instructed by our committee to inform you that we are not prepared to submit to the Council at this time a formal report. We unanimously agree that, before being able to produce such a document properly, we require the following pertinent information:

- 1) For each course listed in "Attachment I. Ph. D. Program in Business Administration Sample Course Schedule for 1987-90" (pp. 1, 2): the name of the teacher available and and likely to teach the course, and the names of any other professors expected to be involved regularly with graduate students in the projected Ph. D. program.
- 2) If any updated, alternate plans of scheduling are now contemplated as a strong possibility, for the phasing in of this Ph.D. program, then the committee would like to see them, accompanied again by the same kind of information requested in item 1 above.

The committee also seeks the answers to the following questions:

- 1) (With further reference to Attachment I), What is the expected impact on the level of the difficulty of the material that can be offered given a mix of Ph. D. students in the class with MBA students? According to the sample schedule, the MBA students will normally be in the majority in the projected classes. Obviously the two groups have different orientations.
- 2) What is the Provost's commitment over the next three years budgetarily to this program? Even more specifically, will there be additional funding committed by the Provost to the Library? And what has been the acquisitions rate in the Library during the past two years under the Gold Fund?
- 3) Finally, would it not be more appropriate for some students--(for those specializing in Finance or in Management Science, for instance)--that admission criteria in the quantitative area be based on a GRE instead of a GMAT score?

Respectfully,


Donald A. Randolph
Department of Foreign Languages
and Literatures



Department of Foreign Languages and Literatures
P.O. Box 248093
Coral Gables, Florida 33124
(305) 284-4858

Proposal for a Ph.D. in Industrial Engineering - (cont.)

The program would be directed by Dr. Khalil and would involve the participation of one other department from either the School of Medicine or the School of Business, the procedures to be arranged with the Provost prior to the Senate meeting. The motion was adopted unanimously.

Proposal for a Ph.D. in the School of Business

Dean Jack Borsting presented a summary of the proposal for a Ph.D. in Business Administration with a major in one of five areas. He stated that the departments of Management Science and Computer Information Systems, Finance, Management, Accounting, and Marketing would participate in the program. Discussion followed relating to the qualifying examinations for students, whether students can be re-examined in cases of failure, and the course loads and teaching loads of graduate students. The Chairman will appoint a committee to examine the proposal in detail and submit a report to the Council.

Discussion of Bylaw on Faculty Status, Appointments, Promotion, and Tenure

Dr. Besvinick explained the Graduate Council's proposed modifications to the Charter and Bylaw changes being prepared by the Senate. In addition, a new Charter section 4.3 and a new Bylaw concerning the Graduate Council membership were proposed. He stated that the Council felt it was important to establish criteria for people to chair thesis and dissertation committees. Discussion followed. This item will be forwarded to the Senate as an information item pending graduate faculty action.

Dr. Knoblock reviewed the proposed Charter changes. Dr. Swan requested that the Law School be allowed to use "Clinical" in its titles. Discussion followed. The Council agreed to add "in the Schools of Medicine and Nursing" following "Clinical" in the second line of the Associated Faculty paragraph. This item will be forwarded to the Senate along with an amendment to the Educator Faculty section.



MEMORANDUM

March 5, 1987

TO: Faculty Senate

FROM: Associate Provost for Research and
Dean of Graduate Studies (Interim)

SUBJECT: Ph.D. Proposals for Industrial Engineering
and Business Administration

I am enclosing the above referred Ph.D. Proposals which were presented to the Graduate Council yesterday.

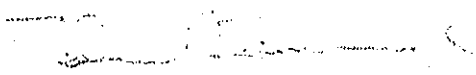
The proposed revised Ph.D. Program for Industrial Engineering has been approved by the Council with no changes.

The proposed Ph.D. Program for Business Administration was presented by Dr. Carroll Truss, for the Subcommittee of Programs and Degrees, and Dr. Paul Sugrue, representing the School of Business Administration.

The Ph.D. Program for Business Administration was approved by the Graduate Council with the following comments:

1. The School should prepare a carefully-designed strategy for marketing the program and recruiting students at selected universities. Necessary funds to implement this strategy should be identified.

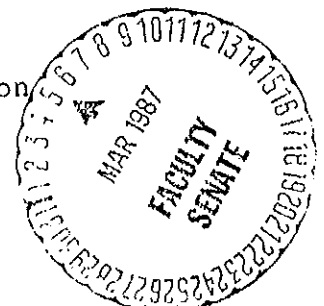
2. Scores of 600 on both the GMAT and the TOEFL test may be too rigorous and could limit admissions significantly.


Sidney L. Besvinick

SLB:nb

Attachments: IEN Ph.D. revised proposal
Ph.D. proposal in Business Administration

Graduate School
PO. Box 248125
Coral Gables, Florida 33124
(305) 284-4154



Ph.D. Program Proposal

School of Business Administration
University of Miami

Date Submitted
February 27, 1986
Revised
April 6, 1987
Coral Gables, FL

PH.D. PROGRAM PROPOSAL

Table of Contents

1. Purpose
 2. Mission Statement
 3. The Need for a Ph.D. Business Program at the University of Miami.
 4. Ph.D. Programs in Business in Florida.
 5. Ph.D. Program Description.
 6. Ph.D. Committees and Doctoral Program Administration.
 7. Admission and Financial Support.
 8. The Faculty.
 9. Physical Resources.
 10. Financial Requirements.
 11. Conclusions and Recommendations.
- Appendix A. Faculty Biographies
- Appendix B. Doctoral Faculty Publications
- Appendix C. Library Serial Holdings by Disciplines
- Appendix D. School of Business Computer Equipment Inventory
- Appendix E. Guide to Doctoral Programs in Business and Management
- Appendix F. Report to outside review committee.
- Appendix G. Report to Programs and Degrees Committee.

1.0 Purpose

The faculty and Dean of the School of Business Administration present this proposal for a Doctoral Program in Business Administration to the University for consideration and approval. The Doctoral Program is an integral part in the School's strategic plan for its continued growth and development. Without a Doctoral Program the School is at a distinct disadvantage in attracting top scholars, teachers, and researchers. It is the goal of the School to implement the program in the Fall semester of 1987.

2.0 Mission Statement

The Doctoral Program in the School of Business Administration will be geared to the effective recruiting, admitting, and guiding of exceptional students through a rigorous program of study and research. The degree will be granted only to those who satisfactorily demonstrate knowledge, understanding, and capability in the overall area of business administration and in specialized research areas. The successful candidates will be qualified for teaching and research in business and in academia.

3.0 The Need for a Ph.D. Business Program at the University of Miami

The continually rising demand for management education has created a very favorable employment market for individuals earning doctoral degrees from business schools. Unlike many other academic fields, where the supply of new doctorates far exceeds the number of positions available, three business faculty openings for the 1984-85 academic year existed for each new doctoral graduate. During 1982, business schools accounted for 22.6 percent of all bachelor's degrees and 20.8 percent of all master's degrees awarded in the United States, but only 2.6 percent of all doctorates.

The imbalance between supply and demand for business school doctorates, has resulted in substantially higher salaries for business faculty than faculty members in most other academic fields. Evidence of this fact is provided by periodic surveys conducted by the American Association of University Professors. In 1981-82, for example, base salaries for assistant professors in business were over 21 percent higher than average salaries of all new assistant professors. According to a study by the American Assembly of Collegiate Schools of Business (AACSB), the average nine-month starting salary for new doctorates beginning to teach in fall 1985 ranged from \$30,000 to \$45,000. The survey also showed that the average salary for full professors was \$48,700, with top faculty receiving salaries of more than

\$65,000. Combined with additional compensation for summer teaching and research activities, consulting assignments, executive program teaching, textbook writing and sponsored papers and speeches, many business faculty enjoy very attractive incomes.

The market for Ph.D.s in business is, in brief, excellent. By offering the Ph.D. in business the University of Miami can help to alleviate the short-fall of academics trained in business, while at the same time extending and building its reputation for academic excellence.

4.0 Ph.D. Programs in Business in Florida

There is a general absence of quality graduate business programs in the southeastern part of the United States. In our opinion, the University of Miami School of Business Administration can successfully compete with the three schools in the state (University of Florida, Florida State University, and Nova) that offer programs leading to the Ph.D. in business. Pertinent data concerning these programs is summarized in Table 1.

Table 1

DOCTORAL PROGRAMS IN BUSINESS IN FLORIDA 1984-85 STATUS

	<u>Number of Applications</u>	<u>Number of Students Accepted</u>	<u>Number of Students Who Enrolled in 1984-85</u>	<u>Total Students in Doctoral Program</u> Full-time Part-time	
University of Florida	127	22	15	40	0
Florida State University	75	30	20	42	0
Nova University	99	99	64	0	408

The largest Ph.D. program in Florida is at Nova University. The program at Nova, unlike the programs at Florida and Florida State, is a part-time program. Additionally, of the three existing programs in Florida, Nova is the only business school which is not accredited at the baccalaureate/masters degree levels by the American Assembly of Collegiate Schools of Business (AACSB). Although the AACSB does not accredit

doctoral programs in business, master's accreditation is an important indication that a school's graduate level program meets minimum standards of quality.

The Ph.D. program in business will face little or no competition from already existing programs from within the university. Currently there are doctoral programs in only two areas related to business. The new Ph.D. program in economics currently has twelve students, none of whom has had graduate or undergraduate training in business. The interdepartmental Ph.D. program has enrolled forty-three students during the ten year period 1975-84. Of these only twelve were in business-related programs. In brief, the proposed Ph.D. in business would encounter little internal competition with other programs offered at the University of Miami.

5.0 Ph.D. Program Description

The structure of the proposed doctoral program in business follows the procedures and regulations of the Graduate School of the University of Miami. The basic outline of the program is presented in this section. More detailed information concerning pre-doctoral preparation and the fields of doctoral study is given in Exhibits 1 and 2.

5.1 Common Background

In most fields of advanced graduate work the student's prior academic work has been in the chosen doctoral field. However, this is less the situation in regard to doctoral work in the field of business. Aspirants from a variety of prior academic backgrounds seek doctorates in business. One reason for this is the excellent job market for business Ph.D.'s. There are many different types of business doctoral aspirant academic backgrounds, some of which contain the necessary common background while others will have only part or none of the required background. Baccalaureate degree holders will, in most cases, need at least one full year of coursework to satisfy the common background requirements.

Students admitted to the program who do not have the required common background of preparation will be required to take the pre-doctoral courses listed in Exhibit 1. Students who have part of the required background will take only the appropriate background courses and will be able to devote the remainder of their time to beginning their doctoral courses. None of the pre-doctoral courses taken in this will count as Ph.D. program coursework.

5.2 Program Structure

The doctoral program in business will be a full-time program structured as follows:

- A. The completion of any pre-doctoral background requirements may take up to one year in the case of students who lack necessary background, but who otherwise meet all admissions criteria. The required common background is summarized in Exhibit 1.
- B. The qualified doctoral aspirant will select one of the following five areas as his/her major area of doctoral study:
- (a) Accounting
 - (b) Decision Sciences
 - (c) Finance
 - (d) Management
 - (e) Marketing

[In addition to the five areas listed above, it should be noted that both the doctoral program in Economics and the joint Psychology-GBM doctoral program in Organizational Behavior are already in place. These two programs will continue as they are presently constituted.]

- C. All doctoral students will complete 15 credit hours in the School of Business core. These courses will be taken during the student's first year in the program, in addition to at least 3 credits in the student's major. The specific courses required in the core are presented in Exhibit 2:
- D. Following the completion of the School core, and at least 3 credits in the major area, students will take a preliminary qualifying examination. This examination will be administered by the School Ph.D. Coordinating Committee.
- E. After the successful completion of the preliminary qualifying examination, the students' supervisory committee will be appointed. This committee will consist of five faculty members, not less than three of whom are from the student's area of concentration, including the chairman. At least one member shall be from outside the student's area of concentration. Not less than three members of this committee, including the chairman and the outside member, must be members of the graduate faculty. The committee must be approved by the School of Business Doctoral Coordinating Committee.
- F. Course work within the student's chosen area of concentration will consist of 39 credit hours. Up to 18 of these 39 required credits may be recognized by prior graduate work in the student's chosen major or minor areas. The general course requirements for each

area are outlined in Exhibit 3. Specific course requirements will be selected in consultations with the student's supervisory committee. Both the student and the chairman of the supervisory committee will sign in agreement on the required coursework.

- G. Upon completion of the required coursework the student will sit for a written examination in his/her area of concentration. The student's supervisory committee may require an oral examination, in addition, as part of the qualifying examination. Upon passing the qualifying examination, the student becomes eligible and will apply for candidacy for the degree.
- H. Upon the successful completion of the qualifying examination, the student will select a dissertation committee, which may be the same as the supervisory committee. This committee will have the same requirements as the supervisory committee described in paragraph E above. The members of this committee will be nominated by the School's Doctoral Coordinating Committee and approved and appointed by the Dean of the Graduate School. Upon the appointment of this committee the student will be admitted to candidacy for the doctoral degree.
- I. The student will present a dissertation research proposal to his/her dissertation committee. The purpose of this proposal defense will be to satisfy the committee that the candidate's dissertation proposal is feasible, that the research methodology to be employed is appropriate, and that the candidate possesses the necessary research skills to employ the chosen research methodology effectively. The student and all members of the committee will sign an agreement on the requirements for the dissertation specified in the proposal.
- J. Following completion of the dissertation the candidate will take the University Final Oral Examination on his/her dissertation under the procedures and regulations prescribed by the Graduate School.

6.0 Ph.D. Committees and Doctoral Program Administration

6.1 The Administrative Tasks

The attainment of the Ph.D. program's goals depends upon the graduate faculty of the School for coordination and control of student recruitment and selection, establishment of standards, and administration of ongoing procedures involved in assuring the academic qualifications of those to whom the degrees are granted. Thus, there must be graduate faculty understanding and overall support of the objectives and standards, as outlined below:

- A. Graduate faculty development, review, and support of standards for selection, qualification and granting of degrees.
- B. Graduate faculty selection of appropriately qualified students who are formally designated as potential candidates for the doctoral degree.
- C. Graduate faculty supervision of programs leading to the Ph.D. degree.

6.2 The Administrative Structure

To undertake these tasks, there will be a Doctoral Coordinating Committee and a Program Director.

A. The Doctoral Coordinating Committee for the School of Business.

The Coordinating Committee is the executive arm of the Graduate Faculty. It will comprise five members of the Graduate Faculty of the School of Business Administration, one from each area of concentration. The Committee will have the following responsibilities:

- Coordinating the recruiting of students for the doctoral program.
- Admission to the doctoral program. (The Committee member of a specific area of concentration has veto power in the acceptance of a student applying in that area).
- Retention in the doctoral program. The Committee will monitor the progress of students admitted into the program.
- Coordinating the Preliminary Qualifying Examination which will be administered at the end of the spring semester each year.
- Implementing policy set by the Dean, Department Chairmen, and the School Council.
- Approve doctoral supervisory committee for each doctoral student.
- Nomination of Dissertation Committee for approval by the Dean of the Graduate School for each doctoral candidate.

B. Director of the Doctoral Program

The Dean will appoint a member of the Graduate Faculty to administer the program under the procedures and standards established by the Faculty and the Dean. The Director, who will report to the Dean, will be an ex officio member of the doctoral coordinating committee. He/she will work with department heads and members of the Doctoral Coordinating Committee to achieve the goals and objectives of the program.

7.0 Admission and Financial Support

7.1 Admission

Admission to the Ph.D. program in business will be based on a combination of quantitative as well as qualitative criteria.

A. Quantitative:

GPA: Minimum of 3.3 in undergraduate work and 3.5
in graduate work
GMAT: Minimum of 600
TOEFL: 600 where applicable

The above are bench marks and are applied in a compensatory fashion. Wide deviations from the minimum level of any one standard should be viewed with the utmost concern.

B. Qualitative:

Given the tutorial nature of the program, the approval of those faculty at the School of Business Administration who are most likely to guide the applicant's work in his/her intended area of specialization is an essential prerequisite for admission to the Ph.D. program. This implies the need for the applicant to personally meet and discuss with concerned faculty members his/her scholarly goals and research interests.

7.2 Support of Doctoral Students

The University of Miami School of Business will support all students whom it admits for a period of three years. All doctoral students will be required to engage in research and/or teaching while in the program. The stipend for Doctoral students would be in the neighborhood of \$9,000 per year. All students will also receive tuition remission.

The research and teaching activities of doctoral candidates will be an intrinsic part of their professional formation as

academic scholars. This objective will be foremost in the design of such activities.

8.0 The Faculty

A Ph.D. program at the University of Miami Business School would build on the school's existing and increasingly productive group of business research faculty. The Business School's research faculty output measured in terms of refereed articles and books has been growing rapidly during the past six years and reached an all time high in 1985 (see Table 2). The number of professors publishing more than doubled during this period. During 1985 the faculty produced 102 refereed journal articles and 34 books.

The establishment of a high quality Ph.D. program is essential to continued growth of the school's research output. Curriculum vitae on all full-time faculty members in the Business School are contained in Appendix A, and a summary of the faculty research activities from 1980 through 1985 is contained in Appendix B.

9.0 Physical Resources

9.1 Library

The general business collection at the Richter Library contains over 65,000 volumes. The collection is maintained under the direction of the General Business Reference Librarian. The Business Reference Librarian works closely with the Gold Fund Committee of the Business School to monitor new publications and to direct the building and the completion of the collection. These efforts are coordinated with the use of various bibliographical services.

The general business reference collection has been maintained over the years with support of both University funds and Gold Funds monies. Each department in the Business School appoints a member to the Gold Fund committee. The committee members share the responsibility of maintaining the current collection.

With respect to periodicals, the business serials holdings are generally excellent with no obvious deficiencies. The current number of periodicals in the general business reference collection is approximately 800. Appendix C contains a serials listing of the Richter Library holdings by business discipline.

9.2 Laboratory Equipment

The primary laboratory equipment required in business research entails computer equipment. An inventory of the computer equipment currently held by the Business School is

TABLE 2
RESEARCH SUMMARY REPORT

LEGEND: X - number published by all faculty
N - number of faculty members publishing
Y - average number per faculty members

	1985	1984	1983	1982	1981	1980
Journal Articles:						
ALL FACULTY NUMBER	93					
X	104	84	75	56	58	44
N	53	36	38	29	27	23
Y	1.12					
GRADUATE FACULTY NUMBER						
	47					
X	79	77	62	43	50	36
N	33	29	29	21	21	18
Books:						
ALL FACULTY NUMBER	93					
X	34	15	6	7	9	5
N	21	11	8	7	7	3
Y	0.37					
GRADUATE FACULTY NUMBER						
	47					
X	29	13	6	6	9	2
N	16	9	8	5	7	1
Y	0.62					

presented in Appendix D. Additional mainframe machines to which the business school faculty has remote access include the Univac 1100/82, Vax 8650, and the IBM 3081 all located in the Ungar computing center.

9.3 Office Space

The Jenkins Building currently houses the entire School of Business Administration. As the School has expanded internally with the addition of new faculty and new research institutes, a severe space shortage has resulted. The current building lacks sufficient seminar rooms, or office space to support a doctoral program. Although long range plans include an additional School of Business Building, additional space, convenient to the Jenkins Building, must be found to support the doctoral program. Doctoral students will share office space as necessary with the minimum requirement of each student being assigned their own desk. The program will initially require 500 sq. ft. of office space growing by three times that amount by the end of the five-year period.

10.0 Financial Requirements

Development of a superior doctoral program will require a moderate financial budget. The proposed five year budget is detailed on Table 3. Net costs will grow from \$110,250 in the first year to \$250,950 in the fifth year. This requirement will grow (see Table 3) as the program expands from an initial student group of about 15 to a maximum of 38 students.

Table 3

Ph.D. PROGRAM - PROPOSED BUDGET

Stipend	\$9,000
Years of Support	3
Courses Taught per Sem.	1
Credit hrs. of Tuition Rem	9
Cost per Credit Hour	\$324
PTOT Avg. Cost per Course	\$1,950

	Academic Year				
	1987	1988	1989	1990	1991
Students Admitted	15	15	15	15	15
Students Enrolled	15	30	45	45	45
Total with Attrition	15	27	38	38	38
COSTS (annual)					
Stipends	\$135,000	\$243,000	\$342,000	\$342,000	\$342,000
Tuition Remission					
Course Release for Program Director	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500
Total	\$139,500	\$247,500	\$346,500	\$346,500	\$346,500
COST SAVINGS					
Teaching	\$29,250	\$52,650	\$95,550	\$95,500	\$95,500
NET COST	\$110,250	\$194,850	\$250,950	\$250,950	\$250,950

11. Conclusions and Recommendations

The future of the University of Miami hinges on its ability to evolve into a nationally recognized center of academic excellence by attracting superior students and faculty, and raising funds to develop superior educational and research programs. At the center of this equation is "attracting superior faculty." A first-class faculty, through its accomplishments, brings prestige and recognition to the University that in turn helps to: 1) enhance the fund-raising drives that are vital to a successful private university; and 2) attract a superior student body.

Quality doctoral students are a fundamental ingredient of academic research productivity. Herein lies the fundamental reason for establishing a Ph.D. program at the School of Business: to increase the research productivity of our current faculty and to attract and retain high-quality faculty.

Doctoral students contribute to the schools' research productivity in three major ways. First, and perhaps foremost, doctoral students, as part of their training and/or to finance their education, usually absorb a significant share of a research faculty's teaching load. Secondly, doctoral students serve as highly trained research assistants or associates who, because of their two- to four-year tenure at the school, can be relied upon to carry out long term research assignments. Thirdly, doctoral students frequently extend or complement the research of their thesis advisors and in doing so usually produce joint articles with their supervisors.

Exhibit 1

REQUIRED COMMON BACKGROUND

All students will have had background course or courses in the following areas:

<u>Business</u>	<u>University of Miami Equivalent Courses</u>	
Accounting	ACC600	Essentials of Accounting and Control Systems
Finance	FIN630	Essentials of Business Finance
Marketing	MKT660	Foundations of Marketing
Management and Organizational Behavior	GBM650	Essentials of Management
 <u>Economics</u>		
Intermediate Microeconomics	ECO302	Micro Economic Theory
 <u>Mathematics</u>		
Differential and Integral Calculus	MTH131 and MTH132	Calculus I Calculus II
Linear Algebra	MTH210	Vectors and Matricies
Introductory Statistics	MAS610	Statistical Analysis for Managerial Decision Making
	or	
	MAS311	Engineering Statistics I
	and	
	MAS312	Engineering Statistics II
Computer Programming	MAS226	Advanced Microcomputer Basic
	or	
	MAS223	Business Programming Languages
	or	
	IEN124	Introduction to Computer Programming

Exhibit 2

Ph.D. PROGRAM STRUCTURE

Core Requirements 15 credits

The following courses are required of students in all areas of concentration and are taken in the student's first year.

MAS***	Statistical Methodology in Research I	3 credits
MAS***	Statistical Methodology in Research II	3 credits
ECO633	Advanced Microeconomic Theory	3 credits
GBM***	Behavioral Concepts in Business	3 credits
GBM***	Research Methodology	<u>3 credits</u>

15 credits

Area of Concentration 39 credits

The second segment of the student's course work will provide for an in-depth background in the student's area of concentration. The 39 credits will be divided into courses required of all students within a specific concentration, courses required for a specialty within the area of concentration, courses required for a minor, and courses required or approved by the student's committee. Within one of the five major areas (Accounting, Finance, Marketing, Decision Sciences and Management) the doctoral student will, after appropriate consultation with the student's supervisory committee, identify the courses required for his/her selected specialization. The faculty in each area will prescribe the required courses to be taken by all doctoral students in a particular area. Relevant courses or seminars in other departments or schools of the University may be included in the student's program.

Dissertation Research 18 credits

The completion of the 39 credits of area requirements will normally take two years. Added to this will be the 18 credits of dissertation research for a total of 72 doctoral program credits.

Total 72 credits

Exhibit 3

AREA REQUIREMENTS

Accounting

The accounting department seeks qualified Ph.D. candidates who will excel in one or more of the functional areas of accounting both in teaching and research. These candidates will study both financial and managerial accounting in a required core program. The candidate will then add elective courses to expand his area of accounting expertise.

Electives will be divided between courses in accounting and courses in other areas of business of the student's choice. Accounting electives will be determined based on discussions between candidates and the advisory committee. Specialized areas of emphasis may include public accounting, private or corporate accounting, governmental accounting, and taxation.

Areas of particular interest will be economics, finance, and management science. The specific courses will be determined through consultation between the candidate and his or her committee.

Required Area Courses	12 credits
ACC*** Financial Accounting	3 credits
ACC*** Managerial/Behavioral Accounting	3 credits
ECOS20 Econometrics	3 credits
ACC*** Accounting Research Review	3 credits
Electives	27 credits
Accounting electives	18 credits
Electives in other business areas	9 credits

Decision Sciences

The Department of Management Science and Computer Information Systems offers doctoral concentration in Decision Sciences. The department is interested in individuals who are committed to a career of education and research. The Ph.D. program in Decision Sciences offers broad based curricula in operations research, applied statistics, computer information systems and expert systems. Students take courses in a common decision sciences core. They then elect a Specialty area and a Minor area. Courses in the Specialty and Minor areas are chosen by the student and his or her supervisory committee. Minor areas may be within the Business School, (e.g., Finance, Marketing,) or in other disciplines within the University (e.g., Psychology, Industrial Engineering). Listed below are specimen programs for each of the three specialty areas in Decision Sciences.

Required Area Courses	12 credits
MAS647 Linear Programming and Extensions	3 credits
MAS655 Stochastic Processes	3 credits
MAS522 Computer Simulation Systems	3 credits
MAS602 Applied Multivariate Statistics	3 credits

Specialty Area Requirements 12 credits

There are three specialty areas available within Decision Sciences.

<u>Management Science</u>	
MAS651 Non-Linear and Dynamic Programming	3 credits
MAS665 Operations Planning and Control	3 credits
MAS607 Survey Sampling	3 credits
MAS661 Forecasting Methods	3 credits

<u>Computer Information Systems</u>	
MAS524 Design of Information Systems	3 credits
MAS523 Data Base Management Systems	3 credits
MTH519 Programming Languages	3 credits
MTH540 Algorithm Design and Analysis	3 credits

<u>Expert Systems</u>	
MAS571 Introduction to Expert Systems (LISP)	3 credits
MAS572 Advanced Expert Systems (PROLOG)	3 credits
MAS671 Artificial Intelligence Seminar	3 credits
MAS672 Knowledge Representation Seminar	3 credits

Specialty Area Electives 9 credits

Minor Area Electives 6 credits

Finance

The finance concentration is designed to provide students the proper technical, quantitative, and analytical training in finance. Successful candidates would develop the ability and proficiency to perform research in financial economics and/or empirical finance. The program has emphasis in problem analysis and model building. Students can specialize in financial theory, corporate finance, investments, or financial institutions and markets.

Required Area Courses	18 credits
FIN*** Corporate Finance I	3 credits
FIN*** Corporate Finance II	3 credits
FIN636 The Money Market and Central Banking Theory	3 credits
FIN639 Security Analysis	3 credits
FIN*** Advanced Finance Theory	3 credits
FIN*** Advanced Mathematics in Finance	3 credits
 Electives	 21 credits

There are four areas of specialty available within finance: Students will select two of the four areas for their required course work.

Financial Theory

FIN*** Research Seminar in Financial Theory	3 credits
FIN*** Information Theory and Agency Problems	3 credits
Related Area Requirement in Mathematics or Pure Statistics	6 credits

Corporate Finance

FIN*** Research Seminar in Corporate Finance	3 credits
FIN*** Information Theory and Agency Problems	3 credits
or	
FIN*** Special Topics in Finance	3 credits
Related Area Requirement in Econometrics or Applied Statistics	6 credits

Investments

FIN*** Research Seminar in Investments	3 credits
FIN*** Special Topics in Finance	3 credits
Related Area Requirement in Applied or Pure Statistics	6 credits

Financial Institutions and Markets

FIN***	Research Seminar in Banking	3 credits
FIN***	Information Theory and Agency Problems	3 credits
	or	
FIN***	Special Topics in Finance	3 credits
	Related Area Requirement in Applied Statistics	6 credits

Related Areas

Students concentrating in Finance have to specialize in two of the four related areas.

1. Mathematics -- Two courses in Mathematics or the equivalent with the approval of the finance area coordinator. Some examples of the equivalent mathematics courses are:
MTH502 Set Theory
MTH510 Advanced Multivariate Calculus
MTH513 Introduction to Partial Differential Equations
MTH520, 521, 522 Numerical Analysis
MTH531, 532 Introduction to Topology
MTH533, 534 Advanced Calculus
2. Econometrics -- ECO620 Advanced Econometrics
ECO699 Applied Econometrics
3. Pure Statistics -- MAS655 Stochastic Processes
MTH621 Probability Theory
EEN654 Random Signals and Noise
EEN655 Spectral Analysis
EEN650 Information Theory
4. Applied Statistics -- MAS602 Applied Multivariate Statistics
or
MTH625 Multivariate Analysis
MTH526 Time Series Analysis

Management

The Department of General Business, Management and Organization offers several specialties. Each specialty has a twelve credit core requirement. The candidate must select one of the specialty cores listed. Any deviation from a specialty core requirement or the development of an ad hoc specialty core will require specific petition prior to commencement of the area core requirements approved by both the Chair of the Department and the Chair of the candidate's committee. The specialty electives and optional minor will be developed in consultation with the candidate's committee.

The GBM Department seeks persons with the background and ability to pursue scholarly research in fields related to management, leadership, organizational behavior and business.

	Required Area Courses	12 credits
GBM***	Organizational Behavior Theory and Research	3 credits
GBM***	Organizational Systems Theory and Research	3 credits
GBM658	Business Policy	3 credits
GBM***	Seminar in Research Methods in Management and Organizational Behavior	3 credits

Specialty Area Requirements 12 credits

There are three areas of specialty available within Management.

<u>Corporate Strategy and Policy</u>		
MAS661	Forecasting Methods	3 credits
GBM656	Seminar in Organizational Systems	3 credits
GBM638	Labor Relations	3 credits
GBM602	Human Resource Management	3 credits

<u>International Business</u>		
GBM***	Seminar in Multinational Enterprise Theory	3 credits
GBM659	Management of Multinational Enterprise	3 credits
MKT665	International Marketing	
	or	
FIN662	International Financial Management	3 credits
GBM***	Seminar in International Business Research	3 credits

<u>Health Care Administration</u>		
GBM681	Essentials of Health Care Administration	3 credits
GBM682	Issues in Health Care Administration	3 credits
ECO586	Economics of Health	3 credits
GBM694	Health Care Finance	3 credits

Specialty Electives and optional Minor 15 credits

Marketing

The Marketing Department seeks individuals who are committed to pursuing careers in education and scholarly research. Doctoral students will work closely with selected faculty members in designing and accomplishing a program of study and research in the substantive and methodological issues of the discipline.

Although a major portion of the courses will be undertaken on a one-on-one basis with Marketing faculty, doctoral education in marketing is regarded as fundamentally interdisciplinary. From its early beginnings, marketing theory and practice have benefited greatly from the contributions of other disciplines. Accordingly, doctoral students in Marketing are encouraged and expected to acquire expertise in specific substantive and methodological issues and approaches of other disciplines, notably (but by no means exclusively) anthropology, economics, psychology, management science, communications, and sociology.

At an early stage in doctoral work, individuals are expected to choose a particular area of research that is compatible with departmental specialization. At present, faculty interests center on the following topics:

1. The development and implementation of marketing strategies in domestic and multinational contexts, particularly those that relate to the service sector, notably financial institutions, health care organizations, and tourism. At present, marketing faculty are researching approaches to performance monitoring for improving marketing control.
2. The management of channels of distribution in a domestic or multinational context, especially those issues that relate to the enhancement of channel efficiency, including logistical management issues. Current faculty research in this area focuses on the location of responsibilities within the marketing channel.
3. Comparative and macromarketing issues in the context of economic development. Departmental faculty have a special interest in researching the role of marketing in economic development and the impact of the marketing environment on the marketing behavior of firms.

Methodology Required Courses

12 credits

Four courses selected from the following

MAS602	Applied Multivariate Statistics	3 credits
MAS606	Nonparametric Statistics	3 credits
MAS603	Design of Experiments	3 credits
MMT698	Selected Topics-Casual Modeling	3 credits

ECO520	Econometrics	3 credits
MAS647	Linear Programming and Extensions	3 credits
MAS522	Computer Simulation Systems	3 credits

Major Area Required Courses 15 credits

MKT***	Issues in Marketing Management	3 credits
MKT***	Marketing Theory	3 credits

The student will select three of the following four seminars:

MKT***	Seminar in Comparative and International Marketing	3 credits
MKT***	Seminar in Development and Implementation of Marketing Strategies	3 credits
MKT***	Seminar in Management of Channels of Distribution	3 credits
MKT***	Seminar in Consumer Behavior	3 credits

Major Area Electives 6 credits

Minor Area Electives 6 credits

The following pages contain the description of all courses referenced in the program proposal. Courses marked with asterisks are new and therefore are not currently listed in the Graduate Catalogue.

ACCOUNTING

ACC600 Essentials of Accounting and Control Systems

The structural framework of generally accepted accounting principles will be stressed. Basic valuation theory, statement analysis, and other subjects to be included depending upon needs and qualifications of students.

ACC*** Financial Accounting

This seminar will explore the theoretical and conceptual framework of conventional financial reporting and the development of contemporary thought relative to income determination and asset valuation. Analysis of theory as a coherent set of logical principles that form the general frame of reference for the evaluation and development of sound accounting practices.

ACC*** Managerial/Behavioral Accounting

This seminar will explore the assembly, utility and utilization of Accounting - derived data in support of internal management reporting, assessment of performance, and decision-making needs. The behavioral reactions resulting from the interface between people and the output of the accounting systems is examined.

ACC*** Accounting Research Review

This seminar is designed to expand the candidate's knowledge of the accounting literature and to develop skills in designing and evaluating accounting research. This objective will be achieved by critical examination of accounting literature, and discussion of selected issues from the following fields of accounting: theory, managerial theory, financial theory, auditing, behavioral, and taxes.

DECISION SCIENCES (MAS)

- MAS223 Business Programming Languages
- An introduction to COBOL programming and business data processing methods. Development of skills in the COBOL language, structured programming, data manipulation, and input/output techniques.
- MAS226 Advanced Microcomputer BASIC
- Covers advanced techniques of BASIC programming. Special attention is given to the use of sequential and random access files. The student is also exposed to sorting and searching techniques as well as the development of interactive programs.
- MAS311 Applied Probability and Statistics
- Descriptive statistics, basic probability and distribution theory, point and interval estimation, testing hypotheses, simple linear regression and correlation, and quality control charts. Examples will be drawn from various disciplines.
- MAS312 Statistical Methods and Quality Control
- Analysis of variance, multiple regression and statistical quality control methodology, including reliability.
- MAS522 Computer Simulation Systems
- Computer simulation and development of simulation models; application of discrete and continuous system simulation languages to systems studies.
- MAS523 Data Base Management Systems
- The analysis, design and implementation of computerized filing systems for the support of large data bases. Topics include CODASYL and other standardized specifications for data base management, access methodologies, through-put and response time analysis, file designs, and query languages.
- MAS524 Design of Information Systems
- Design and implementation of selected business computer applications.

- MAS571 Expert Systems and Introduction to LISP Programming Language
- The design of expert systems, focusing on frameworks for representation, actual models of reasoning and applications of special interest. Expert systems handle real-world problems using computers to reach inferences and conclusions in the manner of human experts.
- MAS572 Artificial Intelligence Programming: LISP and PROLOG
- Symbolic and logic programming languages. Developments in knowledge representative shell structures. Implementation of artificial intelligence programs.
- MAS601 Applied Regression Analysis
- Theory and practical application of regression modeling and analysis. Computer control language, text editing, data base manipulation, and use of various data scales. Understanding the role and responsibility of a statistician.
- MAS602 Applied Multivariate Statistics
- Coping with large scale data bases; multivariate statistics; multiple regression analysis (review), discriminant analysis, canonical correlation, multivariate analysis of variance, principal components, factor, and cluster analysis. Extensive use of computer packages.
- MAS603 Design of Experiments
- Statistical design and analysis of experimental data; randomized blocks, Latin Squares, factorial designs, response surfaces, and analysis of covariance. Extensive use of computer packages.
- MAS606 Nonparametric Statistics
- Nonparametric techniques for testing hypotheses concerning proportions, attributes (enumeration statistics), and two-sample and K-sample tests of location. Nonparametric correlation methods, two-sample variance tests, tests for runs and randomization, multiple comparisons, and linear and non-linear trend.

- MAS607 Survey Sampling
- Sampling applications in survey designs. Ratio estimation. Questionnaire design and administration, including nonresponse, data analysis and presentation.
- MAS610 Statistical Analysis for Managerial Decision Making
- Data analysis, probability concepts, distributions, sampling, estimation, hypothesis tests, simple and multiple regression and correlation.
- MAS647 Linear Programming and Extensions
- Formulation, solution, and postoptimality analysis of linear programming problems; revised simplex, parametric programming, decomposition of large-scale systems. Use of computer packages. Introduction to integer programming, network flows, and nonlinear programming applications.
- MAS651 Nonlinear and Dynamic Programming
- Solution of nonlinear optimization problems by classical procedures and search algorithms. Recursive optimization using computationally effective techniques.
- MAS655 Stochastic Processes
- Introduction to discrete state Markov processes and renewal processes with applications to queuing, replacement and reliability problems.
- MAS661 Forecasting Methods
- Business and economic forecasting; time series analysis; regression, classical decomposition, smoothing, Box-Jenkins methodology, use of index numbers and other indicator variables. Forecasting in functional business areas. Use of case studies and interactive computer packages.
- MAS665 Operations Planning and Control
- Inventory management, production scheduling and sequencing, MRP (materials requirements planning), and statistical quality control methodology.
- MAS671 Artificial Intelligence Seminar
- An advanced seminar in Artificial Intelligence covering the elements of reasoning, logic and representation of heuristics and expert problem solving models.

MAS672 Advanced Expert Systems

A case approach to Expert Systems models; uses and limitations of classification and reasoning models. Computer implementation of executive expert systems.

MAS*** Statistical Methodology in Research I

Distribution theory, estimation theory: point estimates--methods and properties, interval estimates, hypotheses testing--relationship between interval estimation and hypothesis testing, fundamental normal tests, decision theory, Bayesian inference.

MAS*** Statistical Methodology in Research II

Analysis of variance and covariance, multiple regression and correlation, discriminant analysis and canonical correlation, nonparametric statistical methods.

ECONOMICS

ECO301 Macro Economic Theory

Intermediate level analysis of the measurement, determination, and control of aggregate economic activity.

ECO302 Micro Economic Theory

Intermediate level analysis of the role of the price mechanism in resource allocation in markets of varying degrees of competition; determination of wages, rent, and interest.

ECO520 Econometrics

Statistical methods of estimating and testing mathematical models of economic relationships.

ECO586 Economics of Health

A survey of the literature on the health care market; economic theory is used to analyze public policy alternatives.

ECO620 Advanced Econometrics

Advanced econometric methods including advanced techniques in multiple regression, Bayesian methods, maximum likelihood estimators, distributed lag models, spectral analysis, and Monte Carlo studies.

ECO633 Advanced Micro Analysis

Theory of the behavior of firms and households and the determination of prices and resource allocation in a decentralized economy.

ENGINEERING

EEN654 Random Signals and Noise

Sample space, random variables, probability distribution functions, statistical moments and characteristics functions, sampling, signal representation using Fourier methods, random processes, stationarity, ergodicity, power spectra, correlation functions, random input systems, smoothing and prediction, matched filters.

EEN655 Spectral Analysis

Physical data, multiple-input linear system with correlated inputs, residual random variables, partial coherence, parameter estimation, confidence interval, run and trend tests, sampling theorem, estimates of correlation function and spectra, digital filter design and computer applications.

EEN656 Information Theory

Measure of uncertainty and entropy, two dimensional sources, noisy channels, mutual and transinformation, equivocation, efficiency and channel capacity, minimum redundancy coding, error-detecting and error-correcting codes, continuous channel without memory. Gaussian additive noise, sampling theorem and vector space.

FINANCE

FIN630 Essentials of Business Finance

The essentials of business finance, sources and uses, capital and cash budgeting and costs of funds: credit, banking and central banking and monetary policy; governmental finance, governmental income and expenditures and fiscal policies.

FIN636 The Money Market and Central Banking Theory

Advanced topics of the money and capital markets, their composition and regulation; the influence of the money and capital markets in modern business; source of funds and their use; certificates of deposit, treasury securities, commercial paper, banker's acceptances, bank loans, and the bond market. Central banks and their operation.

FIN639 Security Analysis

State, municipal, and corporate securities, with emphasis on the latter; problems of personal and institutional investors; use of analysis in determining investment values; investment versus speculation.

FIN662 International Financial Management

Sources and uses of long and short term capital for international business applications and foreign currency markets. Financial decisions associated with international cash and capital budgeting. Capital repatriation and taxation strategies. Capital exposure and coverage. Multinational firm financial strategies. Lectures and cases.

FIN*** Corporate Finance I

Decision under certainty with perfect capital markets; capital budgeting in perfect markets; expected utility approach to choice under uncertainty; risk, return, and market equilibrium, multiperiod valuation; introduction to option pricing; capital structure and dividend policy; investment criteria in perfect capital markets.

FIN*** Corporate Finance II

Economics of leasing; mergers, tender offers, and spin-offs; consequences of inflation; advanced applications of option pricing techniques in capital budgeting; taxes and investment; taxes and financing; multiperiod capital budgeting.

- FIN*** Advanced Finance Theory
- Utility theory; state preference models; risk and generalized asset pricing models; portfolio separation theorems; arbitrage model of capital asset pricing; intertemporal portfolio selection, myopic and turnpike portfolio policies; general equilibrium in asset pricing; option pricing; term structure of interest rates.
- FIN*** Advanced Mathematics in Finance
- Optimalization techniques; dynamic programming; mathematics of continuous-time finance; numerical analysis.
- FIN*** Research Seminar in Financial Theory
- Analysis of current research topics and developments in financial theory.
- FIN*** Information Theory and Agency Problems
- Economic theory of information and agency; agency costs and optimal capital structure; the role of markets in resolving agency problems; complex financial contracts as solutions to agency problems; agency problems and the relative pricing of financial securities.
- FIN*** Research Seminar in Corporate Finance
- Analysis of current developments in corporate finance.
- FIN*** Special Topics in Finance
- FIN*** Research Seminar in Investments
- Analysis of current research topics in investments.
- FIN*** Research Seminar in Banking
- Analysis of current research topics in banking and intermediation.

GBM

- GBM602 Human Resource Management
- Modern personnel administration: job analysis and design, evaluation and appraisal, recruitment and interviewing, training and development, wages and benefits, and health and safety. Unionization, regulation of wages, hours and working conditions, financial security for workers, and job anti-discrimination legislation. Manpower planning.
- GBM650 Essentials of Management
- Survey of principles, philosophy, problems, and techniques.
- GBM656 Seminar: Organizational Systems
- Development of a systems philosophy designed to integrate the student's background and areas of interest through a utilization of the social, behavioral and quantitative sciences in a systematic approach toward the solution of organizational problems.
- GBM658 Business Policies
- Selected case materials and directed readings emphasizing the nature of policy determination: problem identification; decision analysis; decision implementation.
- GBM659 Management of Multinational Enterprise
- Analysis of the management tasks confronting managers operating in the international arena presented from both an environmental and an operational perspective. Alternatives for overall corporate policy and strategy that accommodate global operations.
- GBM681 Essentials of Health Care Administration
- Introduction to the concepts, terminology, historical development, organization and management techniques involved in health care administration.
- GBM682 Issues in Health Care Administration
- A seminar on current problems and issues in health care administration.

GBM694A Health Resources Management

The financial management of health organizations with special attention to capital, reimbursement and financial resource allocation within health institutions.

GBM*** Research Methods in Management and Organizational Behavior

The major objective of this course is to acquaint the doctoral level student with a broad sampling of issues and information relevant to the understanding of conducting research in management and organizational behavior topic areas. Among the issues covered are: the scientific method; elements of the research process; measurement properties and procedures; sampling techniques; experimental, quasi-experimental and nonexperimental research designs; specific empirical research strategies; ethical considerations in conducting research; and other relevant issues.

GBM*** Organizational Behavior Theory and Research

This course reviews current theory and research in micro-organizational behavior. Some of the key topics covered are: individual attributes, employee motivation, leadership, perception and decision making, and job attitudes.

GBM*** Organizational Systems Theory and Research

This course reviews current theory and research in macro-organizational behavior and management. Essentially, it is concerned with studying the structures and processes within major organizational subsystems and their environments, as well as the linkages among them. The design of such structures will also be discussed along with relevant topics in the area of organizational development and change.

GBM*** Seminar in Multinational Enterprise Theory

In-depth study of major MNE theories: the international product cycle, Dunning's eclectic theory, the imperfect competition, the transactions cost, and the competitive advantage theories. Analysis is based on perspectives from economics, business strategy, marketing, and political science.

GBM***

Seminar in International Business Research

Discussion and analysis of alternative research methodologies as implemented in international business: including the review and evaluation of published research showing alternative approaches to research design and data collection.

MATH

- MTH131 Calculus I
- The theory of limits, the derivative and the definite integral, techniques and applications.
- MTH132 Calculus II
- Continuation of MTH131. Additional topics on the derivative and definite integral; improper integrals, infinite series, and introduction to differential equations.
- MTH210 Vectors and Matrices
- Two and three dimensional vectors, inner products, vector products, matrix algebra, linear transformations, determinants, quadratic and bilinear forms.
- MTH502 Set Theory
- Axioms of extension and specification; function, inverses, and composites; various forms of maximality principle; ordinal and cardinal numbers.
- MTH510 Advanced Multivariate Calculus
- Series of functions, power series, and Fourier series; improper integrals, integrals with a parameter, multiple integrals; integrals of vector valued functions and Stokes theorem.
- MTH513 Introduction to Partial Differential Equations
- Partial differential equations and Fourier series.
- MTH519 Programming Languages
- Formal definition of programming languages including specification of syntax and semantics; simple statements; global properties of algorithmic languages including scope of declarations, storage allocations, grouping of statements, subroutines, coroutines, and tasks; run time representations of program and data structures.
- MTH520 Numerical Analysis I
- Linear computations including linear programming; algebraic eigenproblem.

- MTH521 Numerical Analysis II
Numerical solutions of ordinary and partial differential equations.
- MTH522 Numerical Analysis III
Numerical solution of partial differential equations.
- MTH526 Time-Series Analysis
Classical methods, non-parametric methods and spectral theory.
- MTH533 Advanced Calculus I
Elementary topology; real-valued and vector-valued functions on Euclidean spaces, infinite series of functions; improper integrals; differentials, geometric theory of integration, algebra of exterior forms, theorems of Green, Gauss, and Stokes.
- MTH534 Advanced Calculus II
Continuation of MTH533.
- MTH540 Algorithm Design and Analysis
Backtracking, dynamic programming and recursion. Time and space complexity. Sorting, search, combinatorial algorithms.
- MTH621 Mathematical Probability
Development of the measure-theoretic approach to probability. Random variables, central limit theory, laws of large numbers, martingales.
- MTH625 Multivariate Analysis
Sampling theory for multivariate normal populations. Component and factor analysis. Stochastic difference equations.

MARKETING

- MKT660 Foundations of Marketing Management
- Marketing problems experienced by top executives are examined. Fundamental problem-solving concepts are developed. Students consider problems of consumer needs, product planning, promotion, distribution and pricing. The discovery and application of marketing management skills are developed through the use of cases and a major planning project.
- MKT665 International Marketing
- Analysis of major U.S. foreign markets. Marketing policies and techniques.
- MKT*** Causal Modeling in Marketing
- Theory of causal modeling in marketing research; methodological approaches to causal modeling. Current and future directions in causal modeling.
- MKT*** Issues in Marketing Management
- Problems in managing the marketing function. Control and monitoring processes in marketing.
- MKT*** Marketing Theory
- The major schools of thought in marketing. History and development of marketing thought.
- MKT*** Seminar in Comparative and International Marketing
- Research streams in comparing marketing systems, institutions, and behavior. Comparative methodology in marketing research, with special emphasis on international marketing. Participants are expected to conduct an in depth examination of a major issue area and to propose an empirical research study.
- MKT*** Seminar in Development and Implementation of Marketing Strategies
- Research issues on the development and implementation of marketing strategies. Relationship between strategy and organization structure.

MKT***

Seminar in Management of Channels of Distribution

Theoretical currents in the analysis of channels of distribution. Behavioral and economic perspectives in the evolution, organization, and performance of distribution channels.

MKT***

Seminar in Consumer Behavior

Theories of consumer behavior dealing with information acquisition and processing, attitude and preference formation and choice behavior.

APPENDIX A
Faculty Biographies
(Under Separate Cover)

APPENDIX B
Doctoral Faculty Publications

FACULTY PUBLICATIONS - BY DEPARTMENT

* - Graduate Faculty

FACULTY FALL 1986				JOURNAL ARTICLES					
	NAME	DEPT	RANK	1985	1984	1983	1982	1981	1980
1 *	Blair, Allan	ACC	ASSC	2					
2 *	Calhoun, Ccharles	ACC	FULL						
3 *	Dennis, Shirley	ACC	ASST	1	1	1			
4 *	Fortin, Karen	ACC	ASSC	1	2			2	2
5 *	Friedman, Mark	ACC	ASSC					1	2
6 *	Holzmann, Oscar	ACC	ASSC		1				2
7	Noble, Paul	ACC	FULL						
8 *	Phillips, Larry	ACC	FULL		2	3	1		
9 *	Quitana, Olga	ACC	ASSC	3	1				
10 *	Rushinek, Avi	ACC	ASST	4	7	5	4	2	
11	Snyder, John	ACC	ASST						
12	Tatum, K	ACC	ASST						
13	Zaiac, M.	ACC	ASSC						
14	Cava, A.	BSL	ASST						
15	Garner, H.	BSL	ASST						
16	Sacasas, R.	BSL	ASST				1		
17	Wiesner, D.	BSL	FULL	2					
18	Burdekin, R	ECO	ASST						
19 *	Burkett, P.	ECO	ASST		1		1		
20 *	De Alessi, L.	ECO	FULL	4		2	4	3	3
21	Feaster, D.	ECO	ASST	1					
22 *	Fishe, R.	ECO	ASSC	1	1	1	2	3	
23	Foley, J.	ECO	ASSC	1	1	1			
24 *	Holtmann, A.	ECO	FULL	1		5			
25	Idson, T	ECO	ASST						
26	Price, H.	ECO	ASSC						
27 *	Robins, P.	ECO	FULL	5	2	3	1	1	5
28	Streeter, L.	ECO	ASSC	1	1				
29 *	Vogel, R.	ECO	FULL				1	3	2
30 *	Wohar, M	ECO	ASST		1	1			
31	Barrett, W.	FIN	ASST	1	1				
32	Bruce, Thor	FIN	ASSC	1					
33	Chiang, R.	FIN	ASSC		1	4	5	1	1
34 *	Goldberg, L.	FIN	FULL	2	1			4	
35	Heuson, A.	FIN	ASST	2					
36	Heuson, W.	FIN	FULL						
37 *	Kolb, R.	FIN	ASSC	7	3	6	6	4	1
38	Landsea, W.	FIN	ASSC			1			1
39	Lasser, D.	FIN	ASST	1					
40	Ledford, M.	FIN	ASSC	1		2	2	1	
41	Rodriguez, R.	FIN	ASST						
42	Sawyer, J.	FIN	ASSC						
43 *	Berkman, H.	GBM	FULL	1	1			1	
44	Bradford, J	GBM	ASST			1	1		2

45 *	Glaskowsky, N.	GBM	FULL			1	2		
46 *	Grosse, R.	GBM	ASST	1	1	1	1	2	1
47 *	Hudson, D.	GBM	ASSC			1	1		
48 *	Kujawa, D.	GBM	FULL	1		1		1	
49	McKenry, C.	GBM	FULL	1				1	
50 *	Mescon, T.	GBM	ASSC	3	4	2	2	4	6
51	Natiello, T.	GBM	FULL	3				1	
52 *	Neider, L.	GBM	ASSC	3		3		2	1
53	Schriesheim, C.	GBM	FULL	3			1	4	3
54	Schreir, David	GBM	ASST						
55	Strauss, H.	GBM	FULL						1
56	Taylor, L.	GBM	ASST	1	1				
57 *	Ullmann, S.	GBM	ASST	3	3	1		1	
58 *	Werther, W.	GBM	FULL	3					
59 *	Baker, E.	MAS	ASSC	2	1	2	1	2	
60 *	Borsting, J.	MAS	FULL	1	2	1	2		
61 *	Friedman, Moshe	MAS	FULL	1	3	3	3	2	3
62 *	Gitlow, H.	MAS	FULL		1	1			1
63	Gochenour, J.	MAS	ASST						
64 *	Golden, M.	MAS	FULL	2	1				1
65 *	Grauer, R.	MAS	ASSC		1	1			
66 *	Hertz, D.	MAS	FULL	2	3	2	1		
67	Kruger, I.	MAS	ASSC						
68 *	Kurucz, C.	MAS	ASSC	1					
69 *	Rushinek, S.	MAS	ASSC	7	21	5	2	2	
70	Schaffer, J.	MAS	ASST	1					
71 *	Stewart, J.	MAS	ASSC						
72 *	Stutz, J.	MAS	FULL	3	6	4			
73 *	Sugrue, P.	MAS	ASSC	2	1	2	3	1	1
74 *	Wiener, E.	MAS	FULL	1	1	1			2
75 *	Dominguez, L.	MKT	FULL	1	1			3	
76 *	Dyer, J.	MKT	FULL	1		1	1		
77	Gotlieb, J.	MKT	ASST						
78	Johnson, D.	MKT	ASST						
79 *	Sarel, D.	MKT	ASSC	3	3	1			
80	Shuv-Ami, A.	MKT	ASST						
81	Stewart, John	MKT	FULL						
82	Zinn, W.	MKT	ASST						
83	Breierly,	PPA	ASST						
84 *	Dreyer, J.	PPA	FULL	2			4	5	2
85	Feiock, R.	PPA	ASST						
86	Kahn, O.	PPA	ASST			1			
87	Milakovich, M.	PPA	ASSC	2					
88	Moon, C.	PPA	ASST						
89 *	Schechterman, B.	PPA	FULL	2		1	1		
90	Shipley, V.	PPA	FULL						
91	Smith, W.	PPA	ASST	2		2	1		
92 *	Sofen, E.	PPA	FULL						
93 *	West, J.	PPA	ASSC	3	2	1	1	1	1

FACULTY PUBLICATIONS - BY DEPARTMENT

* - Graduate Faculty

FACULTY FALL 1986			TEXTBOOKS					
NAME	DEPT	RANK	1985	1984	1983	1982	1981	1980
Blair, A.	ACC	ASSC						
* Calhoun, C.	ACC	FULL						
Dennis, S.	ACC	ASST	1					
* Fortin, K.	ACC	ASSC	1	2				
* Friedman, M.	ACC	ASSC		3	1	1		
* Holzmann, O.	ACC	ASSC		1				
Noble, P.	ACC	FULL						
Phillips, L.	ACC	FULL						
Quitana, O.	ACC	ASSC						
* Rushinek, A.	ACC	ASST						
Snyder, J.	ACC	ASST						
Tatum, K	ACC	ASST						
Zaiac, M.	ACC	ASSC						
Cava, A.	BSL	ASST						
Garner, H.	BSL	ASST						
Sacasas, R.	BSL	ASST						
Wiesner, D.	BSL	FULL	1	1				
Burdekin, R	ECO	ASST						
Burkett, P.	ECO	ASST						
* De Alessi, L.	ECO	FULL			1			
Feaster, D.	ECO	ASST						
* Fishe, R.	ECO	ASSC						
Foley, J.	ECO	ASSC						
* Holtmann, A.	ECO	FULL						
Idson, T	ECO	ASST						
Price, H.	ECO	ASSC						1
* Robins, P.	ECO	FULL						
Streeter, L.	ECO	ASSC						
* Vogel, R.	ECO	FULL						
Wohar, M	ECO	ASST						
Barrett, W.	FIN	ASST						
Bruce, Thor	FIN	ASSC						
Chiang, R.	FIN	ASSC						
* Goldberg, L.	FIN	FULL						
Heuson, A.	FIN	ASST						
Heuson, W.	FIN	FULL						
* Kolb, R.	FIN	ASSC	7	1		3		
Landsea, W.	FIN	ASSC						
Lasser, D.	FIN	ASST						
Ledford, M.	FIN	ASSC						
Rodriguez, R.	FIN	ASST						
Sawyer, J.	FIN	ASSC						2
* Berkman, H.	GBM	FULL	6			1	1	
Bradford, J	GBM	ASST						

* Glaskowsky, N.	GBM	FULL	2	1			2
* Grosse, R.	GBM	ASST	2				
* Hudson, D.	GBM	ASSC					
* Kujawa, D.	GBM	FULL	1	1			
McKenry, C.	GBM	FULL					
* Mescon, T.	GBM	ASSC	1				1
Natiello, T.	GBM	FULL	1				
* Neider, L.	GBM	ASSC	1				
Schriesheim, C.	GBM	FULL		1		1	
Schreir, David	GBM	ASST					
Strauss, H.	GBM	FULL	1				
Taylor, L.	GBM	ASST					
* Ullmann, S.	GBM	ASST					
Werther, W.	GBM	FULL	1				
* Baker, E.	MAS	ASSC					
* Borsting, J.	MAS	FULL					
* Friedman, Moshe	MAS	FULL				1	
* Gitlow, H	MAS	FULL			1		
Gochenour, J.	MAS	ASST					
* Golden, M	MAS	FULL					1
* Grauer, R.	MAS	ASSC	2	1			3
* Hertz, D.	MAS	FULL	1	1	1		
* Kruger, I.	MAS	ASSC					
* Kurucz, C.	MAS	ASSC					
* Rushinek, S.	MAS	ASSC					
Schaffer, J.	MAS	ASST					
* Stewart, J.	MAS	ASSC	1	2	1		1
* Stutz, J.	MAS	FULL					1
* Sugrue, P.	MAS	ASSC					
* Wiener, E.	MAS	FULL	1				
* Dominguez, L.	MKT	FULL					1
* Dyer, J.	MKT	FULL					
Gotlieb, J.	MKT	ASST					
Johnson, D.	MKT	ASST					
* Sarel, D.	MKT	ASSC					
Shuv-Ami, A.	MKT	ASST					
Stewart, John	MKT	FULL					
Zinn, W.	MKT	ASST					
Breierly,	PPA	ASST					
* Dreyer, J.	PPA	FULL	3				
Feilock, R.	PPA	ASST					
Kahn, O.	PPA	ASST					
* Milakovich, M.	PPA	ASSC					
Moon, C.	PPA	ASST					
* Schechterman, B.	PPA	FULL					
Shiple, V.	PPA	FULL					
Smith, W.	PPA	ASST					
* Sofen, E.	PPA	FULL					
* West, J.	PPA	ASSC				1	

APPENDIX C

Library Serial Holdings by Disciplines
(Under Separate Cover)

APPENDIX D

School of Business Computer Equipment Inventory

SCHOOL OF BUSINESS ADMINISTRATION
COMPUTER EQUIPMENT INVENTORY
SPRING 1987

LOCATION	NUMBER	DESCRIPTION
ACCOUNTING DEPT.	1	IBM XT W/ SPINWRITER PRINTER
	1	HP LASER JET PRINTER
	8	IBM XT W/ DOT MATRIX PRINTERS IN FACULTY OFFICES
BUSINESS LAW DEPT.	1	IBM XT W/ SPINWRITER PRINTER
	3	IBM XT W/ DOT MATRIX PRINTERS IN FACULTY OFFICES
ECONOMICS DEPT.	1	IBM XT W/ SPINWRITER PRINTER
	1	HP LASER JET PRINTER
	7	IBM XT W/ DOT MATRIX PRINTERS IN FACULTY OFFICES
	2	ESPIRIT TERMINALS
FINANCE DEPT.	2	IBM XT IN STUDENT/FACULTY LABORATORY
	1	IBM XT W/ SPINWRITER PRINTER
	3	IBM XT W/ DOT MATRIX PRINTERS IN FACULTY OFFICES
	2	IBM XT IN STUDENT/FACULTY LABORATORY
	1	HP LASER JET PRINTER
MARKETING DEPT.	1	IOMEGA EXTERNAL DISK STORAGE
	2	IBM XT W/ SPINWRITER PRINTER
	3	IBM XT W/ DOT MATRIX PRINTERS IN FACULTY OFFICES
	2	IBM XT IN STUDENT/FACULTY LABORATORY
GENERAL BUSINESS DEPT.	2	IBM XT W/ SPINWRITER PRINTER
	6	IBM XT W/ DOT MATRIX PRINTERS IN FACULTY OFFICES
	1	IBM PORTABLE PC
	2	ESPIRIT TERMINALS
MANAGEMENT SCI. DEPT.	2	ESPIRIT TERMINALS
	1	IBM XT W/ SPINWRITER PRINTER
	2	IBM XT IN STUDENT/FACULTY LABORATORY
	8	IBM XT W/ DOT MATRIX PRINTERS IN FACULTY OFFICES
	1	EPSON LQ1500 PRINTER
POLITICS DEPT.	1	NEC PLOTTER
	1	IBM XT W/ SPINWRITER PRINTER
STUDENT LABS.	5	IBM XT W/ DOT MATRIX PRINTERS IN FACULTY OFFICES
	60	IBM PC WITH 640K AND DOT MATRIX PRINTERS

ADMINISTRATION

- 20 IBM PC'S AND XT'S
- 1 QMS LASER PRINTER
- 1 IBM MODEL 5218 SHEET FEED PRIINTER
- 1 HP LASER JET PRINTER

WORD PROCESSING

- 3 IBM XT
- 1 HP LASER JET PRINTER
- 1 IBM SPINWRITER 7730
- 1 IBM MODEL 5218 SHEET FEED PRIINTER

GENERAL

- 1 GANDALF SWITCHING DEVICE WITH 96 PORT ACCESS TO MAINFRAME COMPUTERS
- 2 KODAK DATASHOW PROJECTORS WITH IBM PORTABLE PC'S FOR USE IN CLASSROOMS
- 1 SONY PROJECTION SCREEN WITH IBM PC PERMANENTLY INSTALLED IN A CLASSROOM

APPENDIX E

Guide to Doctoral Programs in Business and Management
(Under Separate Cover)

Report on Proposed Ph.D. Program
In Business Administration
University of Miami
December, 1986

This report is an assessment by the undersigned of the proposed Ph.D. Program in Business Administration at the University of Miami. This assessment was requested by the Graduate Council as an objective and independent assessment of the quality and likelihood of success of the proposed Ph.D. Program.

Our evaluation of the Ph.D. proposal is based on a series of interviews with key representatives of the programs involved, followed by more detailed meetings with representatives from the departments involved in implementing the proposed program.

Our reaction to these meetings and in-depth interviews was positive. The rationale given for the University of Miami to capitalize on the growing business and international activities of the city of Miami with a solid program in business administration seems well-conceived and likely to succeed. Moreover, the enthusiasm and motivation of the faculty involved, together with their overall research competence, leaves every reason to believe that the program is properly motivated and that a reasonable research foundation is already in place to begin the program.

Nonetheless, we wish to offer a few caveats with respect to the successful implementation of this program.

1. Personnel Issues: It is likely that personnel additions will be required in particular areas in order to assure the success of the proposed program in these areas.
2. Admissions: The very significant problems of attracting high quality students for a Ph.D. program are too casually dismissed in the current proposal. It is important that the admissions process be understood for what it is: a very difficult and time consuming process.
3. Student Support: There are several possible issues of concern with respect to the planned levels of student support and their composition.
4. The Core: The proposed core could probably use some additional discussion and reconsideration.

These caveats are now explored in more detail.

(1) Personnel Issues: It is likely that all departments will require additional staffing to meet new research and teaching commitments in the doctoral program. This should be recognized in advance, and careful coordination and planning should be undertaken to assure that these staffing requirements are met.

Besides this general need, there are probably some specific and larger needs in marketing and accounting. The Marketing Department appears to have a very good recruiting plan that takes note of its weaknesses in terms of staffing the proposed doctoral courses and meeting the research needs of the program. Once this plan is implemented the Department should become highly competent in producing marketing majors in the program. In the case of Accounting it seems clear to us that its major contributions to date have been in the practitioner or professional field rather than emphasizing academic productivity. Clearly the Department must become more academically and research oriented if it is to become a high-quality producer of accounting doctorates. Therefore, in these two departments it seems to us that particular attention needs to be paid to recruiting needs in order for them to be full partners in producing doctorates.

(2) Admissions: The October 7, 1986 Memorandum from the Sub-Committee on Programs states that the availability of good students "should not be a problem." Although it is quite possible that, at least initially, the geographical area covered by the University of Miami may supply a goodly number of high-quality candidates, in general the admissions problem for American Ph.D.s in Business is a serious one, and should not be dismissed so lightly. For example, it is currently the case in even the best American business schools that the great majority of applications come from foreign students. This may potentially be a problem from the standpoint that (a) it is harder to achieve national recognition and build prestigious networks and linkages when the majority of one's graduates will be seeking employment outside America's borders, and (b) it is much more difficult to do intelligent screening of foreign applications. For example, grade point averages and transcript information are harder to interpret, letters of recommendation tend to be from people not known to Miami's assessors, GRE and GMAT scores tend to be less predictive, and the most commonly used test of language facility (TOEFL) has been found to be of quite limited usefulness. For these reasons

it is our recommendation that the Miami Business School think very seriously about how to attract good (American and foreign) students, and build a plan to achieve this objective. As part of this plan we recommend that one or more meetings be held among the directors of Miami's existing doctoral programs, for information sharing in general and, in particular, to begin to build a data base of high-quality foreign schools to be used as sources of future Ph.D. students.

(3) Student Support Levels and Obligations: Several issues occurred to us in this area. First, the question of financial support level should be carefully thought through. Particularly in Ph.D. programs located in large cities, students who feel they cannot live comfortably on, say, \$7,000 per year will be motivated to, and will find they readily can, find other income-producing opportunities outside the Ph.D. program and, if necessary, outside the university. Such efforts invariably degrade the quality of the learning experience. Related to this is a second concern: Is tuition remission to be limited to nine credits per semester and, if so, is nine credits to be considered a full-time load? You should note in this regard that it is customary for "full-time status" in most good Ph.D. programs to be defined as at least twelve credits per semester. Our fear is that with only a nine credit load per semester, students will take inordinately long to complete their formal course requirements. On the other hand, if many students end up taking more than nine credits, the proposed tuition remission will be inadequate, thus exacerbating the income-seeking activities alluded to above. Parenthetically, we find it unrealistic to predict that teaching a course, by anyone let alone a student beginning his or academic career, can be accomplished in nine hours per week. Therefore we recommend a) that no student should be assigned both research assistant and teaching duties in the same semester, and b) that no student should be permitted to teach more than one course in a given semester, regardless of what stage they are in.

A final issue with respect to student support levels is that pertaining to the length of student support. It is our experience that very few students complete their Ph.D. studies within three years, even when they enter with an MBA. Thus the proposed three year duration of support seems problematic in light of our comments above.

(4) The Core: Of the proposed four core courses, those pertaining to statistics seem highly appropriate, but the other two courses seem somewhat

arbitrary. In particular, the macroeconomics course might usefully be replaced by a course that better reflects the "core technology" of business--marketing, finance, accounting--or by a basic course in human behavior. The macroeconomics course seems especially vulnerable to substitution because the required common background already specifies an intermediate macroeconomics requirement (which itself goes beyond the macro requirements of many business Ph.D. programs).

It is also worth considering whether the microeconomics course might be replaced by a more applications-oriented course of the same type, perhaps managerial economics. The presently planned advanced microeconomics course (Economics 633J) is, however, quite a substantial course and certainly would be appropriate for the more quantitative Ph.D. candidates. Moreover, a solid grounding in microeconomics is arguably a key foundation for understanding the business enterprise, so our recommendations are less pointed for the microeconomics requirement than they are for macroeconomics.

Finally, concerning the core requirements, the required common background is rather substantial and may be a barrier to attracting the very best students. We understand that the Business School is aware of this and intends to offer palatable overview courses (to cover the required common background quickly). Nonetheless, the faculty may wish to rethink its position on the required common background, perhaps leaving a bit more flexibility to its admissions and policy committees to make exceptions in these requirements for outstanding students.

In no way do we mean to substitute our personal preferences for those of the Miami faculty, but we do feel that the topic of the core and pre-core common requirements could profitably be reexamined with an eye toward possible changes.

A closing note: Having thought we knew about the Miami Business School what there was to know, each of us was very pleasantly surprised to learn how much quality and productivity already exists within the school. Situated as it is in one of the nation's few large, growing cities not now dominated by a great school of business, it occurs to us that the school could benefit greatly from a planned, systematic public relations campaign, designed to increase awareness outside Miami of the school's accomplishments and potential.

Steve Kerr
Dr. Steven Kerr
Dean of Faculty
School of Business Administration
University of Southern California

Paul R. Kleindorfer
Dr. Paul R. Kleindorfer
Vice Dean for Doctoral Programs
The Wharton School
University of Pennsylvania

Memorandum
March 2, 1987

To: Dean of the Graduate School and the Graduate Council

From: Programs and Degrees Committee, Reviewing Proposed Ph.D. in Business Administration

Subj: Report of Outside Reviewers' Comments, Capsulized, and Responses of School of Business and of this Committee

Encl: Reviewers' Comments, Capsulized, with Point by Point Responses of School and of the Review Committee

As can be seen in the summary of the outside reviewers' comments, their overall review was quite favorable, and offered several valuable suggestions. Both the School of Business Administration and this Committee felt that their caveats can and will be met, and that the program should go forward for approval.

Both their and our principal reservation has to do with the availability of high quality students nationally after the local reservoir of demand is satisfied. The reviewers were persuasive that, even though demand for graduates to become faculty members is strong in business areas, competition for good students is strong. We believe that unusually vigorous recruiting efforts, particularly efforts targeting specific students, probably will be needed, even with the \$9,000 stipend.

The increase in the stipend and reduction in course teaching by TAs (urged by the reviewers) has forced a revision of the Summary of Data financial estimates and of the August 27, 1986, "Report and Recommendations" which are attached.

Review Committee Response

Response by Sch. of Bus. Admin.

Ph.D. Proposal - Business Administration
Outside Reviewers Comments-

I. Our evaluation...was positive. This program likely to succeed in Miami. Reasonable research foundation and properly motivated faculty. Pleasantly surprised to learn how much quality and productivity already exists in the school.

II. Personnel additions will be required in all areas-
a. All areas req. added staffing to meet Ph.D. Program research and teaching commitments.
b. Marketing. Recruiting plan is good. With planned TBAs, Dept. should become highly competent in producing marketing majors.

C. Accounting. Now too practitioner oriented must become more academically and research oriented for Ph.D. prog. to be high quality doctoral level program.

II. Admissions. U-M prob. is under-estimating diffy of attracting high-quality domestic students.
a. Local backlog may yield good students for several years.

b. But nationally, good students are scarce.

c. Nationally, foreign students are main source of good students, but they 1. Will not build prestige and linkages nationally
2. Are difficult to select- Seek all the help internally you can.

d. Requirements for admission are so stiff that you will hurt yourself. Recommend that you be flexible on prerequisite sites.

We do not quarrel with this evaluation!

Needed assignments to Ph.D. effort have been visualized in the proposal, & will meet reviewers' suggestions via 45 TBAs to relieve faculty, plus additions. All recruiting will be of research-qualified faculty.
Marketing plan is on schedule. 2 Ass't Ps have been hired, 1 offer out.

Accounting. Sr. full Prof. with Ph.D. has accepted. He has good research publication record. Future recruiting will follow reviewers' recommendations.

We accept reviewers' judgment.

We believe SE Florida plus some students from elsewhere will provide strong students for some time. Recruitment is likely to be a problem for which the School must plan carefully.
U-M has large body of foreign students & significant experience and organization for recruiting that we expect to utilize.

We have changed prerequisites to conform closely to reviewers' recommendations. Admission with opportunity to correct deficiencies is planned for strong students.

This is a fair evaluation. The faculty has been vastly improved since the last Ph.D. proposal was submitted in the late 1970s.

The reviewers are asking only that changes in faculty assignments and planned recruiting be carried out before the Ph.D. can be considered to be on a sound footing.

Marketing- With acceptances by two of the three TBAs Marketing now meets minimal requirements for offering doctoral level work.

We understand that Accounting is quite willing to move toward a more academic and research oriented program.

All parties agree that after several years29 exhaustion of the presumed local backlog of strong student it will be necessary for U-M to compete vigorously for national and international students, probably requiring targeted recruiting of good students. The school indicates it will plan for that time.
We agree. See cover memo for concerns about availability of good students.

The long experience of the U of M with recruitment of students from all over the world at both undergraduate and graduate levels and the very substantial number of foreign graduate students from many countries has given the U of M good capability in this area that the Sch. of Bus. Admin. will use.

The school intends to be firm on prerequisites, but now plans to allow strong students opportunity to complete some prerequisites after enrollment.

U-M Review Committee Comments--

The increase in the planned stipend for doctoral level students to \$9,000 should help the new program to 'buy' much better students. The school also will engage in strong planning of recruiting and allot resources in order to compete effectively.

We support this.

A 9 credit load for TAs is typical at U of M. We provide 6 summer credits to permit normal progress of 24 credits per year, so reviewers' concerns seem to be met. Work load will be adjusted to total 15 clock hours per week, with some routine work added to the actual weekly teaching effort. We accept. One course should be the limit.

We agree with reviewers and with school's solution.

The statistics courses are needed.

We strongly support the school's changes.

We would support the school in adding either of these.

Response by Sch. of Bus. Admin.

We will give high priority to planning for recruitment of high quality students. High support (now \$9,000) will help.

We agree. Planned stipend has been raised to \$9,000 for 9 months.

Total waiver includes 6 summer credits or 24 credits per year. We prefer 9 credit load during academic year.

We believe one course is not quite a full assistantship. Will require some extra duties as experience dictates.

We accept. No TA will ever be assigned to teach more than one course.

We agree few students will finish in three years, even if they entered with masters. Will consider students individually for extension as TA or RA.

We will retain the statistics courses.

We have revise core to: A strong managerial economics course, with microeconomics as prerequisite, plus four stat. courses.

We agree that a behavior course and a behavioral science research methodology course are needed.

Ph. D. Proposal- Bus. Admin. Reviewers' Comments-

e. Recommendation. Begin building a plan to attract good U.S. & foreign students in the long run.

III. Student Support Levels & Work Oblig.

a. Stipend of \$7,000 not enough to get good students in urban areas.

b. Will tuition credits allow normal progress? (i.e.-9/sem is too few)

c. Nine clock hrs/week work credit for teaching 3 credit course is not enough.

d. No graduate student should ever teach two courses in one semester.

e. Three years of support, even for those who enter with masters, is not enough.

IV. The Core Curriculum

a. We agree that the four statistics courses seem highly appropriate.

b. Replace the two economics requirements with one applications-oriented course in economics, perhaps managerial economics. Microeconomics would still be appropriate for the more quantitative students, and arguably for all.

c. If economics is reduced to one course in the core, consider adding a human behavior course.

Memorandum
March 3, 1987

To: Graduate Council and Dean of the Graduate School

From: Sub-Committee on Programs, Review of Proposed Ph.D. in
Business Administration

Subj: Report and Recommendations (Revised Version of October 7, 1986,
Report to Graduate Council)

The Committee met 11 times during the late Spring and early Summer to review the proposal, and several times in February, 1987, to study the outside reviewers' comments. Dean Sugrue was most helpful in providing additional data very promptly as requested, and in working with the Committee generally.

The Committee strongly recommends the proposed five concentrations for the Ph.D. as highly appropriate to the University of Miami and to the Southeast Florida region. Demand for graduates will be strong, both locally and nationally, and highly qualified students are available, subject to provision of recruiting resources, as indicated in our final report submitted with this revision.

We note that at present the School of Business Administration offers the D.A. & Ph.D. degrees in Economics and has a joint Ph.D. program with Psychology in Organizational Psychology. In addition to the M.B.A. degree, which enrolls over 600 students and involves all departments, disciplinary masters degrees are offered in five departments.

The School of Business Administration is proposing, in essence, a Ph.D. program with a common core and concentrations in five departments. The annual incremental net cost (added expense less reduced spending for PTOT) to the University, once the program is fully in place, is approximately \$210,000 or about \$42,000 per program. This is to pay 38 graduate students as Graduate Assistants (15 admitted per year, less allowance for attrition), each of whom will have the master's degree before being allowed to teach.

This is a net (incremental) cost because students will replace part time adjuncts paid from part time/overtime (PTOT) budget (and about 10 sections each semester to relieve regular faculty shifted to doctoral courses) for 76 sections per year. The PTOT savings will fund \$132,000 of the \$342,000 stipend cost if, as planned, the 38 GA's average teaching only one section each (9 hrs./week). Each must contribute another six hours per week working for faculty members (228 hours/week or the equivalent of 15.2 GA's) reducing the cost of the Ph. D. program

even further by the value of this work to the School (\$106,400), although we have not included this in our calculations.

Note that the cost attributable to undergraduate teaching is \$700 more per section for the 66 sections taught by PTOT instructors, but for the 10 sections where faculty is replaced undergraduate cost is reduced by \$5,000 to \$10,000 per section, depending upon the portion of faculty salary allotted as teaching cost.

Resources actually applied to the program include the equivalent of about 2 1/2 faculty members relieved from undergraduate teaching, a small amount for secretarial expense and travel, and the six hours per week contributed by the GA's beyond their average of one section taught, since their teaching effort simply replaces PTOT effort at the UG level at modest extra cost, and is not otherwise an additional cost to the school.

The absolute cost including the value of faculty effort shifted from UG teaching to the doctoral program, the net cost of stipends to support the 38 graduate students, and a small amount for other costs, totals about \$322,500 or about \$64,500 for each of the five programs.

These calculations do not show tuition waiver costs because to do so would appear to make the program virtually cost-free, while begging the question of who pays for the tuition. Further, once program resources are in place, small variations in the number of students close to the 38 contemplated will have virtually no effect upon the cost of running the program, since the same Ph.D. graduate courses must be taught. By not showing as income tuition that will be furnished as tuition waivers both the incremental and the absolute net cost of the program remain unchanged.

Stipulation. Although tuition waivers neither add to nor reduce the 'hard' dollar costs of the program, provision must be made to authorize the Dean of the School of Business Administration to create as many waivers as there are supported students. The small administrative cost of registration and other expense outside the School of Business Administration should be borne by the School.

Sub-Committee on Programs and Degrees:

Prof. Paul Blaney, Psychology
 Donald Hudson, GBMO
 Maria Llabre, Education
 John Masterson, Communication
 Steve Ullman, GBMO
 Carroll Truss, Psychology, Co-Chair
 Dean JoAnne Hecker, Co-Chair
 Dean Sidney Besvinick, ex-officio

SUMMARY OF DATA-PROPOSED PH.D. IN BUSINESS ADMINISTRATION

AVAILABILITY OF GOOD STUDENTS
Should not be a problem.

POSITIONS FOR GRADUATES
Strong demand for many years.

FACULTY: FULL TIME 93
PART TIME 63

No. on Graduate F. 47

CREDIT HOURS TAUGHT: FALL, 1985-
UNDERGRADUATE 24,951

FTE STUDS. 1663

GRADUATE 7,203

FTE Gr.S. . 753 FTE (664 FT(9cr up);
267 PT=89FE @9cr

MEAN CREDIT HOUR TEACHING LOAD: GRADUATE FAC.(only) FALL,1985- 7.36
Note- Administrators, included, do not teach full time.

GRADUATE DEGREES AWARDED, LAST FIVE YEARS:

DOCTORAL DEGREES: INTERDEPARTMENTAL	<u>5</u>
D.A.	<u>4</u>
M.B.A. DEGREES AWARDED,	<u>1539</u>
M.S.,etc. DEGREES AWARDED,	<u>324</u>
DISSERTATIONS COMPLETED,	<u>9</u> (5ID/4DA)
THESES COMPLETED,	<u>13</u> (ECO)

FACULTY PUBLICATIONS AND THESIS/DISSERTATION EXPERIENCE

See Proposal, Appendix B; See Vitae for thesis and dissertation experience.

ADEQUACY OF THE FACULTY

Assayed by discipline, looking primarily at graduate faculty, but picking up those whose publication records indicate early election to the G.F.

	<u>Faculty</u>	<u>On Graduate Faculty</u>
<u>Accounting</u> Considered strong and OK for concentration.	15	9
<u>Business Law</u> Not proposed for concentration.		
<u>Economics</u> Has own Ph.D. Not proposed for concentration	15+2 in 1 year	5
<u>Finance</u> Strong enough for concentration, presuming acceptance to GF of those to be proposed.	13	2 (+2 ready to be proposed.)
<u>GenBusMgmt</u> OK for concentration	14+3 within one year.	9 + 1 incoming professor to be proposed

MgmtSci

17

13

OK for concentration.

Marketing

8+ recruiting for 1

3 +

Asso.+ 2 Ast Prof.

Asc.Dn.Berkman

OK for concentration

Pol&Pub.Aff.

Not proposed for concentration.

RESEARCH AND SCHOLARLY ACTIVITY SUMMARY

Faculty publications, 1985:	102	(refereed journal articles)
	34	(books and monographs)
Summer grants: 1985:	4	
1986:	22	(\$170,000 given by corporate sponsors)
Extramural research grants, 1985:	7	(Over \$475,000, total)

LIBRARY

Adequate. Reviewed with Librarian. Gold Fund will finance. We need some review of holdings in order to estimate the cost, if any, of backfilling journals for completeness and of purchase of needed books, but Gold Fund will cover.

SPACE AND EQUIPMENT

There is a severe shortage of space for seminar rooms and for faculty offices for the growing faculty, plus several dozen doctoral students who will need at least desk space. Efforts are underway, including relocation of some activities to other buildings, to provide desk space for each graduate student since all are teaching assistants with 15 hours of duties each week. Also, longer term plans are to add a building, or an addition, to the Business School complex.

PRESENT RESEARCH EQUIPMENT, consisting primarily of microcomputers (100+), printers (62), and terminals (14) connected to the mainframes, is considered adequate.

FACULTY NEEDS

None, if authorized recruiting now underway is successful (See section on Adequacy of Faculty.) Note that much faculty effort will be shifted from teaching of undergraduate sections, with replacement by Graduate Teaching Assistants.

ADDED TEACHING NEEDED:

An average of five new course sections will be taught each semester, in addition to present offerings, or about one for each of

the five departments involved. Each should enroll about eight doctoral students plus, no doubt, a few others.

A total of 14 new high level courses will be placed 'on the books.' The doctoral students would take their remaining two courses of a three course load (the norm for graduate assistants) in courses now provided for M.B.A./M.S. students. These additional students would be at the margin and would not cause extra sections to be needed.

ADMISSIONS REQUIREMENTS

- GPA- Normally 3.3 (3.0 absolute min.) overall GPA undergraduate; 3.5 GPA for prior graduate work.
- GMAT- Normal minimum of 600, with absolute minimum of 550; (GRE, normally 1200 V + Q Min., with absolute min. of 1,000, will be considered in some cases.)
- TOEFL- Minimum of 600 where applicable.
- BACKGROUND- Strong background in Business Administration, Economics, Mathematics, and some EDP (Electronic Data Processing) required. Make-up of key prerequisites will be in advance. Most students will enter with the master's degree, but few will have met all background requirements.

Students

The plan is to admit approximately 15 post-masters level students per year, scattered among the five departmental concentrations, with total in each concentration limited in proportion to the Graduate Faculty in each. Allowing for about 15% attrition, after three years the group will level off at about 38 students. Each student will receive support for three academic years at standard Graduate Assistant rates.

GRADUATE ASSISTANTS

The school plans to support all doctoral students for three years each. Graduate Teaching Assistants with Masters degrees are qualified to teach sections of undergraduate courses and perform the usual teaching assistant duties for regular faculty. Their obligation of 15 hours per week of duties is the equivalent of teaching two sections of the same undergraduate course, although the usual pattern will be to let them teach only after the first year, performing other duties to complete their obligation, then teach one section in their second year, and two sections (usually of the same course) in their third year.

The plan is for Graduate Assistants to be phased into teaching as the doctoral group grows in size, with, ultimately, an average of 38 sections per semester being taught by GA's, five to replace faculty and 33 replacing PTOT persons.

SUPPORTING ACTIVITY

Doctoral programs already exist in Economics, Psychology, Sociology, Mathematics, Industrial Engineering (pending), and many other disciplines.

CURRICULUM

All students follow the same curriculum pattern:

Includes Core requirements:	12	credits (6cr. statistics & 6 credits advanced economic theory)
Concentration area:	42	(Up to 18 may be credited by transfer or recognition of prev. graduate work.)
(Major & Minor(s))		
Dissertation:		<u>18</u>
	Total	72 credits

Concentrations. Each of the five areas specifies required area courses and, usually, specialty tracks within the area, plus electives. Detailed inspection of each area curriculum indicates that perhaps two-thirds of the coursework of each student will be taken in existing courses at no extra cost, and one-third in new courses.

ADMINISTRATION OF THE PROGRAM

Doctoral Coordinating Committee and Director of the Doctoral Program will have day to day responsibility under the Dean, with policy set by Graduate Faculty of the School.

Incremental Income/Expenditure Analysis:

Incremental Income:

Since all doctoral program students are to be supported, virtually no 'hard' dollar tuition income from these students is expected. Almost half (.495) of the stipend dollars for graduate student support will be derived from replacing 33 of the 49 sections taught each semester by part time and overtime (PTOT) teaching at the undergraduate level with graduate assistants holding the master's degree plus at least one year of doctoral work.

The cost of teaching a section by outsiders is \$2,000, versus \$2700 if taught by a GA (\$4500 stipend per semester, 15 hour work obligation, allowing 9 hours for teaching a 3 credit course. $\$4500 \times 9/15 = \2700). The remaining portion of each GA's stipend (\$1,800) is for the remaining 6 hours per week of obligation.

	1st Yr.	2nd Yr.	3rd Yr.	4th Yr.	5th Yr.
No. Students in Prog.	15	27	38	38	38
No. Sects. repl'd by GA's					
Taught by faculty*	---	10	10	10	10
Taught by PTOT	---	14	36	66	66
PTOT \$ Recovered	----**	28,000	72,000	132,000	132,000

* Since faculty shift efforts to graduate level, no dollars are recovered, although less \$ will be expended on the undergraduate program, more than offsetting the higher (\$700/section) cost of GAs vs. PTOT.

**First year GA's will not teach. Second and third year GA's teach one section.

Incremental Expenditures ('Hard' dollars calculation):

(Support five Ph.D. Concentrations in five separate Departments)

	1st Yr.	2nd Yr.	3rd Yr.	4th Yr.	5th Yr.
Stipends for GTA @ \$9,000 each	\$135,000	243,000	342,000	342,000	342,000
No. of Students	(15)	(27)	(38)	(38)	(38)
Secretarial	---	---	---	---	---
Library(Gold Fund provides)	---	---	---	---	---
Supplies (Office&Lab.)	---	---	---	---	---
Increase Travel	---	---	---	---	---
Desks, etc., for GA's	7,000	7,000	6,000	---	---
<u>Total</u>	142,000	250,000	348,000	342,000	342,000
Net Cost (Exp. less \$ Saved, PTOT)	142,000	222,000	276,000	210,000	210,000

Average Cost per Dept.

(divide by five): (28,400) (44,400) (55,200) (42,000) (42,000)

Note- Note that virtually the entire cost in hard dollars comes from supporting doctoral students who, as Graduate Teaching Assistants with Master's degrees plus one added year, are qualified to teach sections of undergraduate courses. If each GTA who teaches is obligated to work 15 hours per week and teaches one course (9 hrs./week), each has a remaining six hours/week obligation to help faculty in various routine ways.

Absolute Cost of the Doctoral Program:

3rd yr. & later

Add 10 Graduate courses per year, taught entirely by faculty (4 courses/yr.; Average compensation, incl. FB and Indirect costs, of \$45,000 per faculty member.)
= 2 1/2 FTE @\$45,000 or \$112,500/yr. or \$11,250 per course.

\$112,500

Add 38 GTAs paid \$9,000/yr. to teach or assist teaching (\$9,000 x 38 = \$342,000 less PTOT savings of \$2,000 x 66 = \$132,000/yr. when program is fully in place = \$210,000. GA's teach 66 PTOT sections @\$2,700 ea. vs. \$2,000 ea. for PTOT, plus 10 faculty taught sections).

\$210,000

Other costs of the doctoral program (space, library, some extra office effort, etc.) are estimated at (38 desk spaces and classrooms an extra five hours per week). Direct cost is very small and does not recur, except in the sense that the space could be put to other uses. Cost of desks, supplies used by GAs, etc. (\$20,000 over first 3 yrs., negligible thereafter).

322,500Net Absolute Cost of the Program-

64,500Cost per Department (Net divided by 5)