

**THE UNIVERSITY OF TEXAS AT SAN ANTONIO  
DOCUMENTS AND PROCEEDINGS OF THE GRADUATE COUNCIL  
ACTION MINUTES  
ORDER OF BUSINESS**

**December 6, 2005**

**John Peace Library 4.03.08  
3:30 p.m.**

**Present:** Sos Agaian, Mark Allen, Bruce Barnett, Stuart Birnbaum, Lorenzo Brancaleon, Youn-Min Chou, Daren Daugaard, Blanche Desjean-Perotta, Beth Durodoeye, James Dykes, Dorothy Flannagan, Lila Flory-Truett, Richard French, Matthew Grunstra, Jack Himelblau, Mary Houston-Vega, Fred Hudson, Eugene John, Victoria Jones, Laura Levi, Ken Little, Tina Lowrey, Josephine Mendez-Negrete, Grant Merrill, Lalatendu Misra, Wing Chung Ng, Ben Olguin, Parimal Patel, Ted Skekel, Judith Sobre, Armando Trujillo, Raydel Tullous, John Warren, Kenton Wilkinson, Linda Winterbottom, Charlie Wilson, Mary Lou Zeeman

**Absent:** Thelma Duffey, Liudmila Dunaeva, Alan Dutton, Kolleen Guy, Matthew Gdovin, Neal Guentzel, Hyunsoo Han, Alan Harmon, Rick Hatfield, Don Lien, Cynthia McCluskey, David Romero, Francine Romero, William Shaw, L'Nea Stewart, Thankam Sunil, Juan Urbina, Weining Zhang

**Excused:** Diana Allan, Tom Bylander, Laio Chen, Michael Frye, Larry Golden, Hai-Chao Han, Daniel Hogenauer, Rosalind Horowitz, Michael Kelly, Debbie Lopez, John McCarrey, Jeanne Reesman, Earle Reybold, Jon Thompson, Ram Tripathi,

**Visitors:**

Joel Saegert (Chair of Department of Marketing),  
L.J. Shrum (Professor of Marketing)  
Diane Walz (Associate Dean of Graduate Studies and Research, College of Business)

**I. Call to order and taking of attendance.**

The December 6, 2005 meeting of the Graduate Council was called to order at 3:38 pm.

**II. Approval of Minutes (Ted Skekel)**

The minutes of the November 1, 2005 meeting of the Graduate Council were unanimously approved.

**III. Reports**

**A. Council Chair (Ted Skekel)**

Dr. Ted Skekel explained that the Committee on Academic Policy and Requirements was working on two issues, one of which might lead to a proposed

change to the Graduate Council Bylaws. Since proposed changes to the Bylaws require a 30 day waiting period between their proposal and vote, Dr. Skekel asked Dr. Ben Olguin to present his report from the Committee on Academic Policy and Requirements out of order.

**B. Committee on Academic Policy and Requirements (Ben Olguin)**

Dr. Ben Olguin presented his Committee's proposal that a section III.3.c be added to the Graduate Council Bylaws in order to authorize the second runner-up of the election for a representative to the Graduate Council to be automatically designated as the replacement for that representative. In response to questions by Drs. Stuart Birnbaum and Parimal Patel, Dr. Olguin explained that the proposal would include a replacement for a single Graduate Council meeting but was mainly designed to facilitate the replacement for a representative's inability to meet with the Graduate Council for a semester due to a class scheduling conflict. He also agreed that a new election would need to be conducted in the event that neither the representative nor the replacement could serve. Dr. Mark Allen pointed out that this increased the complexity of Graduate Council membership at the same time that membership is being streamlined (see below). Dr. Jim Dykes agreed, but expected that the standardization of procedures would offset the added complexity. Drs. Birnbaum and Olguin noted that this would increase the opportunity of the programs to vote on important issues. The proposal unanimously passed. Dr. Skekel instructed the Secretary to include the proposal as an attachment to the Minutes (see Attachment A) in order to provide the Graduate Council the opportunity to vote on the proposal at its February 7<sup>th</sup>, 2006 meeting.

Dr. Olguin reminded the Graduate Council that his Committee had been charged with responding to any issues with respect to the streamlining of Graduate Council membership. He proposed creating a survey to be distributed to the Graduate Advisors of Record to go beyond collecting anecdotes of representation issues. His proposal was approved and Dr. Skekel suggested that the survey be distributed quickly in order to expedite the process (the transition will begin in March 2006 in time for the spring elections).

**C. Dean of Graduate School (Dorothy Flannagan)**

No report.

**D. Committee on Graduate Programs and Courses (Fred Hudson)**

Dr. Fred Hudson prepared his recommendation of the proposal for the Marketing concentration in the PhD in Business Administration program as a PowerPoint presentation (The background section of the executive summary sent to the Faculty Senate is Attachment B). In order to provide information to the Graduate Council, Dr. Skekel asked for and received approval of the visitors: Drs. Joel Saegert, L.J. Shrum, and Diane Walz. Dr. Hudson explained that the PhD in Business Administration was proposed in 2002 with four concentrations: Accounting, Finance, Information Technology, and Organization & Management

Studies. At that time, Marketing was not included as a concentration. Dr. Hudson said that five new tenure-track faculty had been hired in support of the program and that the educational objectives included increasing graduates that could help with faculty shortage, help with technology in the field, help the community with access, and help with increasing an Hispanic cultural perspective to the field. He also noted that actual growth has exceeded projected growth in the current PhD in Business Administration concentrations. As a consequence of the projected growth, Dr. Hudson explained that financial growth should be positive and that teaching load credits should offset increased expenditures. Dr. Hudson further explained that his presentation was his motion (as Chair of the Committee on Graduate Programs & Courses and as a member of the Graduate Council) that the Graduate Council approve the proposal, but that the proposal was not seconded by a vote of his committee. Dr. Stuart Birnbaum asked if there had been no feedback from the Committee to Dr. Hudson. Dr. Hudson responded "That is correct."

A lengthy and spirited discussion temporally interleaved between two general issues: discussion about the program and discussion about the evaluation process. To simplify exposition, these Minutes are ordered by topic rather than by temporal occurrence.

The discussion about the program focused on the expected number of students, the expected increase in number of courses, and the availability of faculty to teach those students and courses. A discussion between Drs. Hudson, Diane Walz, and Bruce Barnett clarified that the expected admission rate would be 5 new students per year and that, after expected attrition, the expected number of students was 17 after 5 years. In response to a question by Dr. Allen, Dr. Walz explained that all students were expected to be full-time students. Drs. Birnbaum and Mary Houston-Vega asked about the increased number of courses in relation to the current PhD concentrations and MBA programs. Dean Dorothy Flannagan explained that the Marketing concentration shared a common core with the other PhD in Business Administration concentrations, but had 19 hours of specifically required course work. Dr. Walz explained that the first year of implementation posed the only problem (one additional course per semester). In the entire second year, there would only be the addition of one or two courses/seminars; so there would not be many additional courses at one time. In response to a question by Dr. Jack Himmelblau, Dr. Joel Saegert noted that only the international graduate course at the master's level was taught by a non-PhD adjunct professor and that no PhD level courses were or would be taught by non-PhD faculty. He further noted that the program adheres to the strict standards required by the AACSB to maintain accreditation. Drs. Saegert and L.J. Shrum explained that there would be a total of 10 faculty by next year to teach the additional 7 courses every other year. In addition to the new faculty described by Dr. Hudson, one additional faculty member will join UTSA in Spring 2006 and two additional faculty members will join in Fall 2006.

A number of questions were asked about the review process of this proposal. Drs. Himmelblau and Birnbaum asked why this proposal was reviewed as a substantive change. Dr. Flannagan explained that the addition of a concentration to a PhD program, unlike the addition of a concentration for a masters program, was considered a substantive change by the Coordinating Board. A number of questions focused on the time line for this proposal and were answered by Dean Flannagan and Drs. Walz, Skekel, and Hudson. The original proposal of the addition of a concentration in Marketing was submitted to the Graduate School in Summer 2004. Dean Flannagan reviewed and worked with the program over the summer, but the College asked to delay further consideration for a year. Dean Flannagan again reviewed the proposal this fall and after finding it "ready to go forward" sent it to Dr. Hudson for his committee's review. Dr. Hudson distributed the proposal to his committee members six weeks prior to the December 6 meeting. Not having received positive or negative feedback from committee, the proposal was pulled from the Agenda of the November 1 meeting. Since our Bylaws require a committee recommendation within 30 days of receipt of a proposal, Dr. Hudson was obligated to report his recommendation as Chair and member at the December 6 meeting.

A number of members (including Drs. Allen, Barnett, Birnbaum, and Himmelblau) noted the importance of the Graduate Council receiving good summaries of proposal reviews in order to make informed decisions rather than "rubber-stamping" proposals. The concern reflected a need to improve the process in general given the current situation. Dr. Skekel noted that Dean Flannagan and the Graduate School conduct a thorough review of proposals prior to forwarding them to the Committee on Graduate Programs and Courses and that she prepares her own executive summary. He also noted that Dr. Hudson had conducted a review and had presented his recommendation to accept the proposal (without second) as a motion to the Graduate Council. The Graduate Council could either accept his recommendation or could refer the proposal back to committee. Noting the committee problem, Drs. Allen and Birnbaum asked about the impact on the program if the proposal was referred back to committee with consideration at the February 7<sup>th</sup>, 2006 meeting. Dean Flannagan and Dr. Walz explained that, if approved, the anticipated starting date would be Fall 2007 and that the delay would interfere with the need to send out early financial offers to prospective students.

In terms of this particular case and the process in general, Drs. Houston-Vega and Judith Sobre noted that providing an executive summary of the proposal to the Graduate Council as an attachment to the Agenda had been done in the past as a way to inform the deliberations. Dr. Dykes agreed that that should be done in the future and apologized for not having done so as Secretary thus far. Dr. Kent Wilkerson also suggested that volunteers from amongst the Graduate Council members could review a new proposal in case the committee did not.

Focusing back on the current proposal, Dr. Shrum offered to answer any questions the Graduate Council might have. Drs. Mary Lou Zeeman and Lila Flory-Truett noted that the only issue raised about the proposal was the ability to offer the seven new courses every two years with 10 faculty. Dr. Olguin seconded Dr. Hudson's recommendation to approve the proposal and Dr. Skekel called the vote. The proposal was unanimously approved by a voice vote.

In response to questions by Drs. Himelblau and Barnett about improving the situation in the future, Dr. Skekel suggested that the reorganization of the Council should encourage greater activity and that enlisting the help of the Deans should increase committee participation. Dr. Dykes wished that he had included executive summaries with the Agenda and said he would work to provide them in the future. Dr. Skekel encouraged the emailing of suggestions about the process to him in order to be discussed as new business at the next Administrative and Agenda Committee meeting.

**E. Secretary (Jim Dykes)**

Dr. Dykes noted that Dr. Beth Durodoye had replaced Dr. Michael Karcher as one of the representatives for the MA in Counseling program.

**F. Committee on Graduate Program Evaluation (Debbie Lopez)**

Due to a teaching conflict, Dr. Lopez was unable to attend. Dr. Dykes thanked the committee for its hard work. He noted that the committee had already begun the process of evaluating seven programs and conducting 10 one-year follow-ups.

**G. Membership Committee (Jon Thompson)**

Dr. Thompson was also unable to attend. Dr. Dykes thanked the committee for its review of the applications for special membership in the Graduate Faculty. He especially noted the number of applications and the short window for their review. He moved that the list of people recommended by the Membership Committee for special membership in the Graduate Faculty (distributed at the meeting) be approved by the Graduate Council. The list was approved and is Attachment C.

**IV. Unfinished Business**

None.

**V. New Business**

As discussed above, procedures for providing information to the Graduate Faculty about proposed new programs will be reviewed.

**VI. Adjournment**

The meeting was adjourned at 4:44 pm.

## **Attachment A**

### **Proposed addition to the Graduate Council Bylaws**

#### **ARTICLE III MEMBERSHIP ON THE GRADUATE COUNCIL**

##### **3. Elections**

c. In the event an elected member is unable to attend a Graduate Council meeting or series of meetings, the departmental election runner up will serve with full voting privileges. In the event there is no runner up, a new election should be held for a temporary replacement in accordance with departmental election procedures. If neither of the elected representatives can serve on the graduate council, a new election should be held.

**Attachment B**  
**Background Section of the Executive Summary**  
**Sent to the Faculty Senate**

BACKGROUND INFORMATION

Program Description

U.T. San Antonio proposes to offer an area of emphasis in Marketing within the established Doctor of Philosophy in Business Administration degree program. Currently, the Doctor of Philosophy in Business Administration offers students the opportunity to specialize in one of four areas of emphasis: Accounting, Finance, Information Technology, and Organization and Management Studies. The addition of the Marketing area of emphasis is designed to prepare leading professionals in the field of marketing to address shortages of faculty in this field and to produce graduates with the advanced knowledge required to conduct original academic research aimed at solving practical marketing problems.

Students admitted to the program will take 62 semester hours of post-master's coursework. The program requires 46 hours of organized coursework beyond the Master's degree, distributed as follows: 18 hours of foundation courses in research methods and statistics, 19 hours of designated electives in the area of marketing, and 9 hours of support work, which may include courses outside the field of Business Administration, such as Psychological Measurement or Statistics. The program also requires 4 hours of supervised research/comprehensive exam and 12 hours of dissertation. The foundation courses are required for all of the areas of emphasis of the Doctor of Philosophy in Business Administration degree program.

Need and Student Demand

Projections indicate increased need for marketing Ph.D.'s in academic and non-academic positions. In Texas alone, it is estimated that by the year 2010, there will be a need for about 150 additional business faculty in public universities, and that Marketing faculty will represent about 13% of that market. The number of business faculty positions has increased nationwide as well, and there is also a shortage of qualified individuals with doctoral training in marketing to take on leadership positions in financial institutions, market research firms, corporations, and units of federal, state, and local governments. There is strong demand from prospective students for the proposed emphasis in marketing. UTSA awarded approximately 102 baccalaureate and 9 master's degrees to students with a major or concentration of marketing during the past year. A survey of 125 marketing majors found that 1/3 were strongly interested in pursuing a Ph.D. with an emphasis in marketing and 1/4 were strongly interested in pursuing that Ph.D. degree at UTSA. In addition to the interest demonstrated by UTSA students, the College of Business receives approximately 20 unsolicited external inquiries per year from prospective doctoral students seeking an emphasis in marketing.

### Program Quality

The foundation courses required of students enrolled in the Ph.D. in Business Administration with an emphasis in Marketing will be offered by faculty from the College of Business, as has been the case since the implementation of the Ph.D. in Business Administration degree program in Fall, 2002. Seven members of the Department of Marketing comprise the core faculty who will contribute to the delivery of the courses that comprise the area of emphasis in marketing. All contributing faculty members are active publishing researchers who are capable of teaching courses and supervising student research in the proposed program. One new nontenured faculty member will be hired to replace the core faculty in undergraduate marketing courses that they currently teach. The College of Business has a history of hiring excellent, terminally-qualified, teachers as nontenured faculty to deliver their undergraduate programs. This anticipated hire will free the core faculty for teaching and research supervision related to doctoral students, while maintaining the high quality of the educational experience of undergraduate marketing students.

The College of Business is housed in a state-of-the-art building which is less than eight years old. Existing facilities are more than adequate to support the proposed emphasis in marketing. A behavioral laboratory is available for faculty research. The lab consists of 12 individual stations, each with its own computer loaded with software designed specifically for data collection. Funds requested for equipment in Years One and Two will be used to provide networked PC's for Ph.D. students. The program will be administered in the College of Business, with support from faculty and staff who currently administer the Ph.D. in Business Administration. Thus, current administrative support is adequate.

### Program Cost

The cost of operating the program across five years is approximately \$970,800. This includes \$80,000 for faculty salaries, \$864,000 for graduate student support, \$18,500 for library and IT resources, and \$8,300 for equipment, supplies and materials. Revenues of \$699,343 from formula funding, and the reallocation of \$920,000 in existing university resources are expected to be sufficient to fully fund the program.

### Coordinating Board Criteria

The proposed program meets all applicable Coordinating Board criteria for degree programs that may be approved by the Commissioner of Higher Education on behalf of the Coordinating Board.

### Summary

U. T. San Antonio is requesting authorization to establish an emphasis in Marketing to be added to the existing Ph.D. program in Business Administration. The proposed emphasis would prepare students with skills to become leading faculty researchers and teachers in

an area where there is significant projected need for new faculty in the state and the nation, and to become leaders in nonacademic settings such as marketing research firms and corporations. The University has the capacity to conduct a high-quality program and estimates that the program will be self-supporting by its fifth year.

A copy of the proposal for the Ph.D. in Business Administration degree with an emphasis in Marketing at U. T. San Antonio is on file in the U. T. System Office of Academic Affairs.

**Attachment C****RECOMMENDATION FOR  
GRADUATE FACULTY SPECIAL MEMBERSHIP****COLLEGE OF SCIENCES (COS)****Special Member:****Biology**

Asok Banerjee

**Earth and Environmental Science**

Ronald T. Green

Alan P. Morris

Ryan Rudnicki

**COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT  
(COEHD)****Special Member:****Bicultural Bilingual Studies**

Robert Huesca

**Interdisciplinary Learning and Teaching**

Amie Beckett

**Instructional Technology**

Mary Green

**COLLEGE OF LIBERAL AND FINE ARTS (COLFA)****Special Member:****Political Science & Geography**

Larry Hufford