

## Institutional Priorities: The Decision to Form a School of Business and Leadership

Developed from an interview with Dr. Ken Porada, and the Accreditation Review for WASC Institutional Proposal dated October, 2005

Submitted by Elizabeth Capener, April 26, 2007

One of the goals of the Strategic Plan is to move to the next level of excellence. (1)

Five years ago, the University faced financial challenges and the schools were collapsed from five to two. The structural deficit was corrected and the underlying financial structure has changed. This created the opportunity for enhancement. With 20% enrollment growth in the University in the interim, it is reasonable to expand to three schools. The two largest programs are Nursing and Business.

Considerations:

1. Create a School of Nursing.
  - a. This has appeal from an equity point of view, but there are limited opportunities for growth and external financial support.
  - b. Nursing is the largest undergraduate major.
  - c. There is a maximum number of nursing students we can accept, due to the limited number of field placements.
2. Create a School of Business.
  - a. Undergraduate business programs comprise the second largest major enrollment on campus. The day program has experienced double digit growth in each of the last three years.
  - b. There are two graduate programs that have steady enrollment numbers the last several years.
  - c. Business and Education is not a natural fit, and it would be quite difficult to find a Dean with experience in both.
  - d. Business has not had the benefit of visibility and corporate connections, which would provide institutional support.

Overall, the best opportunities to reach the next level of excellence appear to be through the creation of a separate School of Business and Leadership.

This decision advances commended activities while addressing weaknesses and threats identified in the Accreditation Review for WASC Institutional Proposal dated October, 2005.

First, the university is engaged in an “ongoing effort to clarify the University’s transformation from a liberal art focus to a comprehensive institution, and to make that transformation effective” (2). A separate School of Nursing or School of Business enhances this effort.

Second, a number of challenges and threats are addressed (3):

1. Financial. A dean devoted to the business school would have external responsibilities and would be expected to generate new revenue streams.
  - a. “Lack of endowment and other funds to supplement tuition revenue”.
  - b. “Cuts in government funding to offset tuition revenue.”
2. Academic. A separate school led by an experienced Dean with external responsibilities would raise the profile of the Business program and the University. In addition the Dean would address competitors in part by expanding the range of Business academic offerings.
  - a. “Limited range of academic programs”.
  - b. “Desired reputation in Bay Area not yet established”.
  - c. “Strong competition from other institutions”.

Informal footnotes:

- (1) Per Ken, I don't have this document – so this may be paraphrased.
- (2) Page two, Commendations and Issues Raised in Last Review. 4<sup>th</sup> bullet.
- (3) Page two, Commendations and Issues Raised in Last Review. Bullets from Challenges and threats sections.

DRAFT: summary for inclusion in our WASC report:

One of our strategic plan goals is to reach the next level of excellence. With the enrollment growth and financial stability achieved over the past five years, adding a third school became a sustainable and desirable option. Dividing the School of Business, Education, and Leadership into two schools would best advance the strategic goals of the University, as well respond to the issues raised in the Accreditation Review for WASC Institutional Proposal dated October, 2005. One key goal of the Leadership Institute is to have leadership studies across the curriculum. Because business skills are complementary to many other professional and liberal arts majors, Leadership has always been housed in the Business Division. Creating the School of Business and Leadership and the School of Education continues the transformation of Dominican University of California from a liberal arts focus to a comprehensive institution. A new Dean of the School of Business and Leadership will have revenue generating and program development responsibilities, which should support University growth and enhance the reputation of the University.