**Department/Program Review Summary**

**2018-19**

**Department:** Management (MAN) and Marketing (MRK)

**Date of Review:** March 14, 2019

**Review Team Members and Titles:**

Dave Collins, Provost

Jennifer Kostic, Associate Provost

Jared Cutler, Assistant Provost of Accreditation and Assessment

Randall Fletcher, Advising Manager, Academic Advising

Jesse Simmons, President, Simmons Supply Chain Solutions

Jessica McKinley, Assistant Professor, Communication and Director of Honors Program

Angela Fernandez, Assistant Professor, Criminal Justice Sciences

Lalitha Locker, Chair, Physics and Astronomy

Matt Massie, Manager, Student and Community Engagement and Adjunct Faculty, Marketing

**Department Members Present:**

Elizabeth Orlando, Dean, Business and Public Services

Faculty and Staff:

Rocky Belcher, Interim Chair and Professor, Management

April Carpenter

Jack Giambrone

Joshua Greschner

DeAnn Hurtado

Ned Young

Dennis Brode

Eric Smith

**Commendations:**

* Few departments at Sinclair have expertise in an area that so directly impacts how the department itself functions as the Management Department, and it shows – the amount of teamwork evident in the self-study and meeting with the Review Team was impressive, and it was clear that those same principles of running effective organizations that the department teaches their students are applied in the way the department works. It was a pleasure seeing how the department came together and produced what can accurately be described as one of the best Program Review self-studies of the past several years, and it is a testament to their ability to apply the principles they teach their students.
* Not only was the self-study of exceptionally high quality, but the format was extremely professional and visually appealing. While many departments have submitted self-studies with outstanding content over the years, this was easily the one with the most professional, engaging format. Well done!
* Students who take courses in the program benefit from award-winning, experienced, accomplished faculty. The Review Team was impressed with the number of teaching awards that have been earned by faculty in the department, with their engagement in education and community organizations outside of Sinclair, and with their connections to business and industry. Faculty in the department are also heavily engaged in proposal and implementation of grants that enhance their students’ learning experiences and options for professional growth, such as the ODHE Innovations Grant: Competency Based Education, Building an Academic Pathway for the Aerial Sensing Data Analyst (National Science Foundation), Collaboration of Midwest Professional for Logistics Engineering Technology Education Project, Walmart Brighter Futures Retail Management Certificate, and others. The level of engagement of faculty in the department display is remarkable.
* Making connections is crucial to success in the world of business management, and the department does an outstanding job of modeling this for their students, maintaining close relationships with local businesses that serve to provide an important source of information on how to better prepare its student for employment, as well as providing enhanced opportunities for employment when students complete the programs the department offers. Internship experiences have been an increasingly important component of programs in the department. The department has a strong Advisory Board, and has been intentional in working to increase its involvement in providing input and guidance in student learning experiences. An excellent example of this was the development of the Digital Marketing degree and certificates, which had its genesis in discussions with the Advisory Committee.
* With regards to connections with local businesses and the community, the department merits particular praise for their service learning work with Gem City Market, the League of Women Voters, the Boonshoft Museum of Discovery, and other small businesses and non-profit organizations. Not only does this give students in the department valuable on-the-job experience, it also builds and strengthens these community connections that are so important to keeping the department’s curricula fresh, current, and relevant. These service learning arrangements require extra time on the part of the faculty, but they provide valuable services to local organizations while providing valuable experience for our students, and the department deserves particular commendation for embracing this approach to learning.
* Another important connection the department has made is with Academic Advising, establishing a collaborative relationship that benefits students greatly. More departments across campus should follow this department’s example of inviting a representative from Advising to department meetings and student events, and of the tight connections with Advising it has developed.
* Special mention should be made of the department’s key role in Sinclair’s Advanced Job Training (AJT) initiative. While education always has the potential to change lives, this is especially true for those who are incarcerated, and the Review Team wishes to express its admiration for the way this department has embraced and supported the AJT program.
* The Review Team was especially impressed at the number of learning modalities that the department employs in offering options to its students. In addition to traditional and online offerings, the department offers a large number of Flexpace sections, CCP and Tech Prep offerings, and offers Prior Learning Assessment (PLA) opportunities for its students. The department has been an active participant in the 15 Months to Your Future with the Completion Office and was an early adopter of the Flexpace format. The variety of offerings that the department oversees provides students multiple avenues to achieve their educational goals, and is indicative of the department’s exemplary commitment to helping its students succeed.
* The department deserves praise for the development of Open Educational Resources (OERs) in four of its courses. There are few things that have such a direct impact on the cost of attendance at Sinclair as the elimination of textbook costs, and the department deserves a great deal of credit for the time and effort it has invested in these cost-saving resources it provides to students. Financial challenges are a significant barrier to completion for many of our students, and OERs are one of the most promising approaches to removing some of these barriers.
* Remarkable growth has been achieved by the department in terms of the number of degrees and certificates awarded and in terms of increase of course success rates in the past ten years, fueled in part by the department’s involvement with the AJT initiative. What the department has accomplished in terms of increased completion is phenomenal, and translates into increased funding to the college, but more importantly also translates into more opportunities and a better life for students who complete these credentials.
* The Review Team was impressed by the level of standardization that the department achieved in its exams, assignments, and class activities. This provides increased opportunities for aggregation of data across sections, and provides an excellent structure for on-boarding new adjuncts who have not taught courses before.
* The goals that the department described at the end of the self-study were directly tied to the weaknesses that were identified as part of the SWOT analysis – it was impressive to see how the department had used the SWOT analysis as a meaningful exercise to guide its goals for the next five years. It was one of many indications that the department had taken the self-study process seriously as an opportunity to identify both where it currently excels and where improvements could be made. The most important aspect of the Program Review process is not the reporting out to the Review Team, the Dean’s office, or the Provost’s Office – where the process becomes most meaningful is in the self-examination, self-reflection, and ultimately self-determination that the department engages in as part of the process, and in this regard the department did an outstanding job of taking advantage of what the Program Review process is designed to be.
* Particular mention should be made of the Digital Marketing degree and certificates that the department has developed in recent years. These offerings demonstrate a commitment to keeping current and offering its students cutting-edge skills that have emerged in the industry, and also provide evidence of the department’s close connection to local industry, in that the genesis of these offerings to some extent sprang from discussions with Advisory Board. In addition, the department should be commended for the work it has done to revise curriculum in Digital Marketing courses to meet the needs of other departments that have begun utilizing these courses in their programs.
* The spirit of collaboration this department exhibits is highly commendable – this department has a reputation for being one that “plays nice with others,” and their openness to working with other units on campus, and willingness to meet their needs, merits special praise.

**Recommendations:**

* When departments at Sinclair possess specialized expertise that could benefit other departments, that expertise should be shared with the campus community. The exceptional levels of teamwork found in this department and high level of organizational functioning are due in part to the professional experience and specialized knowledge that faculty in the department have in their field, and as experts in Management are well positioned to share that knowledge with other departments across campus. The department is strongly encouraged to utilize Center for Teaching and Learning offerings, Fall Faculty Professional Development Day workshops, and other venues to share their knowledge of how to effectively manage a department with other units across campus. The discipline knowledge that faculty in this department possess really helps the department function well – this knowledge should be shared with other academic departments.
* During the meeting with the Review Team, concerns were expressed regarding the selection and credentialing of AJT instructors in the department. The department should work with the Provost’s Office to address these concerns.
* The phenomenal increase in success rates was impressive to the Review Team, but there was some concern that the generally high rates of success in AJT sections may make it difficult to discern success rate trends among other groups of students the department serves. The department is encouraged to disaggregate and monitor trends in success among different groups of students in its courses (traditional, AJT, CCP, etc.) to be able to effectively determine whether there are specific groups where changes might be appropriate. As part of this effort, success rates in both lower and upper level courses should be examined separately.
* Succession planning was discussed somewhat during the meeting the Review Team, as the department anticipates some key retirements in the coming years. The department should develop a document that describes the anticipated personnel changes in the next few years to the extent currently possible, and that lays out the evidence of need for replacement faculty as retirements occur. The Review Team feels that there would be value in a discussion of specific changes that will occur in the coming years, and compilation of evidence supporting the need for faculty to replace those who retire.
* It was noted that the Business and Public Service Division is currently having each of its departments prepare a five year plan. In conjunction with this effort, the department is strongly encouraged to develop a specific, concise mission statement.
* The department did a nice job of providing assessment data it had collected and analyzed for General Education outcomes. In addition to these efforts, the department is encouraged to identify where the General Education outcome rubrics could be deployed in its courses, and then implement their use. The Division Assessment Coordinator and the Chair of the Assessment Committee can serve as valuable resources in these efforts, and the department should not be shy in enlisting their help.

**Overall Assessment of the Department’s Progress and Goals:**

Sinclair is fortunate to have such a high-quality, high-functioning Management Department. It was clear from the self-study that the goals that had been set in the last Program Review five years ago had been prioritized and addressed. The department did an impressive job of connecting its goals for the next five years to the weaknesses identified in the SWOT analysis, and it appears that the department has a very clear view of what it needs to do in the coming years to meet the need of its students.

This is a department of experienced, dedicated, dynamic faculty who are well-connected to local business and civic organizations, that has its finger on the pulse of trends in the field, and that takes steps to anticipate those trends. The Digital Marketing program offerings are just one example of the department’s awareness of where the field is going and what it needs to do to prepare its students for employment. Through AJT and CCP offerings, the department has experienced remarkable growth in enrollment and substantial increases in course success and completion, and may need to consider how best to manage future growth. The department appears to do an outstanding job of anticipating changes in the field and proactively addressing them, and hopefully will continue to do so in the years to come.

**Institutional or Resource Barriers to the Department’s Ability to Accomplish Its Goals, if any:**

* The department’s full-time/part-time ratio was discussed in the meeting with the Review Team, and this is an area currently under review by several other departments at Sinclair. The Review Team recommended that the department explicitly address succession planning, and this is a factor that should be discussed as part of that effort.
* The department raised the issue of loss of the RFID lab, and how the lack of dedicated space made faculty often feel that they were not a priority in scheduling. In some cases courses were not scheduled into the PC classrooms that were necessary. Backfill strategy at Sinclair will soon be developed in earnest, and the department will want to be able to document its needs, and then work with the Division dean to ensure that those needs are incorporated into the backfill strategy as it is developed.
* Many departments at Sinclair struggle with tracking graduates. Sinclair’s Office of Research, Analytics, and Reporting can provide valuable data on employment of graduates using Ohio Department of Jobs and Family Services data – departments at Sinclair may want to reach out to RAR to determine how best to take advantage of this data in determining whether their students are finding employment. Given that response rates on surveys tend to be uniformly low, for many departments this is probably the best source of data for discovering where our students are finding employment.