



To: Marketing Chair and Faculty

From: Doris Geide-Stevenson, Interim Dean

Re: Dean's response to the Marketing Program Review

Date: June 19, 2023

I would like to thank the MKTG faculty and chair, as well as the program review team for conducting a thorough program review. I will embed my comments into the departmental responses below.

Specific recommendations:

1. Revisit the mission / vision of the program as it aligns with the Goddard School (GSBE) mission

Once a permanent Dean is hired, the Goddard School will undergo strategic visioning to include revising its mission, and the program will be able to build on that to develop a mission that aligns with the GSBE. In the meantime, program faculty will be working ahead of this process as they continue to work to constitute an advisory board (additional information below).

Dean's Response: With the Interim Dean appointment through June 30, 2025, the program cannot wait for a permanent dean to undergo strategic visioning. The GSBE currently has a flexible strategic planning framework that can guide the program. Indeed, the AACSB peer review team urges the GSBE to create a strategic planning framework that transcends leadership changes. "Work related to the strategic priorities and initiatives should permeate all levels of the School, strengthening its immunity (at the macro level) from multiple administrative changes. In addition, the strategic plan should be clearly linked to GSBE's mission, and protocols for allocation of resources." The marketing program should take the AACSB recommendation to heart and should start their strategic work immediately. In fact, it is essential to have a strategic vision for the program when hiring a tenure-track faculty member (as planned for the upcoming hiring cycle).

2. Add a diversity learning outcome to program student learning outcomes

Marketing program faculty have already begun to discuss the revision of student learning objectives for the program, in an effort to streamline and update them. In addition to diversity awareness student outcomes measured by the AACSB at the college level, program faculty will specifically examine the opportunity to include



diversity awareness and appreciation language in relevant areas, for example when discussing the market segmentation student learning outcome

Dean's Response: I concur with the departmental response.

3. Update assessment of student learning outcomes to include specific tools that align with student learning outcomes rather than using class grades as an assessment

As noted above, program faculty are in the process of revising student learning outcomes, and recognize the opportunity to restructure assurance of learning measures at the program level. Although the assurance of learning activities necessary to support AACSB accreditation standards are robust, they do not pertain to Marketing program student outcomes. We are grateful to the reviewers for specific suggestions regarding how we might implement updated measures that align with updated student learning outcomes.

Dean's Response: I concur with the departmental response and will discuss a specific timeline for the work on 2. and 3. with the program faculty.

4. Exit survey - require exit surveys for all graduating Marketing program students

Dean's Response: This is an issue for the entire GSBE. The GSBE needs to improve on gathering exit survey data (including career placement data). This will be a college-level initiative for AY 23-24. The goal is to establish regular exit surveys for all GSBE graduates. This data needs to inform our next accreditation cycle.

5. Market the Marketing program

Again, we are grateful for reviewers' specific suggestions regarding how we might bring visibility to the program to increase recruitment to the Marketing degrees we offer. The GSBE has had turnover in our college's marketing manager position, and as the new marketing manager gets traction in her position, we anticipate that we will be able to draw on her expertise in these efforts. The GSBE is also beginning a new Goddard Ambassadors program in Fall of 2023, and one of the main purposes of this program is to utilize existing students to provide marketing support to our academic programs. The department chair has been in touch with the Goddard Ambassador program's founding member to determine the best ways to begin connecting this resource to the program starting in Fall 2023

Dean's Response: I concur with the departmental response.



6. Consistency in Courses

While reviewers noted the high quality scope of content in Marketing program courses, they also noted that there wasn't a uniformity of class objectives and assessments across the Marketing Concepts and Practices course, a foundational course that is currently taught by multiple instructors including some full time faculty and some adjuncts. This is also something that program faculty have been aware of and are working to improve. Program faculty will meet to discuss expectations for content and rigor in this course, and will have follow-on meetings that include adjuncts who teach the course, in order to ensure consistency. In addition, program faculty are mindful of the need to balance academic freedom, rigor and preparing students for their follow-on marketing courses.

Dean's Response: The program may be able to fold this discussion into the strategic visioning for the program.

7. Advisory Board

Dean's Response: The marketing program may be able to connect to potential advisory board members via our career services director and through members of the GSBE advisory board. Constituting an advisory board by the end of the AY 2023-24 should be a doable goal for the program. Ideally advisory board members are involved in some aspects of strategic visioning.

8. Marketing Club and AMA Chapter

Historically, it has been difficult for the GSBE to maintain student membership in clubs across disciplines, and the Marketing Club is no exception. Many student clubs, including the Marketing Club, are beginning efforts to reboot post-COVID, and program faculty recognize that connecting the club to the AMA (American Marketing Association) would provide additional benefits that might help attract and retain student membership in the club.

Dean's Response: Improved connections to marketing professionals (e.g. advisory board) might provide an opportunity to invigorate the marketing club by connecting students to mentors who are active in the profession.

9. Interdisciplinary Minor and Workshops

During the program review, students expressed an interest in an interdisciplinary minor that includes more technical courses that would provide skills for students in areas such as graphic design and app development. In addition, reviewers suggested connecting Marketing program students to on-campus marketing entities at the University. We'll address these concerns in the order presented. We currently have activities in our courses (e.g., Digital Marketing, Promotion Management) that



directly link students to organizations where they can use skills-based marketing activities in support of various local and national non-profit organizations. Students also earn professional certifications in several marketing courses. One area of opportunity may be to leverage the positive relationship that the program has with the Communications department, to partner in creating micro-credentials tied to skills development. Also, the marketing department recently received approval for a Marketing minor which can be added to any major. Finally, we note that many marketing faculty currently serve on BIS committees in which students blend marketing with two other disciplines to create a major that fits their interests. Marketing students have worked with the Athletics Department on events and sponsorship programs, and there is an opportunity to strengthen this relationship. Students have also interned with the GSBE marketing manager's office, and the hiring of a new marketing manager presents an opportunity for us to revisit that partnership as well. Program faculty meet regularly as a group and will be discussing ways to connect students to other entities on campus to foster these opportunities for more hands-on marketing experience for our students.

Dean's Response: Apart from course-based activities that link students to organizations (highlighted in the department response), it may be useful to think of more programmatic ways to create interdisciplinary programs and link to organizations. This may be achieved by creating 'designer' BIS degrees. I encourage the program to explore bundling a marketing minor with other areas (e.g. graphic design, technical writing, app development). A great resource in this respect is the Assistant Director for Interdisciplinary Programs Dr. Alvaro La Parra Perez who is house within the GSBE.

10. Hire Women and Diverse Faculty

Hiring for diversity has been a focus across the department, and our most recent search for a tenure-track Marketing faculty member concluded with a diverse hire. We will continue to utilize the resources we have to work toward increasing diversity in our hires in the Marketing program area

Dean's Response: I concur with the departmental response.

General comments: The marketing program has made very good use of the additional tenure-track position that was filled this academic year (22-23). To keep up the momentum within the program it is essential that the GSBE replace the position that is vacated by Jesse King. Without this resource the department will not be able to engage in strategic visioning, expanding connections to external stakeholders, and building more interdisciplinary programs. I encourage the program to utilize GSBE resources where available and to create a timeline for achieving the goals outlined in their response to the program review team.