

MENDOZA EXCHANGE

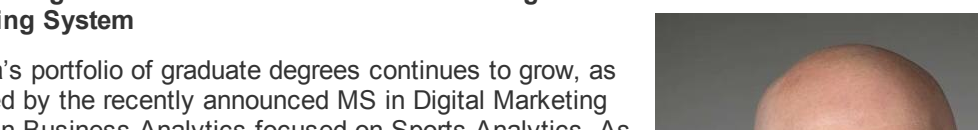
News & info for faculty and staff at Mendoza College of Business

FROM THE DEAN'S DESK

APRIL 18, 2022

Guest column: Ken Kelley

MBA 70435-01 International Management



Restructuring Mendoza's Graduate Course Labeling and Numbering System

Mendoza's portfolio of graduate degrees continues to grow, as evidenced by the recently announced MS in Digital Marketing and MS in Business Analytics focused on Sports Analytics. As more programs have been added or expanded, the graduate course labeling and numbering system broke down. Therefore, we set out to revise the system in a way that better serves students, faculty, and staff by clarifying and simplifying the management, reporting, and tracking of Mendoza graduate course offerings.

We had four goals in mind when creating this new system:

- (1) Map courses to the primary program they serve and do so in a visible way using course prefixes;
- (2) Identify the academic department responsible for the course;
- (3) Eliminate as many (unnecessary) cross lists as possible; and
- (4) Do not break anything!

The new system will help us better understand and plan the level of faculty and space resources that are devoted to operating each of our programs. This is something that is not generally possible with the way our current system is designed and thus, it requires manual processing and our own internal reports that do not align with the University's systems.

By mapping each course to the primary program it serves and the academic department responsible for the course, it immediately allows various stakeholders to see who is responsible for the course, what program it serves, if a student is eligible to take the course and so on. In the spirit of our matrix structure for graduate programs, consider each program as a vertical and the departmental course coverage as a horizontal. Departments need to allocate limited faculty resources across programs in a way that aligns with faculty expertise and program needs. There also needs to be classrooms available for the course to be offered, of course. With the new system, we can easily look across the verticals by department or across the horizontals by program.

We started this process by reviewing the entire catalog of graduate courses and reimagining the way courses could map to academic departments and programs. This led to restructuring Mendoza's course data elements (i.e., attributes) to align with the Registrar's system and processes, which utilizes a hierarchy of (only) four levels: college, division, department, and subject code (or what we often call the prefix). (If we designed their system, by the way, we would also include location, modality, and program.)

Mendoza's historical usage of "Course Department" and "Course Prefix" has not been consistent because the College often "thinks" in terms of programs, and we had legacy organizational structures that were used as the department attribute, yet they were not actually academic departments. Rather, these organizational structures held their portfolio of courses from across our academic departments. Thus, "departmental reporting" was not accurate with regard to our academic departments because of the way in which the attributes were codified in the system.

For example, consider the legacy organizational unit of "Executive Education." All academic departments provide courses to that legacy organizational unit and thus it was codified in the Registrar's system as "department." This meant that, for example, University reporting did not allow for courses by academic department overall or within any of the programs in Executive Education. Further, because multiple programs were nested within this organizational unit (e.g., EMBA-Chicago, EMBA-South Bend, MSF-Chicago, MSBA-Chicago) all of these were codified as a single department; the organizational units conflated information about our actual departments, namely the five academic departments.

However, we have now modified many of the course numbers to use the Registrar's system while also making it easy to identify the program a course serves. For example, in the old system, a 70000 ACCT course that ended in "1" would map to the MSA program, yet those that end in "0" would map to the MBA. Now, MSA courses will have their own course prefix and so will MBA courses, for example. All programs will now have their own unique prefix. However, departmental prefixes will be used for the undergraduate program and Ph.D. courses. Further, the academic department responsible for the course will be codified in the attribute "department" rather than our legacy organization structures currently used.

Starting in Summer 2022 and going forward, all courses in the Mendoza College of Business will belong to one of the following "departments":

- Accountancy
- Finance
- IT, Analytics, and Operations
- Management & Organization
- Marketing
- Business Ethics and Society

Which will function like a department, or the following three options to codify courses that do not fit into the above:

- Career Development
- Business Administration Undergraduate
- Non-Departmental Graduate Business

Note that the first five course departments above are our academic departments. The sixth is the new Business Ethics and Society Program, which will function similarly to an academic department. The latter three are for career courses or program-specific activities codified as courses (e.g., Interterm). Cross-departmental programs (e.g., MBA, MSM, EMNA, MNA, etc.) will have a bit of intelligence built into the course numbering system where the third digit will identify the department (ACCT = 1, FIN = 2, ITAO = 3, MGT0 = 4, and MARK = 5).

Revamping our graduate course catalog was no easy feat. To successfully complete this project, more than 200 new course creation forms were submitted and processed by many members of our faculty and staff teams. The changes to course prefixes also require several updates to student-facing documentation as well as updated systems coding in tools like GPS.

For playing a crucial role in the implementation of this project, I want to thank the assistant department chairs **Wendy Angst, Jen Waddell, Joe Cherian, Jamie O'Brien and Jason Reed**; new M&O assistant department chair **Jen Cronin**; **Morgan McCoy, Carmen Quinn, Christopher Hillak and Jennifer Ransbottom** from the Facilities & Program Operations Team; **Ashley Heberling and Bailey Smith** from the Administrative Support Team; and **Rochelle Jones** from the Office of the Registrar.

I realize that this was not the most exciting Exchange column! However, this change affects many parts of our organization. Rest assured, though, that these changes help us in a multitude of ways.

Sincerely,

Ken Kelley
Senior Associate Dean for Faculty
Research and Edward F. Sorin Society Professor of IT, Analytics, and Operations

CALENDAR

[Check the calendar for upcoming event details.](#) Contact mendozabusiness@nd.edu for event posting access.

UPCOMING

APRIL 20-23

IDEA Week

View all of the sessions [here](#).

IDEA Week is an innovation festival hosting business, technology, and entertainment events to provide entrepreneurs, students, and attendees with the practical knowledge, creative inspiration, and social foundation they need to innovate within their own careers, studies, and communities. Events include the McCloskey New Venture Competition, lectures and workshops and Food Trucks & Meet-Ups. (Registration required for some events.)

APRIL 22

Ten Years Hence: Paving a Way for the Space Revolution

10:40 a.m.; online ([more info](#))

Eric Thomas, mission manager for New Shepard, Blue Origin, is a former submarine officer and Notre Dame MBA. He studied nuclear physics and was commissioned in the US Navy at Miami University. The majority of his naval career was spent leading sailors onboard ballistic missile submarines in the Pacific where he served as reactor officer and then operations manager for a nuclear submarine. ([registration required](#))

APRIL 27

University Faculty/Staff for Life (UFL) Spring Mass and Picnic

5:15 p.m.; Basilica of the Sacred Heart and South Quad

You are invited to the end-of-year respect life Mass and picnic. The event begins at 5:15 p.m. with Mass in the Basilica followed by a grill-out on South Quad. Families are welcome, and the picnic features bounce houses and games set up for children.

APRIL 28

Visiting Chef Series: Rick Bayless

2 p.m.; Jordan Auditorium, Mendoza College of Business

Legendary chef Rick Bayless will present an "Inside the Actors Studio" style lecture and interview entitled Wellness and Sustainability: The Future of the Restaurant Industry. The first 100 attendees will receive a signed cookbook. Chef Bayless will take a few questions and personalize cookbooks after the lecture (open to all). A cooking demo will be held prior to the lecture at 12:30 p.m. in the North Dining Hall (meal purchase required).

REMINDER FOR MENDOZA GRAD PROGRAMS

Earlier this spring, the Office of the Registrar adjusted the academic calendar to observe Martin Luther King Jr. Day as a University holiday with no classes. As a result of this change in the calendar, adjustments were also made to the undergraduate course schedule for the last week of April. While Mendoza Graduate Programs observed Martin Luther King Jr. Day with the rest of the University, **classes will meet as originally scheduled during the week of April 25 - 28.** Please refer to program-specific Student Portals for academic calendars.

DIVERSITY, EQUITY & INCLUSION

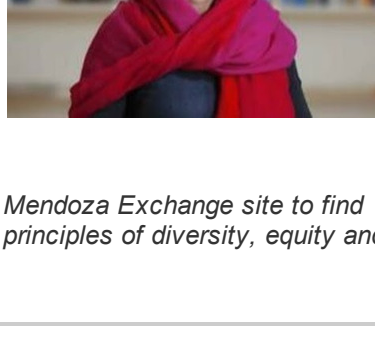
Submissions welcome! Click [here](#) or email mendozabusiness@nd.edu.

UPCOMING DE&I EVENTS

Lean In, Or Fall Out? Women Leaders in a Male-Dominated Workplace

Friday, April 22; 11 a.m.; Carey Auditorium, Hesburgh Library ([more info](#))

The Department of Economics is sponsoring a lecture in honor of the 50th anniversary of undergraduate women at Notre Dame. Rohini Pande is the Henry J. Heinz II Professor of Economics and director of the Economic Growth Center at Yale University, and her talk draws from her recent work on strengthening women's economic and political opportunities.



Visit the [Mendoza diversity, equity & inclusion resource portal](#) on the Mendoza Exchange site to find events, articles, workshops, videos and more to help you live out the principles of diversity, equity and inclusion both in the workplace and the classroom.

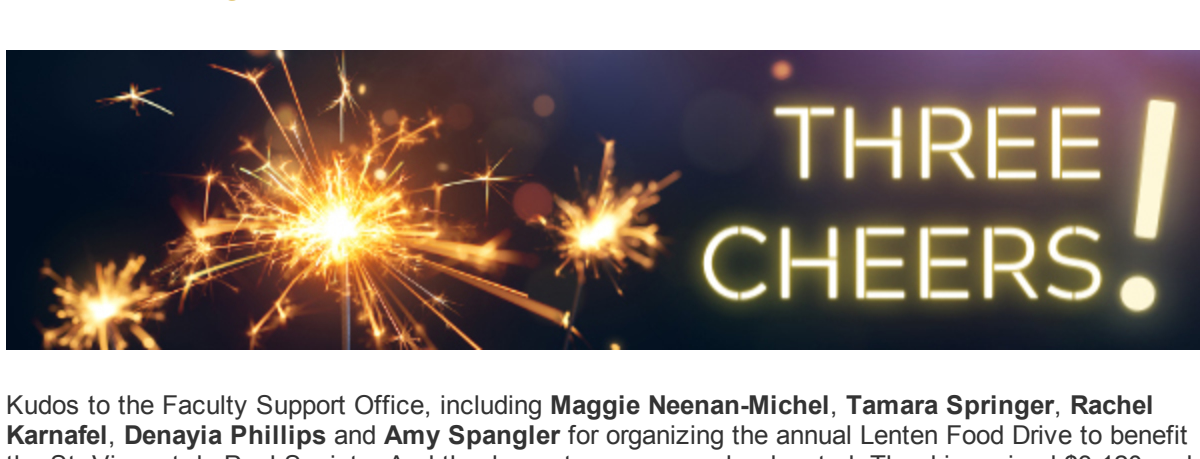
FAC/STAFF UPDATES & INFO

Submissions welcome! Click [here](#) or email mendozabusiness@nd.edu.

CAREER

- [Facilities Administrator](#) (closes April 19)
- [BOTFLS Managing Program Director](#) (closes April 28)
- [MSF Admissions Assistant Director](#) (closes April 28)

THREE CHEERS



Kudos to the Faculty Support Office, including **Maggie Neenan-Michel, Tamara Springer, Rachel Karnafel, Denayia Phillips** and **Amy Spangler** for organizing the annual Lenten Food Drive to benefit the St. Vincent de Paul Society. And thank you to everyone who donated. The drive raised \$3,120 and 42 boxes of food.



PUBLISHED & PRESENTED

John Costello, Marketing, "Get Your Science Out of Here: When Does Invoking Science in the Marketing of Consumer Products Backfire?" *Journal of Consumer Research* (accepted).

IN THE NEWS

For more stories and news, visit mendoza.nd.edu/new-events.

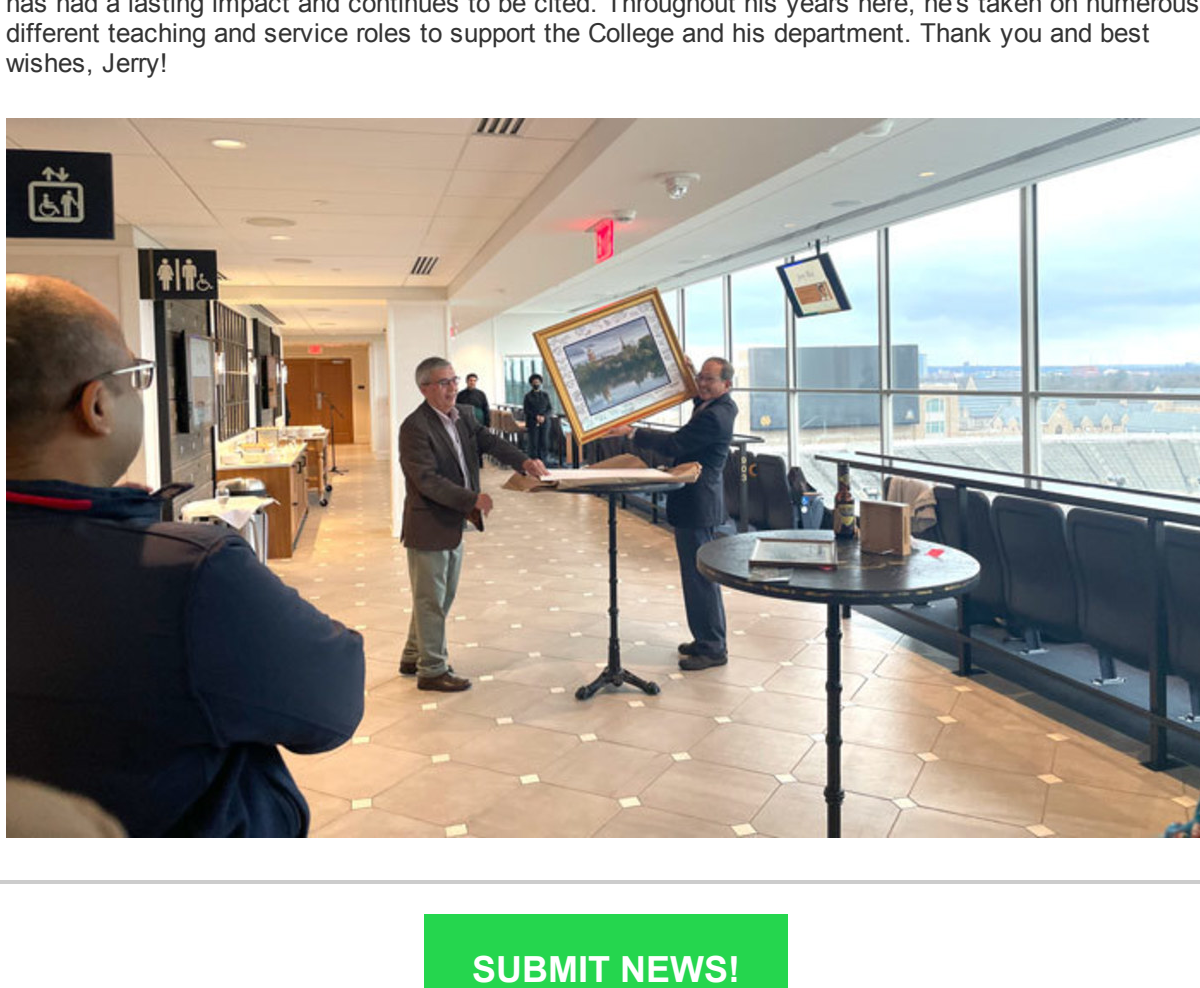
Catholic News Service interviewed ITAO's **Kirsten Martin** about the privacy concerns associated with popular prayer apps: [Prayer apps are popular, but users are cautioned to review privacy policies](#).

M&O's **Tim Hubbard** was mentioned in the CNBC story, [Here are six restaurant chains with new leaders](#). Tim talked about the trend of CEOs of top restaurant chains joining the "Great Resignation."

Rich Sheehan, professor of finance emeritus, discussed how weather plays a role in MLB ticket prices in this FOX Weather Channel interview: [Are MLB ballpark prices a hit with baseball fans?](#)

CONGRATULATIONS

Congratulations to ITAO's **Jerry Wei**, who retires in June after 35 years at Mendoza! Jerry's research has had a lasting impact and continues to be cited. Throughout his years here, he's taken on numerous different teaching and service roles to support the College and his department. Thank you and best wishes, Jerry!



SUBMIT NEWS!



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