

VOLUME X

COLLEGE OF BUSINESS ADMINISTRATION

LONG RANGE PLANS

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DEPARTMENT OF FINANCE

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TEXAS TECHNOLOGICAL COLLEGE

SCHOOL OF BUSINESS ADMINISTRATION

LUBBOCK, TEXAS 79409

DEPARTMENT OF FINANCE

To: Dr. Grover E. Murray, President, Texas Technological College

From: Dr. Robert L. Rouse, Chairman, Department of Finance

In order to assist in the development of medium and long-range plans for the University, and as requested in your letter of 15 February 1968, this report from the Department of Finance will be composed of three parts. The first part will include a brief of historical data. Part two will present the current status of the Department. Part three will represent our best estimate of the goals and objectives of the Department as we see them five and ten years from now. Each part will be supplemented by statistical data and/or projections as considered necessary and desirable for a fuller, more complete explanation.

C O P Y

TEXAS TECHNOLOGICAL COLLEGE

Lubbock, Texas

Office of the President

February 15, 1968

TO: All Department Chairmen and Heads

FROM: Grover E. Murray

You are hereby requested to develop and to have in my hands by September 1, 1968, medium and long-range plans for your individual departments.

The plans should include five and ten year projections, should include statements of your intended goals five and ten years hence, and should cover anticipated enrollments, faculty and staff requirements, undergraduate and graduate programs, research, extension and adult or continuing educational activities, space requirements, equipment, and other facilities and the best possible estimates for operating budgets needed to accomplish the stated goals.

In order to insure a consistent and more readily usable format, you are requested to prepare final drafts of your reports in the following arrangement:

1. A brief historical summary of the origin and development of the department, including numbers of undergraduate and graduate degrees awarded through 1967. The statement should include, if available, a listing of the instructional staff holding the rank of assistant professor or higher since the inception of the department, a listing of the publications by members of the department since its beginning, a summary tabulation of enrollment for the past ten years, a summary tabulation of the departmental budget, including salaries, M.E.&T., and so on, for the same period, and any other information judged by you to be germane to the overall problem.
2. Summary statement of current departmental status including enrollment by undergraduate classes and the graduate academic levels, ranks and numbers of faculty and their compensation, total space available to the department,

All Department Chairmen and Heads
February 15, 1968
Page Two

research activities, extension or adult educational activities, and a summary of the total budget for the department broken into the various operating categories.

3. A statement of the objectives and goals of the department for five to ten years hence. This statement should be supplemented by statistical information and projections and should cover the same categories of personnel, space needs, activities, personnel requirements, and so on as listed in Item 2.

The final report should represent a coordinated effort by the entire department and should clearly emphasize those areas and activities which the department believes can best insure the development of real quality in its future programs and achievements.

Four copies of the final report should be submitted, with graphical and illustrative material included in an appendix.

We believe these studies will provide not only a data bank for present actions and future planning, but will also constitute a ready source of information for institutional studies of a great variety.

Your assistance in the development of this information for our use in long-range planning is very much appreciated.

cc: All Vice President
All Deans
Directors of Activities on Campus

Part I

Historical Summary

The Department of Finance, within the School of Business Administration, came into existence in 1942. In the beginning finance subjects were taught by faculty members which were included in the Department of Accounting. In essence the two departments were operating as one department. This administrative combination was maintained until 1958 when a separate department of Finance was formed. At the time of its formation, the Chairman of the Department of Economics was also appointed in the dual capacity of Chairman of the Department of Finance. Dr. Robert L. Rouse, who has been the Chairman of both departments since that time, continues to administer and teach in both fields. On the occasion of the formation of the Department of Finance, the fields of Finance and Business Law were moved from the Department of Accounting and placed in the newly formed department. This administrative arrangement has continued to be in existence until the present time.

The instructional staff for the Department of Finance was previously drawn from the faculty members teaching in the Department of Accounting. Originally these faculty members taught in both academic fields as the teaching load required.

Currently the Department of Finance is staffed by eleven full-time faculty members with the rank of Assistant Professor or above, which includes the Chairman who retains his dual position. Appendix I-A is a current listing of the faculty members within the Department, by professorial rank and their academic field, and date of

joining the Department. Enclosures 1 through 11 to Appendix 1-A are data sheets for each of the faculty members currently in the Department of Finance. The data sheets contain, inter alia, a list of their personal publications. Appendix 1-B is a listing of all known former faculty members of the Department. Vita sheets are not available for most former faculty members.

Degrees Awarded

The first undergraduate degree with a major in finance was awarded in 1948. There was only one degree from the Department of Finance in that year. From this meager beginning the increase in the number of degrees has been fantastic, whether in absolute or relative terms. In the June 1967 commencement, 108 undergraduate degrees were awarded.

The first graduate degree with a major in finance was awarded in 1961. In each of the years 1965 and 1967 a total of 8 graduate degrees were awarded, with 9 being awarded in 1966.

Appendix I-C is a tabular listing of the total number of degrees with majors in finance awarded from 1948 through 1967.

The same information as listed in Appendix I-C is presented pictorially in enclosure number 1 thereto, for the years 1955 to 1967. Enclosure number 2 presents the data in a slightly different perspective in that it is plotted on semi-log paper to more appropriately show that the number of graduates is not only increasing, but also at an increasing rate.

Enrollment for the Past Ten Years

Enrollment in the Department of Finance has grown dramatically in the past ten years. Undergraduate enrollment in 1967 was approximately 400% of the number of students enrolled in 1957. During this same period of time graduate student enrollment increased from 1 to a peak of over 40. Included in the list of graduate students are seven DBA candidates. In 1967 graduate and undergraduate enrollment combined amounted to more than 415% of the 1957 total enrollment.

A complete breakdown by year for both graduate and undergraduate students is contained in Appendix I-D. Enclosure 1 to Appendix I-D presents a graphic portrayal of the absolute growth of enrollment for graduate, undergraduate and total enrollment. The rate of growth of enrollment is even more dramatically portrayed in enclosure 2 to Appendix I-D by a plotting of the enrollment data on semi-log paper. The overall rate of growth is shown to have been reasonably constant for the entire period.

Departmental Budget

The budget for the Department covering the past ten years is shown in Appendix I-E, and includes ME & T, salaries for full-time faculty members, summer salaries, and part-time salaries for teaching assistants and part-time instructors.

Faculty-Student Ratios

A tabular presentation of the student-faculty ratios for the Department of Finance is compared to the ratios of the School of

Business Administration and the entire College is shown on Appendix I-F. This same information is shown graphically in enclosure 1 to Appendix I-F in order to present more clearly the disproportionate teaching load carried by faculty members of this Department, which is approximately 50% higher than for the entire College.

Part II

Current Status

The Department of Finance is currently composed of eleven full-time faculty members of the professorial rank of assistant professor or higher, one full-time instructor, eight part-time instructors and five teaching assistants. A listing of these faculty members and their compensation is contained in Appendix II-A.

Recent Enrollment

During the academic year 1967-1968 a total of 5,054 students received instruction from members of the Department in 34 different courses. A total of 5,054 students were enrolled in the academic year plus two summer sessions as follows:

	Total	Lower	Upper	Grad.
Fall 1967	2369 students	401	1814	154
Spring 1968	2001 students	89	1778	134
First Summer 1968	384 students	28	303	53
Second Summer 1968	300 students	0	292	8

A complete breakdown of the number of students taking each course, by term, is shown in Appendix II-B.

Space Availability

In June 1968 the records of the Office of Institutional Studies and Space Utilization indicated that classroom space of 5,480 sq. ft., and office space of 2,860 sq. ft. had been allotted to the Department of Finance.

Research Activities

Vita sheets on each faculty member are included as enclosures 1 through 11 to Appendix I-A. Past research activities have resulted in articles published in academic journals and industry publications as shown in the Vita sheets.

One research project for \$4133 is currently in progress. Funds have been requested for an additional five projects in the amount of \$9400. These projects are to be funded by Special State Appropriated Research Funds. Six out of eleven members of the Department of Finance have research projects either in progress or planned for the current year. Additional research proposals for Regular State Appropriated Research Funds for the academic year 1969-1970 will be submitted prior to 15 January 1969. A listing of the research proposals to be funded by State Appropriated Research Funds is contained in Appendix II-C.

Current Budget

The total budget for the Department of Finance for the academic year 1968-1969 is \$188,294, authorized. Full-time salaries amount to \$139,175; part-time instructors salaries, \$21,775; compensation for teaching assistants amounts to \$12,000; compensation for student assistants, \$3,616; and \$8,128 for ME & T. The additional \$3,600 has been authorized for teaching assistant positions that have not been filled.

Part III

Objectives and Goals of the Department

General Statement - The goals of the finance department should include that of becoming the best department in this region in the next five years and one of the top ten departments in the nation in the next ten years. Recognition should be given to building a balanced department with strengths in the great majority of fields in finance. In addition, the department should be in the vanguard in developing new courses, programs, and in public service and research areas of emphasis. The outline below is a suggested program to accomplish these goals.

A. Five years

1. Undergraduate Program

- a. Continue present areas of emphasis with repeated attention to keeping curriculum updated,
- b. Expand offerings with additional course in international finance in conjunction with growing emphasis on international business.
- c. Commence area of study in public financial administration.
- d. Experiment with alternative teaching techniques - large classes, TV, Simulation, etc.

2. Graduate Program

- a. Continue expansion in DBA program towards goal of 8-10 entering students each year by Fall 1973. This

program will be limited by the number of faculty members who are authorized to direct dissertations.

- b. Begin planning for a Ph.D. in Finance. Primary emphasis in this degree is on greater specialization in the area of finance.
- c. Expand course offerings at graduate level in preparation for fields of graduate study. Possible fields (each containing at least two courses) include:
 - (1) Financial Administration - Business
 - (2) Financial Administration - Public
 - (3) Banking and Monetary Policy
 - (4) Financial Institutions
 - (5) Financial Thought
 - (6) International Finance
 - (7) Insurance
 - (8) Financial Analysis (including computer applications in Finance)
 - (9) Investments
- d. Expand research activities of department
 - (1) Explore areas of possible research in ICASALS program (see Finance Department report to ICASALS).
 - (2) Explore areas in which research is being solicited by both public and private agencies. Efforts should be made to obtain as many research grants as possible from these agencies.

- (3) Investigate the possibilities of interdisciplinary research.

Areas suggesting possibilities include:

- (a) Park Administration - Research on methods-public and private-of financing recreational activities.
 - (b) Public Administration - Financial Administration for public bodies. Particular emphasis might be spent on financial problems of urban areas. Another suggested area of research is the applicability of principles of private financial administration to public agencies.
 - (c) Economics - research on financial problems of under-developed countries,
- (4) Promote, in conjunction with other departments in the School of Business Administration the establishment of a Bureau of Business Research.
- (5) In order to improve the quality of instruction, permit sufficient time to direct doctoral dissertations and master's theses, and to encourage research and writing, it is the goal of the department to reduce the teaching load to six hours per faculty member.
- e. Solicit funds to establish two or more endowed chairs in Finance.

The following advantages should be a result:

- (1) Provide a focus for the department on research in finance.
- (2) Provide a definite public service for industry and financial institutions in Texas.
- (3) Add to the image of Texas Tech as a school at which to study finance.

f. Greatly expand public services of Department of Finance.

- (1) Start emphasis on continuing education functions of department.
 - (a) Expand conferences to banks, real estate groups, financial institutions, insurance groups and similar agencies.
 - (b) Offer at least two night courses a year primarily as a continuing education function.
Investments, Security Markets, and Commodity Markets are suggestions.
- (2) Utilize television station for public service.
One suggestion would be a series of programs on Personal Finance. Perhaps programs could be developed in Spanish for Latin American Groups.
- (3) Explore possible services which could be rendered in poverty program such as program mentioned immediately above.

- g. Emphasize the abilities of members of the department to provide expert consulting service. Emphasize team consulting by members of the department. Strive to build image of department as containing a reservoir of consultants available nationally as well as regionally.
- h. Contribute to the scholarly advancement of the discipline of finance.
 - (1) Hold annual symposium to which nation-wide leaders in the field of finance are invited.
 - (2) Published proceedings of above might lead to development of a publication devoted to finance.
 - (3) Bring to the campus twice each year a consultant for the Department of Finance.
 - (4) Hold monthly seminars within the department for academic stimulation and encouragement of research and publication.

B. Ten years

- 1. Continue implementation of program suggested as desirable to be accomplished during the next five years.
- 2. Major emphasis should be in completely phasing in a Ph.D. program in Finance, the operation of the symposium, and other aspects of the program not developed in the first five years.

Needs of the Department

1. Faculty and Staff requirements - the outlined program suggests the need of additional faculty members trained in at least two new areas - public financial administration and international finance. In addition expansion of other activities would suggest the need (over and above the staff for next year) of one additional man in Real Estate and Insurance, two additional people in banking and financial institutions and one additional person in Business Finance and Investments. Additional people needed would depend upon enrollment.
2. Space requirements - no additional space requirements are envisaged in view of the availability of the new building.
3. Equipment needs - equipment need would include calculation equipment plus feasible installation to use computer facilities on campus.
4. An estimate for the operating budget needed to accomplish these goals would depend upon other projections.

Other Proposals

Active consideration is being given to the needs for service area courses concerning law for disciplines outside of the law school, and the location of such courses. Proposals covering this suggestion and others for course additions, revisions and expansions have been proposed and are being considered.

Future Enrollment

In the fiscal year 1 September 1967 to 31 August 1968, approximately 5,054 students were taught various finance subjects as shown in Appendix II-B. Of this total, about 10% were lower division, 83% upper division and 7% graduate students. It appears as though future growth of the University will be in the upper division and in the graduate program. Since a large majority of all course offerings in Finance are upper division or higher, the growth of the Department of Finance enrollment should parallel that of the upper division and graduate program students.

For the 10-year period from 1957 to 1967, enrollment for the undergraduate programs grew at a compound annual rate of slightly less than 15%. The nine-year growth of the graduate program using 1958 - 1959 as the base and eliminating consideration of the single student in 1957 in order to be conservative and not leave a misleading impression, was a compound annual rate of almost 22%. On a combined basis the annual growth rate has been over 15%. Enrollment growth rates for the most recent 5-year period have shown that enrollment growth has been only slightly less for the undergraduate program at 13%, but the growth rate of approximately 32% for graduate students is a significant increase for the last four years.

It would appear entirely reasonable to project undergraduate enrollment growth at an 8% annual rate indicating a slowing of the overall growth. On the assumption that about 83% of the undergraduates are in the upper division and projecting enrollment for this group at a 8% rate, the enrollment is expected to be about 790 by

1973 and 1165 by 1978. These projections further assume no growth in the lower division student enrollment.

The growth rates for graduate students has increased in recent years. Assuming that the recent annual growth rate of 32% cannot be maintained indefinitely, it would appear reasonable to project five-year enrollment at 14% and ten-year enrollment at 10%. These rates of enrollment growth indicate that approximately 88 graduate students will be enrolled in finance courses in 1973 and 115 in 1978.

Projections for total enrollment for the Department would be a sum of the separate divisions and amount to about 978 in 1973 and 1380 in 1978. It should be recognized that these projections are minimum expectation based on rates of growth lower than actually experienced. This projection is shown graphically in Appendix III-A.

A recap of the enrollment projections appears as follows:

	Lower Division	Upper Division	Graduate	Total
In 5 years	100	790	88	978
In 10 years	100	1,165	115	1,380

Classroom Space

On the assumption that the classroom space previously assigned to the Department is adequate, the expectation is that approximately 8,800 sq. ft. of classroom space will be required in 5 years and about 12,400 sq. ft. in 10 years. This is a very conservative estimate in view of the fact that the graduate program with its smaller class sizes is growing faster than the undergraduate program in which relatively large classes are normal. In view of the anticipated

completion of the new building for the School of Business Administration, no space problem is expected within the foreseeable future.

Office Space

Office space, like classroom space, is not expected to be a problem within the near future in view of the expected completion of the new building for the School of Business Administration.

On the basis of the size of the offices in the new building and the projection of enrollment and full-time faculty members, it is estimated that additional office space for full-time faculty members should be 635 sq. ft. (5 offices) by the year 1973 and a total of 1270 sq. ft. (10 offices) by 1978. In providing office space for part-time instructors, it is assumed that two will be placed in each regular sized office. On this basis 127 sq. ft. of office space would be needed for part-time instructors within the 5-year period and a total of 762 sq. ft. within the 10-year period. The total additional office space requirement for the 5-year period is estimated at 762 sq. ft. and 2,032 sq. ft. for the 10-year period.

A graphic presentation of the full-time faculty members needed for the projected enrollment is included in Appendix III-A,

Projected Budget

The budget 5 and 10 years hence is predicted on an increase of 5 full-time faculty members within the first 5 years and a total of 10 for the 10-year period; an addition of 2 part-time instructors for the 5-year projection and 12 for the 10-year projection; the teaching

assistants are expected to increase nominally from the present 5 to 8 in 5 years and 12 in the 10-year period. It is further assumed that salaries for all will follow the inflationary tendency and therefore increase three to four percent as a minimum and possibly as much as five percent over the full period. Assuming a minimum of 3% and a maximum of 5%, the Departmental budget is expected to total approximately as follows:

Projected Budget (Assuming 3% inflation)

	<u>ME & T</u>	<u>Full-Time Salaries</u>	<u>Part-Time Salaries</u>	<u>Teaching & Student Assistants</u>	<u>Totals</u>
Current Budget	\$ 8,128	\$139,175	\$ 21,775	\$ 19,216	\$188,294
5-Year Budget, (1973)	13,200	233,850	31,680	30,640	309,370
10-Year Budget, (1978)	19,600	357,000	72,640	48,240	497,480

Projected Budget (Assuming 5% inflation)

	<u>ME & T</u>	<u>Full-Time Salaries</u>	<u>Part-Time Salaries</u>	<u>Teaching & Student Assistants</u>	<u>Totals</u>
Current Budget	\$ 8,128	\$139,175	\$ 21,775	\$ 19,216	\$188,294
5-Year Budget, (1973)	14,500	258,000	34,250	33,520	340,270
10-Year Budget, (1978)	23,700	431,500	87,640	58,260	601,100

Appendices

Appendix I-A

Professors

Dr. George W. Berry - Finance, 1960
Dr. Oswald D. Bowlin - Finance, 1965
Mr. Charles E. Dale - Business Law, 1956
Dr. George G. Heather - Finance, 1958
Dr. Robert L. Rouse - Finance, 1950

Associate Professors

Mr. Burl M. Abel - Finance, 1955
Dr. William P. Dukes - Finance, 1968
Dr. Charles E. Wade - Finance, 1965

Assistant Professors

Mr. Kenneth Hance, Business Law, 1968
Dr. Elick N. Maledon Jr. - Finance, 1968
Mr. Jerome Schuetzeberg - Business Law, 1968

Name: Burl Monroe Abel

Date of Birth: February 4, 1908 at

Education: M.B.A. Oklahoma University 1931
B.S. Oklahoma University 1929

Academic Experience:

Associate Professor, Texas Technological College, Department
of Finance, 1955-
Dean, San Angelo College, 1951-55
Dean, Multnomash College, Portland, Oregon, 1950-51
Teaching Fellow, University of Washington-Seattle, 1949-50
Associate Professor, Oklahoma College for Women, 1944-49
Head of B.A., Superintendent, Draughon's Business University,
Oklahoma City, Oklahoma, 1941-44
Dean, Wetumka Junior College, Oklahoma, 1935-37

Business or Industrial Experience:

Assistant to Auditor of Construction Division, Oklahoma Gas and
Electric Company, Oklahoma City, Oklahoma, 1937-39
Life Underwriter, Equitable Life Assurance Society of U. S., 1940

Other Academic and Professional Duties:

A. University Committees
Honors Council, Business Administration
Tenure and Privilege Committee, 1967-68, Chairman
Texas Tech Federal Credit Union, President for nine years
Faculty Welfare Committee, Insurance Advisor
Faculty Advisory Committee, three years

Research:

"Fringe Benefits for College Faculty," 1960-61, part of research
published in the Journal of Insurance, February 1959
Faculty Research Fellowship recipient, Massachusetts Mutual Life
Insurance Company, 1962
Faculty Research Fellowship recipient, New England Mutual Life
Insurance Company, 1966

Publications:

Study Manual for Property Insurance 1964-67, by Tech Press,
mimeographed
Article on "Conservation of Orphaned Policyholders' Protection-
Early Lapse Rate Study," National Underwriters, November 1966
"Internships in Life Insurance," National Underwriters, January 1961
"National Internships for College Seniors," Bests News, September
1960.
"Workbook for Property Insurance," 1965.

Membership in Honorary and Professional Societies:

Phi Alpha Kappa, 1960
Beta Gamma Sigma, 1959
Society of Chartered Life Underwriters, 1960-61
National Association of Life Underwriters, 1960-61
T.A.C.T.
American Association of Teachers of Insurance

Honors:

C.L.U. Teacher of the Year in 1960
Listed in Who's Who in Southwest Jr. College Administrators, 1965

Community Service:

Kiwanis Club member for 22 years
Member South Plains Underwriter Association
Educational director of Lubbock Chartered Life Underwriters' Assoc.
First Baptist Church activities: Deacon, Men's Sunday school teacher,
Chairman of insurance committee for church properties

Name: George William Berry

Date of Birth: February 25, 1935 at Lubbock, Texas

Department: Finance

Education: Ph.D., University of Texas, 1961
 M.B.A., University of Texas, 1956
 B.B.A., University of Texas, 1956
 Attended San Angelo College, 1952-53

Academic Experience:

Professor, School of Business Administration, Texas Technological College, Lubbock, Texas 1967-
 Associate Professor, Texas Technological College, 1963-67
 Assistant Professor, Texas Technological College, 1960-63
 Part-time Instructor, Texas Technological College, 1958-59

Other Academic and Professional Duties:

A. University Committees - 1962-68
 Scholarship Committee, 1962-66
 Faculty Committee (Self Study) 1963-64
 Faculty Advisory Committee, 1966-date
 Credit Committee on Credit Union, Chairman, 1965-67
 Board of Directors of the Faculty Club, 1967-date

School of Business Administration Committees:
 Faculty Research, 1964-date
 Data Processing, Chairman, 1963-date
 Honors Council, 1963-65
 Undergraduate Curriculum, 1965-67
 Building Committee, 1964-date
 Physical Facilities Committee, 1964-date
 Department of Finance Self Study for ICASALS
 Chairman, 1966
 Graduate Advisor for Department of Finance, 1963-date

Publications:

Books

The Investment Aspects of the Single Premium Life Policy (Austin, Texas: A-Tex) 60 pp.

Technical Reports
(Sole Author)

Current Economic Conditions of Maverick County, Texas, Uvalde Federal Savings and Loan Association, (September, 1966), 53 pp.

A Feasibility Study of the Establishment of a State Bank in Midland, Texas, (December, 1963), First State Bank of Midland, 27 pp.

A Report of the Feasibility of Establishing a Branch Office in San Antonio, Texas, Alamo Savings and Loan Association, (March, 1965) 45 pp.

A Study of Current Economic Conditions of Fayette County, Texas, Professional Advisory Services (September, 1965), 39 pp.

A Study of the Economic Feasibility of a Savings and Loan Association in Weslaco, Texas, Professional Advisory Services, (February, 1963), 35 pp.

Recent Mortgage Lending Trends in Lubbock County, Texas, Briercroft Savings and Loan Association, (1962), 62 pp.

Technical Reports
(Co-Author)

A Study of Area Banks' Budget, Income, and Expense Control Activities, Business Research Associates, Lubbock, Texas, (March, 1967).

A Study of the Economic Feasibility for a National Bank in Northeast Amarillo, Great Plains National Bank, Amarillo, Texas (February, 1964), with Robert D. Amason, Ph.D., John A. Ryan, Ph.D., and John Wittman, Jr., Ph.D.).

A Report Concerning the Feasibility of the Establishment of an Industrial Bank and Trust of Lubbock, Texas, Professional Advisory Services, (October, 1963), with Robert D. Amason.

Report on Current Economic Conditions, Environmental Factors and Characteristics of Hale County and Plainview, Texas, Professional Advisory Services, (June, 1963), with Robert D. Amason.

Articles

"Factors Determining New Residential Construction" Texas Landsman, Austin, Texas, (July, 1967).

"Cole National Corporation", Bankers Monthly, Rand McNally Corp., New York, (September, 1967).

Articles Submitted

"Arid and Semi-Arid Lands: The Site for New Cities", Land Economics, with Charles H. Wade.

"The Advantages of Departmental Self-Study", Collegiate News and Views, with other members of the department.

"Periphiral Lands Use Analysis", Texas Landsman.

Membership in Honorary and Professional Societies:

Alpha Kappa Psi

Phi Alpha Kappa

Phi Kappa Phi

American Finance Association

American Economic Association

Southern Economic Association

Southwestern Finance Association

Southwestern Social Science Association

American Association of University Professors

Name: Oswald D. Bowlin

Date of Birth: October 8, 1928 at Amarillo, Texas

Department: Finance

Education: Ph.D., University of Illinois, 1959
 M.S., The Agricultural and Mechanical University of Texas,
 1954
 B.A., The Agricultural and Mechanical University of Texas,
 1951

Academic Experience:

Professor of Finance, Texas Technological College, 1965-Present
 Associate Professor of Business Administration, Kansas State
 University, 1961-65
 Assistant Professor of Finance, The Pennsylvania State University,
 1958-61
 Research Consultant, Bureau of Economic and Business Research,
 Temple University, Summer 1959
 Teaching Assistant in Economics and Finance, University of
 Illinois, 1954-58
 Teaching Assistant in Economics, the Agricultural and Mechanical
 University of Texas

Research:

A. Master's Thesis - "Peacetime Fiscal Policy Recommendations
 of the Committee for Economic Development"

Doctoral Dissertation - "Factors Affecting Equity Financing
 of Large American Industrial Corporations, 1946-56"

B. Research Projects in Progress

1. "A Change in the Rate of Interest and the Modigliani-
 Miller Theory of the Value of the Firm."
2. "A Comparative Study of the Utility of Marginal Cost
 of Capital, and Stock Value Models in Making Capital
 Budgeting Decisions"
3. "A Study of the Effect of the Element of Control on the
 Financing Decision"

Membership in Honorary and Professional Societies:

American Economic Association
 American Finance Association
 Alpha Kappa Psi Business Fraternity
 Omicron Delta Epsilon

Name: Charles Edwin Dale

Date of Birth:

Department: Finance and Business Law

Education: B.A., Texas Technological College, 1948
J.D. (Juris Doctor), Baylor University, School of Law, 1950

Academic Experience:

Professor, Department of Finance and Business Law, Texas
Technological College, 1965-
Associate Professor, Texas Technological College, 1960-64
Assistant Professor, Texas Technological College, 1956-59

Publications and Research:

"The Law Library of Baylor University", Law Library Journal,
49 (1956); 31
Texas Labor Laws for the Small Employer, Stonington, Connecticut:
Stonington Publishing Company, 1960, 32 pp. (with W.G. Cain).
"Law Is Ancient as Bible", The Texas Techsan, XV, October 1964,
page 22.

Unpublished Manuscripts:

"Mine and Thine" (History of the Concepts of Property)
"Academic Freedom"
"Marriage"
"Legal Relations Between Colleges and Students"
"He Puts Himself Upon the Country"

Membership in Honorary and Professional Societies:

Texas Bar Association, Licensed to practice law in Texas
Phi Kappa Phi
Beta Gamma Sigma
Delta Sigma Pi
Phi Alpha Delta (Law)

Name: William Park Dukes

Date of Birth: July 20, 1920 at

Department: Finance

Education: Ph.D., Cornell University, 1968
M.B.A., University of Michigan, 1958
B.S., University of Maryland, 1953
Attended Jefferson College, 1938-41

Military Schools:

Officer's Training, 1941-42
Amphibious Warfare School, 1946-47
Command and Staff College, 1953-54
Management Seminar on Labor Negotiation, 1963
Other minor schools of a few weeks duration.

Academic Experience:

Associate Professor of Finance, Texas Technological College, 1968-
Professor of Naval Science, Cornell University, 1964-67
Part-time Instructor, East Carolina College, 1961-64
Instructor, Military, 1947-49

Military Experience:

Controller, Marine Corps Base, Camp Lejeune, N.C., Preparation and
execution of Base budget exceeding \$50 million.
Head, Procurement Section, Headquarters, U.S. Marine Corps.,
Coordinated, participated in the preparation and execution of
budgets exceeding \$200 million. Assisted in the justification
of budgets through all levels of review including the appropri-
ation Sub-Committees of both, the House of Representatives, and
the Senate.

Other Positions:

Commanding Officer of 1st Infantry Training Regiment
Commanding Officer of various sized military combat units
Staff positions in personnel, operations, and logistics of
various levels of command.
As Equipment Board Representative I visited and maintained
contact with various business concerns in regard to testing,
evaluating and procurement matters. Visited and maintained
contact with other military and government agencies in
regard to material requirements, the justification and
procurement of the services needs.

Research:

- A. Doctoral Dissertation: Corporate Reorganization Under the Chandler Act - Application of the Absolute Priority Rule
- B. Research Projects
Valuation of the Business Enterprise in Corporate Reorganization
Debt and the Drug Industry

Membership in Honorary and Professional Societies:

Beta Gamma Sigma
Phi Kappa Phi

Academic Recognition:

Honors of High Distinction granted with M.B.A. at the University of Michigan.

Community Service:

Member Rotary Club, 1964-66
North East Civic Association, 1964-66
Chairman, Camp Lejeune School Board, 1963-64
Parent Teachers Association, 1958-66
Bren Mar Park Civic Association, 1958-61
Jacksonville Chamber of Commerce, Military Affairs Committee, 1962-64
Jacksonville USO Committee, 1962-63
President, Marine Federal Credit Union, 1963-64
Member Masonic Order, 1941-68
DeMolay and Boy Scout prior to age 21.

Name: Kent Ronald Hance

Date of Birth:

Education:

B.B.A., Texas Technological College, 1965
L.L.B., University of Texas, 1968

Academic Experience:

Assistant Professor, Texas Technological College, 1968-

Membership in Honorary and Professional Societies:

Phi Alpha Kappa

Name: George Gail Heather

Date of Birth: May 9, 1917 at La Plata, Missouri

Department: Finance

Education: Ph.D., State University of Iowa, 1946
 M.A., State University of Iowa, 1942
 B.A., Southwest Missouri State College, 1938
 Attended Northeast Missouri State College

Academic Experience:

Professor of Finance, Texas Technological College, 1968-
 Dean, School of Business Administration, Texas Technological
 College, 1950-68
 Also served as Professor of Marketing and Economics as
 the need arose.
 Also served as Director of the College Evening Program
 1950-55.
 Head, Department of Commerce, Florida State University,
 Tallahassee, Florida, September 1947 through December 1949
 Director of Curriculum and Association Professor of Economics,
 College of Business Administration, University of Denver,
 Denver, Colorado, September 1946 through August 1947.
 Assistant Professor of Economics and Business Administration,
 Ft. Hays Kansas State College, Hays, Kansas, January 1946
 through August 1946.
 Instructor, Colleges of Commerce and Education, the State
 University of Iowa, Iowa City, Iowa, September 1942
 through August 1946.
 Taught business subjects, Ritenour High School, St. Louis,
 Missouri, March 1939-June 1942.
 Taught business subjects and coached, High School, Cincinnati,
 Iowa, September 1938-March 1939.
 Previously worked for Kroger, A & P, and other lesser known
 firms in Missouri and California.

Publications:

"Commerce." Wartime Redirection in Secondary Education. University
 of Iowa Publication New Series No. 1274, (October 31, 1942), pp. 52-56.
A Wartime Program in the Business Department. State University of
 Iowa, May 15, 1943. 36 p.
 "Teamwork in Education for Business," Modern Business Education,
 Spring, 1950, pp. 11-14, 23, 24.
 "Don't Let's Cry Wolf . . . but," Texas Retail Credit News, March,
 1945, pp. 5-7.
 "Coming of Age." West Texas Business Report, January 1958, pp. 4-5.

Publications (Continued):

"Advances Toward Excellence Must Continue." The Texas Techsan,
October 1964, pp. 2-4, 31.

"An Hour with Dean Heather." The Texas Techsan, July 1968, pp. 2-6.

Membership in Honorary and Professional Societies:

Beta Alpha Psi
Beta Gamma Sigma
Alpha Kappa Psi
Pi Omega Pi
Pi Gamma Mu
Phi Alpha Kappa
Sigma Tau Gamma
Southwestern Social Science Association
Southern Economic Association
American Association of Collegiate Schools of Business
Midwest Association of Colleges and Departments of Business
Southern Business Administration Conference
Southwestern Association of Business School Deans and Department
Heads
National Association of State Universities and Land Grant Colleges

Community Service:

Rotary International
Toastmasters International
Lubbock Symphony Orchestra Board of Directors
Lubbock Chamber of Commerce (on Transportation Committee)
Boy Scouts of America
Executive Committee, Longhorn District
Chairman of the Advancement Committee, Longhorn District
Institutional Representative for the neighborhood troop
A. F. & A. M.
President - Parent Teachers Association
Y.M.C.A. financial drive committee

Name: Elick N. Maledon, Jr.

Date of Birth: January 23, 1943 at Longview, Texas

Education: Ph.D., The University of Texas, 1968.
M.B.A., The University of Texas, 1966.
B.B.A., The University of Texas, 1964.

Academic Experience:

Assistant Professor of Finance, Texas Technological College,
1968-
Teaching Associate in Finance, University of Texas, 1967-68
Teaching Assistant in Finance, University of Texas, 1967.
Visiting Lecturer in Finance, University of Tennessee, Summer 1966.
Consultant - Austin, Texas Real Estate Firm, 1968.

Research:

"Toward a Theory of Investment Decision Making," Dissertation,
The University of Texas, 1968, produced by Eastman Kodak
Dissertation Grant.

Publications:

"Overseas Investment and L. B. J.'s Voluntary Balance of Payments
Program," The Marquet Business Review, Fall 1966.

Membership in Honorary and Professional Societies:

Beta Gamma Sigma Scholastic Honorary Fraternity.
Phi Kappa Phi Scholastic Honorary Fraternity.
Sigma Iota Epsilon Honorary Management Fraternity.
Pi Kappa Alpha Social Fraternity - Faculty Advisor, Texas
Technological College.

Honors:

Stephenson Scholarship--University of Texas, 1965.
University of Texas Fellowship, 1966.
University of Texas Fellowship, 1967.
Eastman Kodak Dissertation Grant, 1967-68.
Republic National Bank Trust Seminar, 1965.
Texas Lumberman's Association Seminar, Guest Lecturer for the
University of Texas Division of Extension, 1968.

Name: Robert L. Rouse

Date of Birth: May 24, 1922 at Vinton, Iowa

Departments: Economics and Finance

Education: Ph.D. University of Iowa 1950
M.A. University of Iowa 1949
B.A. Coe College 1943

Academic Experience:

Professor and Chairman - Departments of Economics and Finance
1958 - Texas Technological College
Professor of Economics and Finance 1957-58
Texas Technological College
Associate Professor of Economics and Finance 1952-57
Texas Technological College
Assistant Professor of Economics and Finance 1950-52
Texas Technological College
Instructor of Economics 1948-50
University of Iowa

Other Academic and Professional Duties

- A. University Committees - 1950-68
 - Faculty Advisory Council - Served as Chairman
 - Tenure and Privilege Committee - Served as Chairman
 - Faculty Welfare Committee - Served as Chairman
 - Faculty Library Committee - Served as Chairman
 - Steering Committee - Institutional Self-Study 1960-62
Served as Chairman
 - Faculty Club - Serving as President 1968-69
 - Self-Evaluation Study 1951-52
 - Graduate Council
 - Graduate Review Committee
 - Faculty Research Committee
 - Faculty Athletic Council
 - Student-Fee Allocation Committee
 - Faculty Executive Committee
 - Also numerous School of Business Administration Committees
and departmental committees
- B. Faculty Sponsor
 - Student Council
 - Omicron Delta Epsilon
 - Beta Gamma Sigma (President)
 - Student Chapters of Economics Association and Finance Association

C. Miscellaneous

- Second Vice President and Membership Chairman - Southwestern Finance Association 1967-68
- First Vice President and Program Chairman - Southwestern Finance Association 1968-69
- Chairman of Committee on Retirement, TACT - 1955-59
- Consultant on Education Program and Conferences
- Federal Reserve Bank of Dallas - 1962-64-66-68
- Coordinator - Adult Education Conference on Regional Economics, Mineral Wells, Texas 1956

Research:

- A. Master's Thesis - "Investment Policies of Selected Life Insurance Companies of the U. S. With Respect to Real Estate" - 1940-48
- Doctoral Dissertation - "A Reappraisal of the Stagnation Thesis"
- B. Research Projects
 1. An Economics Study of Gaines, Terry and Yoakum Counties with Dr. Vernon Clover, 1953
 2. Research in Regional Economics for Adult Education Program 1956 - Resulted in mimeographed publications on Readings in Regional Economics
 3. A Study of the Application of Selected Accounting Techniques to Economic Analysis, with Dr. Fred Norwood, 1964 - Results of some aspects delivered in paper at Southwest Social Science Association Meeting in 1965
 4. Consultant on three research projects sponsored by Department of Park Management dealing with the economics impact of a parkway, and the economics impact of urban parks, 1966
 5. Currently engaged in research on the History of Financial Thought

Publications:

- An Economic Study of Gaines, Terry and Yoakum Counties, with Dr. Vernon Clover, 1953
- "Banking Series as Major Economic Industry" West Texas Business Report, April, 1958
- "Banking Summaries", West Texas Business Report, March, April, May 1958
- "Stock Market Image Now Restores", Texas Techsan, October 1964
- "Understanding Those Dow-Jones Averages", Texas Techsan, June 1964
- Book Review on Investment Decisions in Small Businesses, by Martin B. Solomon
- Journal of Finance, March 1964
- "Christian Ethics and the Economic System", Twentieth Century Christian, August 1965
- Currently under contract and completing book entitled The American Economy with Wadsworth Publishing Company

Membership in Honorary and Professional Societies:

Beta Gamma Sigma
 Phi Kappa Phi
 Omicron Delta Epsilon
 American Economics Association
 American Finance Association
 Southwest Social Science Association
 Southwest Finance Association

Honors:

Recipient - Standard Oil Company of Indiana - Distinguished Teaching Award - 1967
 Nominated for Piper Professorship from Texas Technological College - 1965
 Life member of Texas Congress of Parents and Teachers Association Awarded by Maedgen Elementary School P.T.A.
 Honorary member of Lubbock Mortgage Banker's Association
 Winner, local, city, and area speech contests, Toastmaster's International, 1954

Listings:

Who's Who in America
 Who's Who in the South and Southwest
 Who's Who in American Education
 America's Men of Science

Community Service:

Member Board of Directors, Lubbock County Red Cross
 Past President of P.T.A. Maedgen Elementary School
 Member Development Board - Lubbock Christian College
 Elder - University Church of Christ
 Conducted classes over period of years for local Chapters of American Institute of Banking
 Chartered Life Underwriters, and Insurance Institute of America
 Numerous speeches to local, regional, and state meetings of various organizations. Examples would include Texas Water Well Drillers Association, Texas Independent Cotton Ginners Association, Greenbelt Bankers Association, West Texas Chamber of Commerce, etc.
 Numerous consulting contracts with local, regional and state business groups

Name: Jerome Homer Schuetzberg

Date of Birth: June 7, 1938 at Kyle, Texas

Education: L.L.B., University of Texas, 1965
B.S., Texas Technological College, 1962

Academic Experience:

Assistant Professor, Texas Technological College, 1968
Business Law Department.
Practice of civil and criminal law for three years in Texas.

Membership in Honorary and Professional Societies:

Texas State Bar Association
Lubbock County Bar Association
Lubbock County Junior Bar Association
Texas Trial Lawyers Association
Lubbock County Junior Bar Association, Social Chairman

Name: Charles E. Wade

Date of birth: August 28, 1928 at Dallas, Texas

Departments: Finance

Education: Ph.D. University of Oklahoma, 1966
M.B.A. North Texas State University, 1962
B.B.A. Arlington State College, 1961

Academic Experience:

Associate Professor of Finance - Department of Finance at
Texas Technological College, 1966
Assistant Professor of Finance - Department of Finance at
Texas Technological College, 1965-66
Teaching Assistant - University of Oklahoma, 1962-65
Teaching Assistant - North Texas State University, 1961-62

Other Academic and Professional Duties:

- A. University Committees
 - Steering Committee, School of Business Administration
1968-present
 - Faculty Club Board of Governors
 - Scholarship and Awards Committee
 - Faculty Research Committee
 - Departmental Self Study Committee
- B. Faculty Sponsor
 - Alpha Kappa Psi
 - Student Chapter of Finance Association

Research:

- A. Doctoral Dissertation - "The Regulation of Securities in
Oklahoma"

Research Projects

1. Research in Correspondent Banking in West Texas
2. Research in faculty publications at Texas Tech
3. Currently engaged in research in a critical evaluation of
Bank Customer Services
4. Consultant to American Institute of Banking

Publications:

"The Civil Rights Act of 1964 and You," Burroughs Clearing House,
August, 1965
Currently under contract and writing a book on Personal Finance
with MacMillon Publishing Company

Appendix I-B

Former Members

Mr. Paul Anolds-Patron
Mr. Ernest Willis Gibson
Mr. Trent C. Root
Mr. Haskell Taylor
Mr. Jefferson Hooper
Mr. Cederick Mueller
Mr. Don Stevens
Mr. Reed Quilliam
Mr. John Reese
Mr. Norman Weir
Dr. Delmar Hartley
Mr. Deryl Comer
Mr. William Russell
Mr. Robert Wade
Mr. Tom Holleman
Mr. John Duncan

Appendix I-C

Graduate and Undergraduate
The Number of Degrees Awarded Each Year
from 1948 to 1967

<u>Year</u>	<u>Undergraduate</u>	<u>Graduate</u>	<u>Total</u>
1948	1		1
1949	11		11
1950	12		12
1951	23		23
1952	18		18
1953	20		20
1954	18		18
1955	28		28
1956	32		32
1957	47		47
1958	35		35
1959	47		47
1960	43		43
1961	36	1	37
1962	64		64
1963	60	4	64
1964	77	4	81
1965	72	8	80
1966	93	9	102
1967	108	8	116

Appendix I-C
Figure I

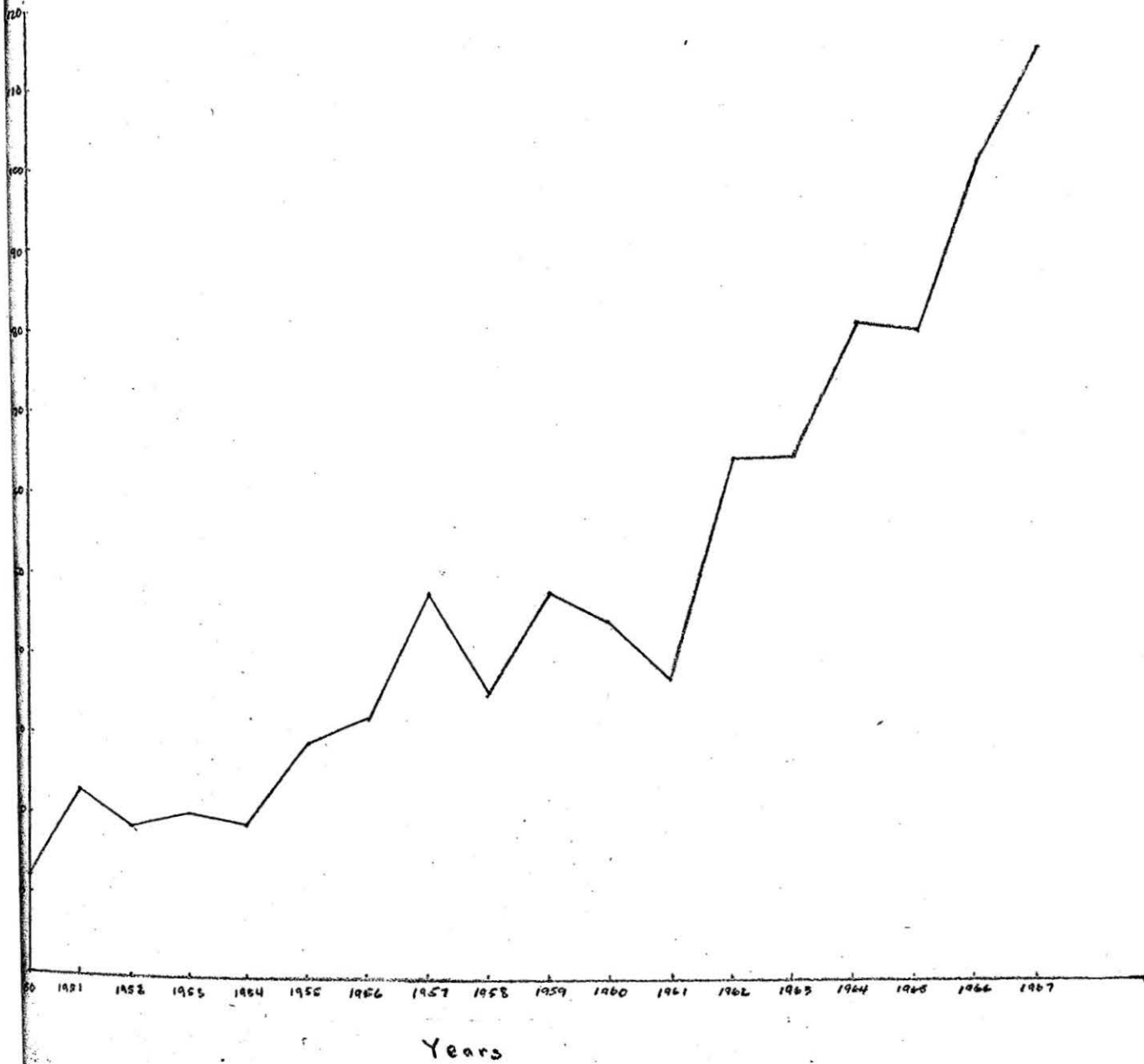
Number of Degrees Granted Annually 1955-1967



Appendix I-C
Figure 2

Total Degrees Awarded Annually 1950-1967

Number of
Students



Appendix I-D

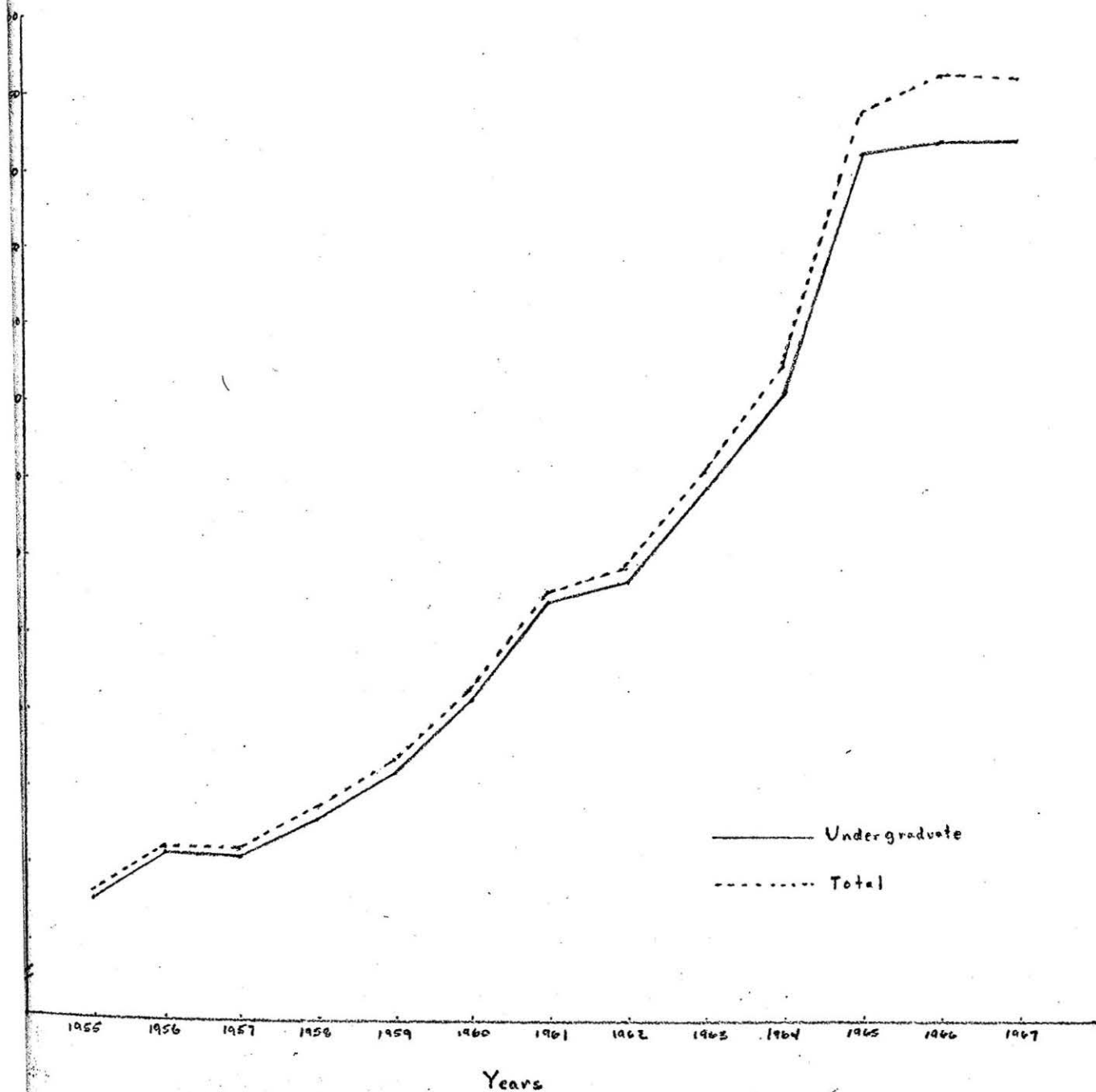
Undergraduate, Graduate and Total Enrollment
Department of Finance, 1957-1967

<u>Year</u>	<u>Undergraduate</u>	<u>Graduate</u>	<u>Total</u>
1957	154	1	155
1958	180	5	185
1959	207	8	215
1960	255	5	260
1961	318	6	324
1962	329	7	336
1963	389	13	402
1964	453	14	467
1965	602	25	627
1966	610	41	651
1967	607	40	647

Appendix I-D
Figure 3

Undergraduate, Graduate, and Total Enrollment
Department of Finance 1955-1967

Number of
Students



Appendix I-E

Finance Department Budget 1957 - 1967

<u>Year</u>	<u>ME & T Annual</u>	<u>Full-Time Salaries</u>	<u>Summer Salaries</u>	<u>Part-Time Salaries</u>	
				<u>Teaching Assistants</u>	<u>Part-Time Instructors</u>
1957-58	\$ 600	\$ 23,225	\$ 5,234	\$ 1,600	\$ 3,000
1958-59	600	28,500	6,550	3,400	4,400
1959-60	1,300	19,700	6,925	3,500	3,975
1960-61	1,375	27,900	6,364	3,400	5,075
1961-62	3,540	22,100	9,051	5,200	5,425
1962-63	1,830	52,600	9,866	8,000	4,950
1963-64	2,980	64,500	10,816	11,000	5,775
1964-65	3,030	79,850	13,133	11,650	5,100
1965-66	4,425	93,780	13,065	11,550	6,675
1966-67	4,425	130,360	17,694	11,000	6,600

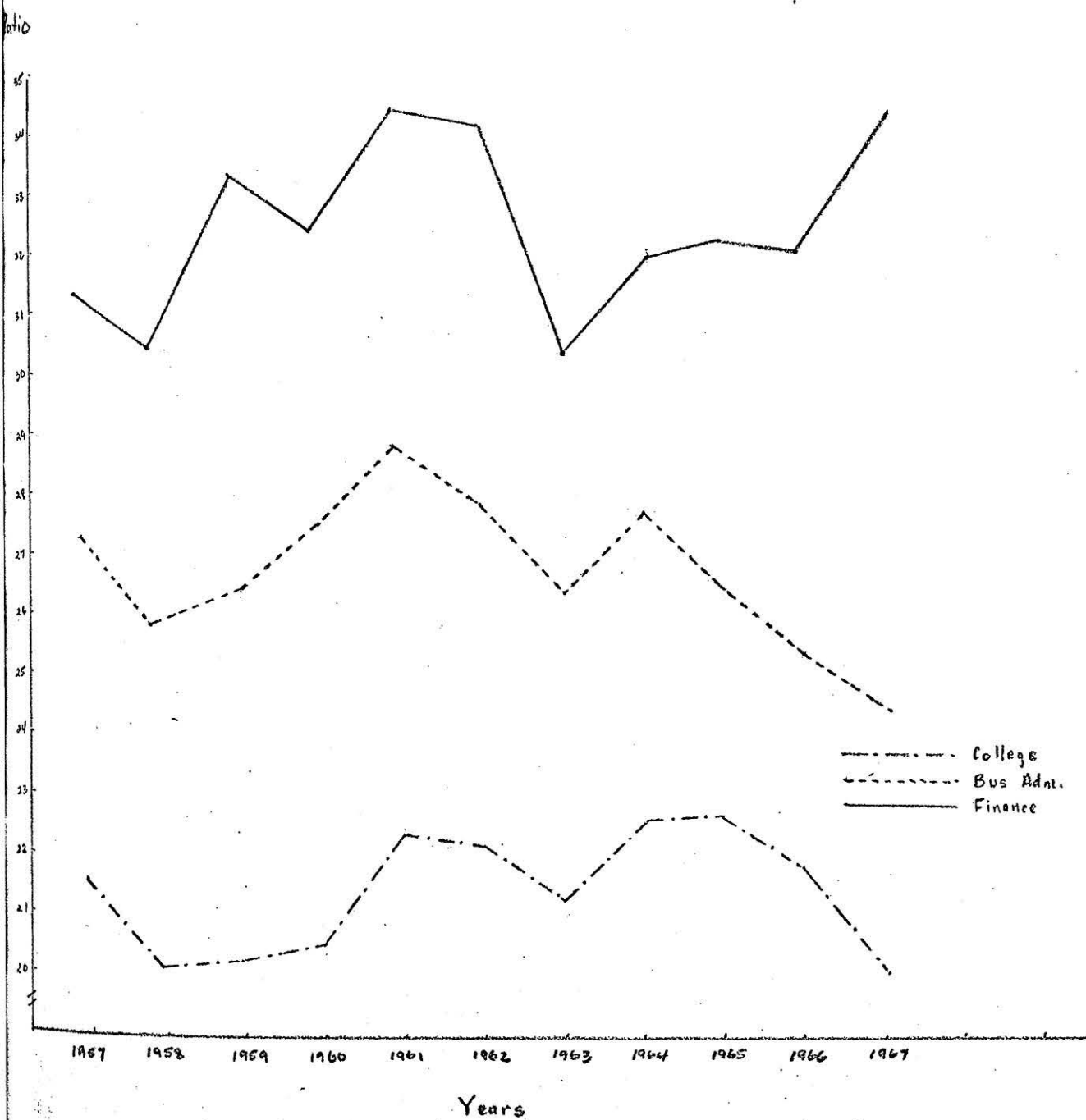
Appendix I-F

Faculty-Student Ratios, 1957 - 1967

<u>Year</u>	<u>Bus. Adm.</u>	<u>College</u>	<u>Finance Dept.</u>
1957	27.23	21.72	31.26
1958	25.83	20.03	30.42
1959	26.37	20.33	33.10
1960	27.51	20.73	32.36
1961	28.83	22.37	34.37
1962	27.84	22.21	34.21
1963	26.62	21.41	30.46
1964	27.85	22.88	32.07
1965	26.76	22.91	32.34
1966	25.45	22.01	32.31
1967	24.60	20.60	34.63

Appendix I-F

A Comparison of the Faculty-Student Ratio
For the Finance Dept., School of Business & All College 1957-1967



Appendix II-A

Faculty Salaries - Academic Year

Professor

R. L. Rouse, Chairman	\$ 19,000 (a)
G. W. Berry	14,700
O. B. Bowlin	17,000
C. E. Dale	13,500
G. G. Heather	18,000
W. R. Quilliam, Jr.	1,875 (b)

Associate Professor

B. M. Abel	\$ 11,000
W. P. Dukes	12,700
C. E. Wade	13,200

Assistant Professor

K. R. Hance	\$ 9,000
J. Schuetzeberg	9,100
E. N. Maledon, Jr.	12,500

Instructor

C. R. McGinnis	\$ 6,600
----------------	----------

Part-Time Instructor

D. Everton	\$ 1,300 (c)
R. B. Irvin	1,800 (c)
A. R. Kagle	3,300 (d)
R. T. King	5,775 (e)
H. R. Shuman	3,000 (d)
L. P. Terrell	2,600 (d)
K. Huggins	3,300 (d)
D. L. Harris	700 (f)

Teaching Assistant

B. E. Gibbs	\$ 2,400 (d)
E. Martin-Moreno	2,400 (d)
J. Oates	2,400 (d)
V. L. Thomas	2,400 (d)
L. L. Tims, Jr.	2,400 (d)

Notes:

- (a) Chairman of Department of Finance and Department of Economics.
The salary is included in the Department of Economics Budget.
- (b) One-fourth time for the 1969 Spring Semester.
- (c) One-fifth time.
- (d) Two-fifths time.
- (e) Four-fifths time.
- (f) One-fifth time for the Spring Semester.

Appendix II-B

Classes Taught in Finance Department, Fall 1967

<u>COURSE</u>		<u>NO. OF STUDENTS</u>
Finance	231	171
Finance	331	348
Finance	333	129
Finance	334	52
Finance	335	147
Finance	338	963
Finance	339	157
Finance	431	81
Finance	432	45
Finance	433	30
Finance	434	66
Finance	435	34
Finance	531	16
Finance	535	18
Finance	630	8
Finance	831	1
Finance	3312	30
Finance	5341	23
Business Administration	5341	51
TOTAL		2,369

Students by Classification
Fall 1967
Finance Department

Lower Division	401
Upper Division	1,814
Graduate	154
Total	2,369

Classes Taught in Finance Department
Spring 1968

<u>COURSE</u>	<u>NO. OF STUDENTS</u>
Finance 231	89
Finance 331	371
Finance 333	45
Finance 334	52
Finance 335	73
Finance 336	54
Finance 4311	22
Finance 433	67
Finance 434	43
Finance 437	11
Finance 438	74
Finance 439	31
Finance 531	11
Finance 5331	16
Finance 5341	20
Finance 5351	48
Finance 536	29
Business Law 3311	39
Business Law 3313	22
Business Law 338	174
Business Law 339	690
Business Law 4311	10
Business Law 5331	10
TOTAL	<u>2,001</u>

Students by Classification
Spring 1968
Finance Department

Lower Division	89
Upper Division	1,778
Graduate Division	<u>134</u>
Total	2,001

Classes Taught in Finance Department
First Summer Session 1968

<u>COURSE</u>	<u>NO. OF STUDENTS</u>
Finance 231	28
Finance 331	115
Finance 333	41
Finance 335	26
Finance 431	36
Finance 531	3
Finance 533	20
Finance 5341	30
Business Law 338	41
Business Law 339	44
Total	<u>384</u>

Students by Classification
First Summer Session 1968

Lower Division	28
Upper Division	303
Graduate Division	<u>53</u>
Total	<u>384</u>

Classes Taught in Finance Department
Second Summer Session 1968

<u>COURSE</u>	<u>NO. OF STUDENTS</u>
Finance 331	134
Finance 433	17
Finance 434	33
Finance 438	21
Finance 531	8
Business Law 338	45
Business Law 339	<u>42</u>
Total	<u>300</u>

Students by Classification
Second Summer Session 1968
Finance Department

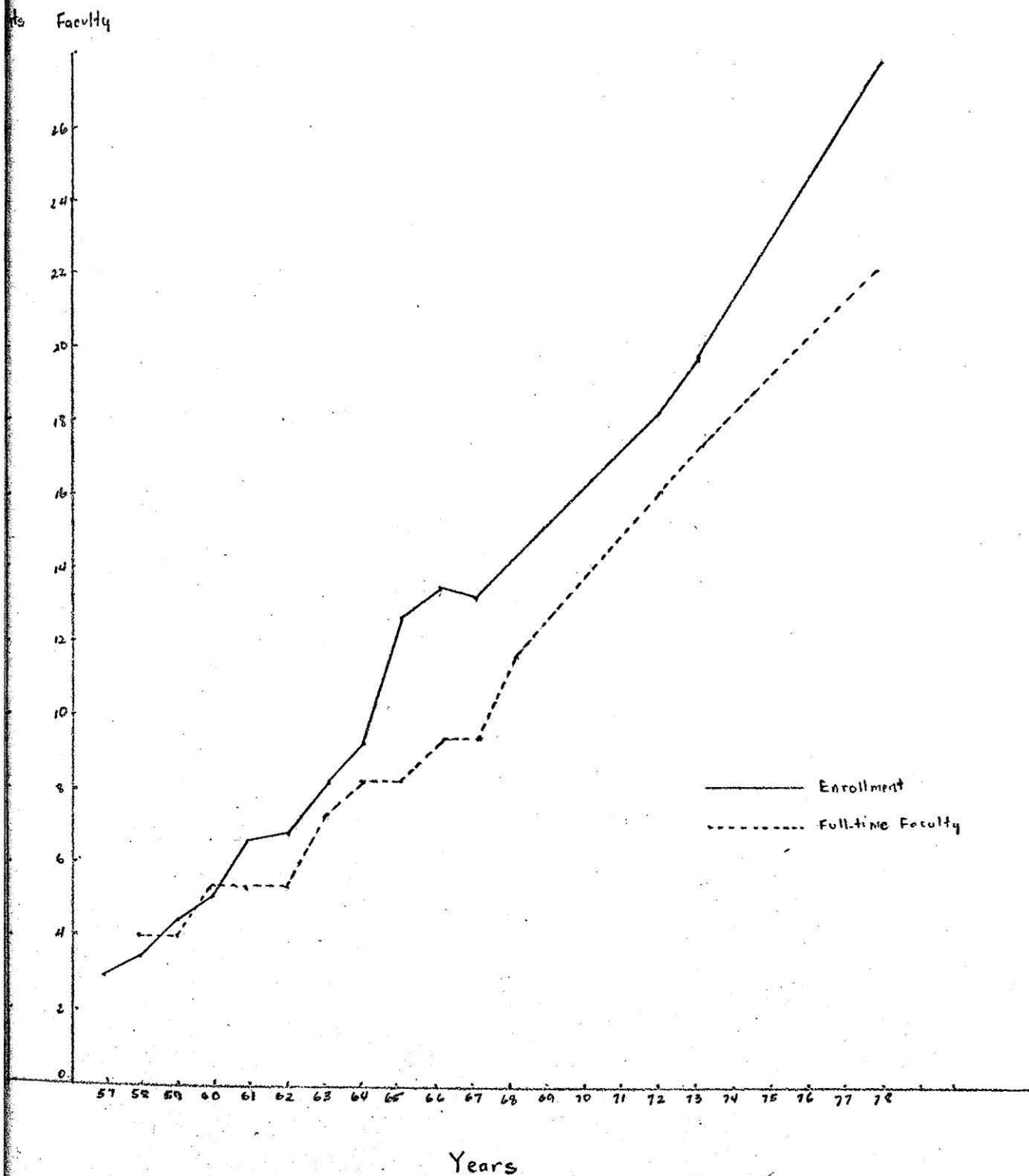
Lower Division	0
Upper Division	292
Graduate Division	<u>8</u>
Total	300

Appendix II-C

Research Projects Funded by State Appropriated Funds

- | | |
|----------|---|
| \$ 4,133 | 1. O. D. Bowlin: A Study of the Effect of the Element of Control on the Financing Decision. |
| \$ 990 | 2. G. W. Berry: Restrictions Upon the Flow of Private Investment Capital from the United States to Australia. |
| \$ 2,155 | 3. R. L. Rouse: An Investigation of the Development of Selected Areas of Micro-Financial Thought. |
| \$ 2,500 | 4. W. P. Dukes: Debt and the Drug Industry. |
| \$ 2,750 | 5. C. E. Wade: A Critical Evaluation of Bank Customer Services. |
| \$ 1,000 | 6. E. N. Maledon, Jr.: Case Research for Use in the Teaching of Corporation Finance. |

Appendix III-A



DEPARTMENT OF MANAGEMENT

M A N A G E M E N T
D E P A R T M E N T A L
R E P O R T

1 D E C E M B E R 1 9 6 8

Chairman's Prologue

This report is submitted as requested by the President of Texas Technological College. As the order of contents indicates, the future-oriented material will be presented first, followed by the present, then material dealing with the past. As teachers and students of management and administration, we are chiefly interested in the future.

As chairman, I would like to point out some important features of our department. For several years we have led the School of Business Administration in numbers of both graduate and undergraduate majors. This simply means that more students have elected to study management than any other single major. We have 1/20 of all majors in the university, and 1/5 of all majors in Business Administration. We are very conscious of our responsibility in tending to the needs of these students, as well as to continue to advance the frontiers of our knowledge fields.

This planning report has been a very good experience for us. Many weekly meetings of the entire department have been occupied in deliberations and discussions on our role and scope of operations. This has been a truly group effort. From this effort, we hope our department can solidify further as a most productive unit of the university.

Our field is unique in that we cover a broad span of areas of instruction and research; from people to machines and computers, from administrative theory to operations research. Our undergraduates can select program components that will give them preparation in administration, transportation, personnel, or production management. Our graduate students can find a program tailored to administration-personnel-policy or production-management science-systems analysis.

I feel we are considerably understaffed, especially for graduate work. Not only that, I feel we are very short on other resources that buttress an academic program by means of travel, equipment, and other financial report. This report will indicate a level of productivity that I feel is unexcelled in the university for the resources we have. Only a lack of more financial and administrative support prevents us from being even more productive. We feel we have one of the best management departments in the Southwest, but we want to, and can, be even better.

Our department at present has no special purpose classroom or laboratory space. In our new building we have planned, and hope to share with our university colleagues, a production lab facility of 1700 square feet and a behavioral simulation lab of 1350 square feet.

The department has attempted an innovation whereby an administrative internship has been established for the advisement of all undergraduate students regarding degree plan matters. This has freed the faculty for general counseling, and the program is most successful thus far.

Our departmental student organizations are most active in student and pre-professional affairs. The Society for the Advancement of Management and Sigma Iota Epsilon (honorary) have established bonds with community businessmen as well as our foreign students.

Some of our accomplishments thus far in 1968 of which we are most pleased are:

1. The graduation of the first DBA in June, with a field in Management.
2. Securing of two Department of Labor Manpower dissertation grants.
3. Pre-announcement of the first Texas Tech grant under the Technical Services Act to the department.
4. The S.A.M. Business Conference on Financial Management.
5. Participation in the Master of Engineering program off-campus.
6. Offices attained by our staff in the Southern and Southwestern Management Associations.
7. Selection of a staff member as Campus Director of Planning.
8. Selection of a staff member as Director of Graduate Studies in the School of Business Administration.
9. Participation in the Department of Defense Themis research program.
10. S.I.E. Seminars for, and sponsorship of, foreign business students.
11. Our selection to train Army officers in graduate programs for data-processing and systems management.
12. Contracts for three books signed by staff members.
13. Continuation of Professional Seminars for our doctoral students in which we examine dissertation and research proposals, as well as study aspects of professional management.
14. Numerous seminars conducted for area business and governmental institutions.

This kind of activity reflects the strength of our department; an under-manned staff that hustles. Other strengths are our new building, our growth in size and quality, and our emerging identity. Still, our chief strengths are our staff and students. To us, this is what a university is all about.

We are concerned about our weaknesses, but they can be overcome. We are concerned about the selection of a new dean and the leadership he will provide, about our condition of poverty (with the half-time services of a secretary for the department), about gaining and fulfilling a worthy identity, about the name of our university, and the leadership we can provide in our area of responsibility and opportunity.

Nevertheless, our department stands ready to serve and do our best. I think we are team-operating in the best interests of our department, our school, and our university. We are grateful for the chance to produce, and we will continue to seek every opportunity for service and renewal. We intend to be relied upon as agents of progress, as practitioners of that which we teach.

V. P. Luchsinger
Chairman

CONTENTS

WHERE WE ARE GOING

- Role and Scope of The Management Department
- The Role of Management Education
- Educational Objectives
- Service to the Academic Community
- Service to the Administrative and Management
Related Community
- Research

WHO WE ARE

- Current Management Department Resources
- The Professional Staff

WHERE WE'VE BEEN

- Curriculum and Course History
- Faculty-Student Ratios
- Undergraduate Statistics
- Graduate Statistics
- Bachelor of Business Administration Graduates
- Master of Business Administration Graduates
- Budget History (1958-1968)
- Resource Planning Projections (1967-1977)

ROLE AND SCOPE OF THE MANAGEMENT DEPARTMENT

- I. Provide educational curriculum responsibilities in areas related to conventional management areas.
 - A. General Management and Administration
 1. Organization
 2. Personnel and Manpower
 - B. Production and Operations related topics
 - C. Any allied curriculum area assigned
- II. Provide research and public service capability on behalf of the School of Business, especially in areas related to curriculum responsibility.
- III. That the following propositions be considered relative to the "definition" of Management
 - A. Management is the process of achieving objectives of an organization through the effective and efficient allocation and use of resources.
 - B. The management process as "administration" includes the setting of non-business, as well as business, organizations.
 - C. Management refers to the general responsibilities and authority associated with general direction of the enterprise. As such management relates to other disciplines or functions as an integrating activity (in the sense of a business policy course).
 - D. Management can be considered an art and as a science as it constitutes applied economics and applied behavioral science.
- IV. The Management Department should reflect activity in teaching, research, and service related to the following aspects of today's "mainstream" of management and practical thought in conjunction with sister departments as appropriate.
 - A. Administrative and Management Theory
 - B. Organization
 - C. Decision Theory
 - D. Management Science and Quantitative Analysis
 - E. Communication and Information Theory
 - F. Production and Operations Function
 - G. Human Behavior
 - H. Manpower (Personnel and Industrial Relations)
 - I. The Internal and External Environment of the Organization
 - J. Policy and Planning
- V. The Management also honors an obligation to serve the School of Business and the college in any way relevant to the teaching and research capabilities of the department as well as the individual staff members.

ROLE OF MANAGEMENT EDUCATION

Simply stated a manager is concerned with administering the organizational system, or some subsystem thereof, in order to achieve a predetermined set of objectives. One possible way of viewing this responsibility is to dissect the process into design of the system (structuring the system in a way so that it is an appropriate vehicle to achieve its purposes) and operation of the system (administering the resource input into the system so as to achieve desired outputs and continue to achieve the outputs).

The nature of the managerial function makes it truly an interdisciplinary study. Structuring and administering the system involves knowledge that does not follow our traditional means of dividing disciplines. Part of the knowledge is provided by the other business disciplines. Economics provides an understanding of the economic environment and economic behavior of the firm. Accounting provides concepts, tools, and means for collecting and analyzing the operating results of the firm for reporting and decision purposes. Marketing focuses on developing knowledge about the disposal of the operation's outputs (several groups including marketing are involved in determining what the outputs should be). Finance provides understanding of the financial operation of the firm both in the Micro and Macro sense.

Management education has focused on developing knowledge about the operations function of transformation of inputs into outputs, knowledge of human behavior in the organizational system, and developing knowledge about the behavior of the organization system as a whole for purposes of structuring and controlling it.

Certainly, the scope and means for carrying out management's role in business education has changed as tools and insight into its areas of interests have developed. Yet, the mainstream of the management department's effort has remained consistent with the areas outlined above.

Not only has management education been concerned with developing basic knowledge about the organizational system and the process of administering it, but also in the role and impact of information developed by other disciplines as it reflects on this function. For example we are not concerned with the technical aspects of developing technology, but are very concerned with the implication of technology for organizing and administering the system. Likewise, the same is true in relation to developing economic, financial, accounting, and marketing knowledge. Our interest relates to the implications and utilization of this knowledge in carrying out management's educational role.

In order to carry out its analytical and synthesizing role, management education has moved toward utilization of both quantitative and behavioral tools of analysis. A certain level of understanding of these tools are required to utilize them. Thus, the development and teaching of quantitative and behavioral analysis for management decision purposes.

Computer and non-computerized simulation and model building is an excellent example of what I am talking about. Not only is it a tool of analysis but also it broadens the horizons of management education. It provides a means of simulating the behavior of the organizational system as a whole and many subsystems and

functions thereof down to the decision and leadership behavior in small groups.

Although, we are still concerned with the same basic area of knowledge, the scope of our approaches and conceptualizations in carrying out our function has assumed a substantially different character. We have made rapid strides from teaching existing practices toward developing a theoretical base for performing the total administrative function. Other areas of business education have made similar progress. Perhaps the development of the management educational function is more spectacular because of the low estate from which it evolved rather rapidly.

No one should recognize more clearly than a person in the management area that we cannot stand alone. A management department cannot adequately carry out its function without strong departments of economics, finance, marketing, and accounting. Also we recognize the systems nature of education for business with the many interrelationships and often the lack of clearcut boundaries among areas. We further recognize that some areas in business education must be assigned for administrative convenience. Finally, we would like to emphasize that the goal of the management department at Texas Tech is to assist in turning out a well educated student. Our actions have been and will continue to be directed toward and consistent with that goal.

EDUCATIONAL OBJECTIVES

Excellence in instructional programs is a fundamental objective of the Department of Management. There is a growing awareness of the significance of enlightened management to both the economic and social well being of a society. As societies develop and become more complex, an increasing proportion of the functions necessary to sustain the system must be achieved through organized effort which must be administered. Thus management is involved in mobilizing, planning, directing and controlling the use of a large portion of a society's resources. The effectiveness and efficiency with which this task is accomplished is a very significant factor in determining both economic and social well being of the societal system. We believe the quality of Management instruction can be significant factor in determining managerial performance.

I. What Program Excellence Means in the Management Department

- A. Having programs consistent with the role and scope of Texas Tech as a multi-purpose state university.
- B. Having programs which reflect the best available current professional judgement as to the content of Management education.
- C. Utilizing effectively a variety of educational techniques in implementing the instructional programs.
- D. Utilizing an inter-disciplinary approach to insure that the multi-disciplinary phenomenon of management can be properly analyzed.
- E. Emphasizing problem solving and analysis as opposed to description of current practices.

- F. Providing the student professional judgement, counseling and relating to him in an ethical and professional way under all circumstances.
- G. To have both the program and instruction which will both challenge and enable students to achieve at their highest level while at Texas Tech as well as in their professional careers.

II. Objectives of the Management Department Relative to Instructional Programs

- A. To provide the student a first rate educational experience. We believe that by so doing the students personal and professional development are enhanced and in turn he is better prepared to be a productive, enlightened member of society.
- B. To develop expertise which will provide the student with a point of entry into a professional position in an organization.
- C. To develop those qualities, skills and frame of reference which will enable the student to move into an organization, learn very rapidly, and progress as far as his capacities permit.
- D. To provide an educational experience that will enable the student to pursue advanced education beyond the BBA or the MBA at Texas Tech, or at any of the other better universities in the United States.

III. Present Strengths and Weaknesses

A. Weaknesses

1. Shortage of full time faculty. We are seriously hurting in the number of full time faculty that service both graduate and undergraduate students. Part of this is related to circumstances and partly to lack of administrative support in getting a proportionate share of financial resources.
2. Too many part time instructors teaching undergraduate students.
3. Shortage of senior faculty to work with the MBA and DBA programs.

4. Financial support for faculty in the areas of travel, secretarial assistance, and equipment.
5. Because of the lack of adequate faculty, we are not providing the service and quality of effort to the students that would be most desirable.
6. Inadequate schoolwide standards for both undergraduate and graduate programs. Present studies being conducted in the Business School relative to both undergraduate and graduate standards will hopefully correct the situation.

B. Strengths

1. A productive faculty. In spite of the tremendous student loads, committee work, and related functions, our faculty has been productive in research and writing as well as in external service functions. Basically, our faculty is highly conscientious, industrious, and productive.
2. Our students are a basic source of strength. We have one of the largest enrollments of both graduate and undergraduate students in the Business School. In this group, there are some excellent students. During the last two years, especially, we have placed Management majors in some outstanding jobs. They in turn are promoting both our department and Texas Tech very effectively with potential students and among business people. For example, two DBA students majoring in management have received Department of Labor grants to conduct their dissertation research this year.
3. A variety of instructional programs are offered in the Management Department to fit the diverse needs of our students. The present state of our instructional program has both positive and negative aspects, however, on the positive side they are realistically current in their orientation and operation. There are aspects of our programs, as they are reflected in the catalog, which need to be reworked. The range of programs offered varies from basically a two-tract orientation with two options on the undergraduate level to an MBA degree which can offer the latest in quantitative and behavioral orientation to a DBA degree which can offer the person a choice of orientations.

IV. The Future

A. The Immediate Future

1. We must improve our student teacher ratio. As a minimum, to provide the proper service to the students, we should have one full time equivalent for each 50 undergraduate students and one full time equivalent for each ten graduate students. If this formula was followed, we would have approximately 25 full time equivalents as opposed to the present 15.3 full time equivalents.
2. The number of undergraduate courses taught by the part-time instructors must be reduced. The preponderance of these courses should be staffed with full-time professional faculty.
3. Our undergraduate program must be streamlined and where course proliferation does exist, this must be eliminated. We need basically, a two-track undergraduate program. One which emphasizes the quantitative and operational functions of management and one which emphasizes the behavioral aspects of management, but neither should ignore the quantitative or behavioral insights.
4. An MS program in management science needs to be planned and implemented.
5. Innovation in instruction must occur in order to get the maximum utility from the educational dollar. We will be using both the behavioral laboratory and the production oriented labs for instructional purposes beginning in the Spring of 1968.

B. Five Years Hence

1. To have a core of a professional staff, each member of which has established a national reputation among his professional peers in the management teaching profession. This senior staff will provide the nucleus for building the program, attracting superior graduate students, and most importantly for attracting high quality faculty members.
2. To have at least \$3,000 of non-state appropriated funds for scholarships and fellowships to be granted each year.
3. To have at least \$3,000 of non-state appropriated cost of education funds for faculty use each year.

4. To have definite plans for a faculty chair in Management to attract an outstanding scholar.
5. To have one visiting professor each year whose credentials will benefit both the faculty and students.
6. To initiate an international exchange program for both faculty and students.
7. To provide for not more than a six-hour teaching load for senior faculty teaching graduate courses, and nine hours for undergraduate faculty. Teaching loads will be reduced for participation in consuming functions beneficial to students, the department, or to Texas Tech.
8. To provide opportunities for faculty development both in Tech University community and through faculty development leaves.
9. To have computer input-output terminals in at least the production and behavioral labs.
10. To have at least one Horn professor.
11. To have a Master of Science program in Management Science fully operational.
12. To have the graduate programs in the School of Business Administration accredited by the American Association of Collegiate Schools of Business. This is necessary to achieve many of the other objectives.

C. Ten Years Hence

1. To further refine and advance the projected programs and efforts in the Five-Year plan.
2. To have one distinguished faculty chair funded and staffed.
3. To begin working on funds for a second faculty chair.
4. To have a nationally recognized instructional faculty staffed with a nationally recognized instructional program.
5. To have a three hour teaching load for senior graduate faculty members engaged in research.
6. To triple scholarship and cost of education funds from private sources.

7. To have two Horn professors.
8. To have a student body from diverse geographical origins, both nationally and internationally.
9. To have all the necessary supporting facilities and services to enable the faculty member to achieve a high level of productivity.

V. Resources Needed to Implement the Program

- A. Space--the present allocation of space in the new Business Administration Building will not be sufficient to satisfy the needs of the Management Department. However, if this allocation is flexible, the space will be available in the building for the foreseeable needs of the Business School as a whole.
- B. Personnel--To properly staff our program will require salaries of approximately \$14,000 now, \$18,500 in five years, and \$24,000 in ten years. The desired level of staff would cost approximately \$250,000 in salaries at the present, \$500,000 in five years, and \$750,000 in ten years. Projections are based upon enrollment increase, decrease in course loads and increase in research effort, movement toward a broad-based senior faculty, and the continuing increase in faculty salaries.
- C. Resources for Travel--In our situation at Texas Tech, we particularly need travel funds in order to attend professional meetings and to maintain contact with the business and professional leadership. Consequently, in order to keep sufficiently abreast of business and professional developments, our faculty needs to be where the action is. To minimally satisfy this need would require \$250 per full-time teaching equivalent at the present, \$325 per full-time teaching equivalent five years hence, and \$400 per full-time teaching equivalent ten years hence.
- D. Funds for Supporting Services--Funds for sufficient secretarial support are particularly critical. In order to function efficiently a faculty member must have access to typing assistance and student help in dealing with routine data collection and paper work. The university is paying a very high price for very poor secretarial work when a faculty member must do what any student could do. The minimum funds

required to satisfy this need at the present time would be about \$15 per week per full-time teaching equivalent. (Ten hours per week at \$1.50 per hour.) Our objective is to increase this by 25% in five years and 50% in ten years. In addition, the services of a professional secretary need to be available for high-quality manuscript typing.

- E. Funds for teaching equipment--In the Management Department, we particularly need funds for computer consoles to be used for instructional purposes. In addition, we need peripheral equipment such as opaque projectors, slide projectors, etc.
- F. Visual Aids Service--A visual aids service is critically needed to prepare illustrated classroom material. Classroom instruction could be improved substantially if the instructor had access to such a service. To give an example, Ft. Sill, a major artillery training school, has a budget of approximately a quarter of a million dollars for visual aids. In addition, closed circuit television could be a great asset to instruction in the large undergraduate classes as well as in some of our advanced undergraduate classes and even in graduate classes. The visual aids service should be provided on a university wide basis rather than by schools or departments.
- G. Funds for Visiting Professors and Lecturers--Financing and related support are needed in order to attract outstanding scholars as lecturers or as visiting professors.

VI. University Role

- A. We anticipate becoming a significant part of the University system. We would hope to be involved in providing educational service to the university and to the university community. In addition, we would like to suggest for future consideration combining all of the administrative instruction into one school and calling it a School of Administration, an important part of which would be the management department, which would probably be known by some other name.
- B. In essence, our future objectives relative to the university as a whole is to assume internal leadership in terms of the administration function.

SERVICE TO THE ACADEMIC COMMUNITY

The Management Department should make a major contribution to the services provided by the School of Business Administration for the academic community. These services may be provided in various ways, but the objective is to have an informed community in order that each individual will have the opportunity for the maximum desired development. This is accomplished by the freshman advisors for the School of Business Administration who are all staff members of the Management Department. A full-time staff member in this area not only teaches ten sections of Management 110 and two labs (12 contact hours) but is also an academic advisor. The average student should require at least one hour of the advisor's time during the freshman year which amounted to 1367 man hours during the 1967-68 long session. Each freshman must have his interest and aptitude interpreted on an individual basis in order for the student to develop professional maturity which is essential in making a wise choice in the selection of his vocation.

High School Careers Day

Members of the Management Department staff perform a valuable service by participating on the careers day panels in the area high schools. Greater participation is anticipated for the next five years because of the increasing need for professional information in the vocational fields.

High School "College Night" Programs

One reason for the growth of the School of Business freshman class may be attributed to the participation of members of the Management staff

in college night programs sponsored by the high schools. Groups at these meetings are exposed to academic advisors from several colleges and universities. It is essential that the Management Department present a quality program that will attract quality students. This service will continue to grow in importance for the next ten years.

Counseling of Campus Visitors

Many high school seniors visit the campus for the purpose of selecting a college, and this selection is frequently based on the academic programs provided. When they are accompanied by their parents, there are many academic questions to be answered by the advisors of the School of Business Administration. The need for this service will remain and probably increase during the five or ten years in the future.

Career Brochures for High School and Junior College Counselors

During the past three years several thousand career brochures containing information about the areas of specialization in the School of Business Administration have been mailed to high school counselors throughout the United States. This same information was mailed to junior college counselors. These brochures were mailed from the Dean's office and results in the inquiry letters have been excellent. The Management 110 staff participated in the task of bulk mailing as well as answering the letters requesting additional information. It is recommended that this program be continued with more special emphasis on the junior colleges.

College Orientation Program Committee

The Freshman Advisor for the School of Business Administration, who is on the Management Department staff, serves on the Tech Orientation Committee which plans the orientation program as well as registration of all new students. According to recent research, there is a feeling on the part of transfer students that the orientation does not adequately meet their needs. This important function needs further study because of the increasing number of transfers during the next five years, and there will be an even greater need in the next ten years.

Academic Advisement and Early Registration of Freshmen

The Tech summer registration program of freshmen has been very beneficial, according to the freshmen and their parents. Early registration of freshmen in the School of Business has been planned and coordinated by the Freshman Advisor. The absence of conflicts, errors, adds and drops is evidence of the value of this program. The increases each year for the past five years (667 in 1963, 1367 in 1967) is evidence of the growing need for this program. With the increases in transfers to Tech at the junior and senior level, it is estimated that the number of freshmen in the School of Business will hold their own with some increase in the next five years. A decrease is not foreseen in the next ten years.

Academic Counseling of New Students during Registration

Academic counseling is provided for all business students who have not completed twenty-four semester hours. Transfer students with more than twenty-four semester hours are first referred to the Dean's Adminis-

trative Assistant who will advise them on the courses that will transfer and can be applied toward a business degree. They are then referred to the academic counselor according to their major. All freshmen go through an orientation program conducted by the Freshman Advisors (Management Department) and this program is followed by individual academic counseling which continues throughout registration. The need and demand for this academic counseling will increase during the next five years. In ten years there will be an increased demand as well as actual need. Academic counseling always takes into consideration the counselee's preferences, special abilities, and past achievements.

Follow-up on Placement

The staff of the Management Department feels the need of a follow-up on their graduates. This need will increase during the next five or ten years as the number of graduates increases. There are several purposes of this follow-up, such as keeping in contact, progress of the graduate, contact with industry, and the graduate's evaluation of the course offerings in the Management Department.

Participation on Committees

The staff of the Management Department is of the opinion that it is its duty to participate on committee work by serving on committees. This includes faculty committees, campus organization committees, honorary fraternity committees, civic organization committees, or any other committee organized to promote the university, the community, the state or the nation.

SERVICE TO THE ADMINISTRATIVE AND MANAGEMENT RELATED COMMUNITIES

Introduction--Why and How We Seek to Serve

Active participation in the activities of the academic community alone is not sufficient to fulfill the multi-dimensional objectives of a progressive management department. In fact, the academic community is but one group that the Management Department at Texas Technological College seeks to serve. We consider service to those engaged in administrative and management related activities to be a fundamental requisite of our department in the accomplishment of both short- and long-run objectives.

We believe that reciprocal benefits will be forthcoming by engaging ourselves in service activities. First, the "non-academic," administrative community will benefit by utilizing the talents of highly skilled, professional business academicians to aid in resolving operating management problems. This endeavor will hopefully aid in closing the gap between the advancement of knowledge through theorizing and the implementation of knowledge in practice. Secondly, by dealing in public service activities, the professorial staff broadens its horizons by acquainting itself with day-to-day administrative problems. The breadth of experience gained not only aids the professor personally, but is also translated immediately into more realism in teaching. Additionally, this activity contributes to the building of laboratories outside the classroom for empirical research study. Thus, more effective teaching and wider research opportunities accrue to those engaged in service activities of this variety.

In summary, society as a whole is the primary beneficiary of public service activities by our management department whether defined in terms of (a) providing consulting services for management, (b) by acting in a professorial liaison capacity between the University and community service and other civic organizations, (c) by participating in local, regional, or national management programs, conferences, and seminars, (d) by collecting and disseminating management information to interested groups, (e) by providing on- or off-campus management development programs, (f) or by attempting to create a more effective rapport with local, regional, and/or national businessmen through public relations activities. A vigorous effort has been and will continue to be made by this department to advance the art and science of management through active programs of public service such as those described briefly above.

Scope of the Administrative Community--Who We Seek to Serve

The orientation of many management departments has been and continues to be that of providing service to only the traditionally defined business organization. The traditionalists see a business organization as one solely engaged in the purchase or sale of commodities or in related financial transactions. More specifically, this group sees business as industry referring to firms which produce commodities especially by manufacturing or processing where capital and labor are significantly involved.

Unlike the traditionalists, the Management Department at Texas Tech views the business community as traditionally defined as only a part of the total administrative community. The administrative community in our view includes all individuals who perform executive duties or who manage.

Our department seeks to serve not only industrial, profit-seeking organizations, but also administratively oriented non-profit institutions such as governmental units, educational institutions, hospitals, service and public service oriented organizations, and in general all types of organizations characterized by managerial leadership. We believe that this philosophy and these objectives toward service represents a more complete approach to the study of and service to the administrative community.

Current Activities, Objectives, and Needs for the Future
(5 and 10 years hence)

The Management Department at Texas Tech has written a record of service to the administrative and management related communities in the past and continues to build on this inevitable record at this writing. Acceptance of the service attitude is evident by reviewing the personal resumes of each department faculty member as found in the appendix to this report. As can be seen from this review, every member of the professorial staff has made substantial contributions of "non-academic" service in the recent past in one or more areas. We are proud of this fine record because high achievement in fulfilling the other objectives of excellence in teaching and research has also prevailed! Therefore, our faculty has simultaneously upheld the achievement of its multi-objectives thus avoiding an overbalance in either teaching, research, or service orientation which often smacks of overspecialization.

We feel that the objectives set years ago by this department have been fulfilled. Therefore, new and even higher plateaus of achievement have been realistically set. And because of the character of this depart-

ment, we know that both 5 and 10 year objectives will be attained except under the most disadvantageous circumstances. Let us turn now to the near-term (5 years) and longer-run (10 years) service objectives of this department.

1. Consulting Services for Management: A vigorous effort will be made by this department toward the end of encouraging and creating a greater quantity and quality of consulting services for management.

Even though a particular faculty member's orientation may not be primarily in the consulting field, we believe that it is the responsibility of this department to not only encourage both gratis and non-gratis consulting as a legitimate role for professorial staff, but also to provide opportunities for such activity if the individual wishes to take advantage of them.

Working in conjunction with University Consultants, this department will attempt to seek out opportunities for consulting for all its members and to maintain a current file of firms interested in working with departmental staff. Additionally, a more extensive communication system will be initiated and maintained to encourage consulting by interested faculty.

Two methods exist for a department to become more extensively involved in consulting activities--to be in greater demand as consultants by the administrative community. The first is through the accomplishments of its faculty. By providing a high quality service for the administrative community additional and expanded services are requested. We have and will continue to dedicate ourselves to creating a demand for our services by this method.

The second method involves the advertising approach to maintaining and communicating with the "business" community that we have something that

they need--professional knowledge and skill. In this latter method, the department will attempt to promote usage of its talent through a more intensive communication program with its potential patrons. The Chairman of the Management Department and the Dean of the School of Business Administration will establish contacts with firms interested in utilizing faculty as consultants and inform interested faculty of these opportunities.

In this respect by 1974 we want to have available, for those faculty who wish to participate, a backlog of consulting opportunities equal to one for each faculty member of the department. In the longer-run, we anticipate having a consulting opportunity for each new member who joins the staff of the Management Department. This, we feel, will be an added fringe benefit of membership in a progressive department.

The department's needs in both the short- and long-term revolve primarily around building a faculty with an interest and a record of service in this type of activity. To attract and keep highly qualified faculty with a propensity for consulting, salary budgeting should immediately include consideration of non-gratis consulting opportunity costs foregone at other locations or areas if similar opportunities do not exist in the Lubbock area. In scheduling decisions, consideration should be given to the faculty member's consulting schedule so as to encourage this type of activity. Additionally, at least one day per week should be "allowed" for consulting activities.

2. On and Off Campus Management Development Programs: In 1968 more than one-half of the department's faculty was engaged in conducting and/or sponsoring formalized management development programs for the administrative and management related communities. (See resumes in the appendix of this report). One hundred and sixty line and staff managers benefited both personally and pro-

fessionally by these efforts of the Management Department. Invaluable professional contacts were also made through such programs. The participants came from such diverse areas as (a) the Citizens, Lubbock, Plains, Security, American, and First National Banks of Lubbock, (b) members of all sizes and types of Lubbock industry but especially small businessmen, and (c) hospital administrators from eight different West Texas hospitals including the Veterans Administration. Conferences were held in Manpower Management Supervisory Techniques, and Small Business Financing. Future programs include a spring 1969 on-campus program for businessmen sponsored by a grant under the Technical Services Act.

We believe that an academic department should seek to serve on its professional community. And to this end we dedicate ourselves in our service activities.

With the exception of one Management Development program, all recent programs have been conducted off-campus. With an increased emphasis on management development, we anticipate that by 1974 to be offering two on-campus programs per year--a fall and a spring conference. This schedule recognizes the development in demand in the Lubbock area for additional services of this type by professional conference leaders. These two conferences will be of the one or two day variety or a weekly series of meetings. In the longer-run, however, the department anticipates sponsoring two or more on-campus programs per year at least one of which will be three continuous days or longer utilizing an interdisciplinary approach to selecting conference speakers.

Departmental needs to meet these objectives in this area include the following:

- a. a member of the department to serve as Management Development Program Coordinator;
- b. a broadly based faculty capable of planning, organizing, and coordinating such conferences;

- c. seminar rooms and conference rooms to conduct such sessions complete with visual aid equipment; and
- d. an adequate budget for conference materials and supplies.
- e. release time should be provided for faculty engaged in sponsoring university sponsored management development programs.

A longer-run need in space might possibly include the provision for living accommodations for managers who attend Management Development programs sponsored by the Management Department.

- 3. Business Advisory Board: Working in conjunction with the other departments in the School of Business Administration, it is the long-run objective of the Management Department to solicit the participation of prominent businessmen in advising the department in its services to the administrative community. Such a Board would have no line authority in matters of curriculum certainly, but would act in a staff advisory capacity in the service area.

Many reputable business schools have such an arrangement and its usage has been found, in most cases, to be highly satisfactory. An allied benefit of a Board to advise the Management Department at Texas Tech would be to aid in stimulating contributions by the business community to the Tech Foundation for the unrestricted use of the Management Department.

- 4. Collection and Dissemination of Management Information: The speed at which operating management implements advances in knowledge through research is in large part contingent upon the efficiency of its information system. In recent years there have been rapid advances in data gathering and data transmission through the literature of management.

The Management Department contends that it is entirely within its role and scope to collect and disseminate certain research results--especially those of its faculty--to the administrative and management related communities.

This department has a fine record of publication in both academic and trade journals (see appendix). But what is really needed, especially at the regional and local level, is a management information data bank and publication service to promulgate management facts and interpretations.

Therefore, our five year objective is to conduct feasibility studies of disseminating management information through a journal published by the Management Department at Texas Tech. Toward the end of this period, it is hoped that adequate machinery and procedures will exist whereby this objective can be realized with a high degree of success. By the end of the next decade we anticipate seeing our plans in this area become operational.

Such an endeavor has explicit implications for needs in personnel, space, and other resources. First, adequate space should exist by 1970-71 to house, process, and up-date management information generated at Texas Tech. Ample computer facilities and time would be a primary requisite in preparing indicators and processing other management statistics. Secondly, a coordinator of Texas Tech Management Studies should be designated and teaching release time should be given for performance of this most important service. Thirdly, adequate funds (for clerical, publishing expenses, etc.) should be appropriated not only for operational aspects of the program, but also for program feasibility studies.

5. Participation in Local, Regional, and National Programs and Seminars: Not all groups which we seek to serve are engaged in day-to-day administrative activities, but rather are interested in promoting the art and science of management in theory, i.e., other academicians. Members of this department have written a record of service in giving papers before and in participating as discussants at

national, regional, and local management programs and seminars. A review of the enclosed resumes will attest that this year alone has seen a full 75 per cent of the department's faculty engaged in this service effort.

This department has set for itself an objective of more participation in this type of activity in both the near-and long-term. A quantitative estimate of such participation is difficult, however.

Immediate and future needs to fulfill this objective include increased travel funds.

RESEARCH OF THE MANAGEMENT DEPARTMENT

Research is defined by Webster as "Studious inquiry; usually critical and exhaustive investigation or experimentation having for its aim the revision of accepted conclusions, in the light of newly discovered facts." Such activities are a vital and substantial part of the responsibilities of an outstanding university, and of its major schools and departments. We believe that a worthy goal for this University to pursue is to have all faculty members engaged in research activities as a part of the requirements of each position or office, in addition to the activities normally required for one to be familiar with current developments in an academic specialty.

Emphasis on research activities should be appropriately supported and should encourage maximum research productivity meeting standards of content and rigor which are eminently acceptable in the discipline. The results of such activities may be expected to enrich the teaching process, extend the limits and the use of knowledge, and to reflect with credit upon the researcher, the department, the school and the institution.

Implementation of a program to meet these goals involves time, resources, services and incentives. It must be recognized that all faculty and staff members will not participate equally in research activities, particularly in the near term, but an average of one-fourth of each one's time is recommended as a standard. Such activities should be replacement for other assigned duties, not an addition to them, and should therefore require no adjustment of individual compensation. Full credit toward factors such as promotion and tenure should be allowed during time released from other duties to engage in appropriate research.

Support for research should be sought from departmental, university, and from other public and private sources for the purpose of accumulation of the necessary resources and services. An office should be established within the School of Business Administration to seek, to coordinate, and to assist in the use of such funds and resources. Administratively this office should report directly to the Dean of the School of Business Administration. Functionally it will coordinate the many research activities and services of the Vice President for Research and Special Programs with the specific research efforts of the members of the Business Administration faculty; maintain and issue equipment, supplies and resource materials other than those which are a part of specific research projects; provide services such as editing, typing and reproduction not available elsewhere on campus; schedule use of special facilities such as behavioral and production laboratories for research purposes, and similar activities. The incumbent in this office should render particular assistance and services to the faculty Research Committee to facilitate the execution of its duties. This office should also serve as direct link between the various field studies under way at any particular time and assist in keeping all faculty members informed of projects in process and projects completed within the School and the University.

The resources required to fund an adequate research program are varied. The goal of one-fourth time (on the average) in the form of release from all other duties represents, for the Management Department, approximately four full time faculty members at present levels of operation and increases as indicated below for projected growth.

Year	1968	FTE number	4	Approximate cost	\$ 48,000
	1973		6		78,000
	1978		10		140,000

The Management Department should make a proportionate contribution to the Business Administration research office staff and this could be expected to total \$5,000 at the current level of operation, \$8,000 by the year 1973, and \$14,000 by 1978. Equipment and supplies may be expected to approximately equal this cost bringing the Department's portion of the cost to about \$10,000 for the first year, \$16,000 for the fifth year and \$28,000 by 1978.

It is vital that the University policy regarding leaves of absence be fully implemented and funded so that research projects of larger proportions may be accepted by Department personnel. Restrictive limitations and partial funding will seriously reduce the availability of faculty members for work on larger research efforts which may otherwise bring academic excellence to Texas Tech.

A summary of the direct and initial costs suggested by this report are as follows:

1969	\$ 58,000
1973	94,000
1978	168,000

These estimates are exclusive of leaves under the University policy and provide for very limited research equipment for the behavioral and production labs beyond that provided for instructional use and that which will in time accumulate from specifically funded research.

It will be the goal of the Department to defray as much of these costs as possible through public and private grants. We believe it is realistic to anticipate that about one-half of this research may be supported by other than State-appropriated funds in 1969 and that by 1973 and the years beyond we can obtain as much as five dollars exter-

nally for each dollar of appropriations through the State. If such solicitations are successful, with the assistance of the Vice President and the School of Business Administration research office, annual appropriations of \$27,000 for the years 1969 through 1973 and \$30,000 from 1974 through 1978 should be adequate.

The attached listing of research activities which were in process during 1968 should be an impressive demonstration of the ability and the interest of the Department members in scholastic research.

1968 RESEARCH

State-Funded

<u>Title or Subject</u>	<u>Faculty Member</u>
"Sources of Management Information"	Luchsinger
"Role and Scope of Behavioral Sciences in the Curricula of Selected Southwestern Business Schools"	Luchsinger
"Role and Scope of Quantitative Science in the Curricula of Selected Southwestern Business Schools"	Luchsinger
"The Effects of Water Pollution Laws on Industrial Plant Location"	Montgomery
"An Analysis of Selected Current Problems in Hospital Organization and Management"	Ponthieu
A Generalized Total University Management Information System.	Barton
Uniform and Unique Long-range Goals and Overall Policies for Universities.	Barton
Centralized Planning-Programming-Budgeting for Universities.	Barton
University Planning by Non-computer and All-computer Simulation.	Barton
"Problems in Managing Culturally Deprived Minority Groups"	Whitehead
"A Study of International Programs in Business Education as Applied to Collegiate Schools of Business in the United States"	Whitehead
"A Study of Primary Group Formation in Executive Ranks"	Price
"Possible New Applications of Quantitative Methods to Personnel Management"	Cain

Unfunded

<u>Title or Subject</u>	<u>Faculty Member</u>
"The Labor Contract, Old and New"	Cain
A correlation between the aptitude test scores and grade point averages of fifty freshmen from each of the six departments in the School of Business Administration.	Robinson
"Professional Careers in Business"	Robinson
A Study of the Effects of Primary Groups Among Executives on the Efficiency and Effectiveness of Three Business Firms.	Price
"Profile of a Texas Mortgage Banking Executive"	Whitehead
"Cultural Analysis as it Applies to Organizational Theory"	Whitehead
"Organization Theory and the Management Dilemma"	Whitehead
"Computer Simulation on Decision Makers in an Oligopoly Experiment"	Barton
"Simulation of Various Industries Using the Imaginit Management Game"	Barton
"Oligopoly Bidding Behavior in a Quasi-Complex Experimental Game"	Barton
"An Experimental Study of the Impact of Competitive Pressures on Overhead Allocation to Bids"	Barton
"Sophistication Induced Cooperation in an Oligopoly Experiment"	Barton
"Administrative Factors Affecting the Results Obtained from Error-Free Performance (Zero Defects) Motivation Programs in Selected Business Organizations"	Ponthieu
<u>The Uniform Management Audit</u>	Ponthieu
<u>Problems and Cases in Business Policy</u>	Ponthieu
"The Extent of Usage of Planning Departments in Industry"	Ponthieu

<u>Title or Subject</u>	<u>Faculty Member</u>
"The Management of Creative Groups"	Ponthieu
"Managerial Recruiting Practices of Selected South Plains Companies"	Luchsinger
"A Simulation Model of the Columbia River System"	Armstrong
"The Feasibility of Transferring Water from the Columbia River System to the Colorado River System, A Simulation Study"	Armstrong

Federal Funded

"Administration and Organization Aspects of a Regional Action Center"	Luchsinger
"Performance Analysis of Man-Machine Systems"	Luchsinger
"Management Science for Managers"	Luchsinger
"Migration Patterns in South Plains Labor Force" (Grant to Richard C. Stapleton)	Luchsinger
"Managerial Relations with Disadvantaged Work Groups: Supervisory Expectations of Underprivileged Workers" (Grant to Albert S. King)	Whitehead

Privately-Funded

<u>A Primer on Simulation</u>	Barton
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THE MANAGEMENT DEPARTMENT RESOURCES

WHO WE ARE

Fall 1968

A.	Undergraduate Students -	917	
B.	Graduate Students -	68	
C.	Professors -	2.5	(\$44,500)
D.	Associate Professors -	1	(\$15,460)
E.	Assistant Professors -	5	(\$58,944)
F.	Instructors (full and part-time)	11	(\$38,333)
G.	Teaching Assistants	9	(\$17,000)
H.	Student Assistants		(\$ 2,832)
I.	Travel		(\$ 1,600)
J.	Maintenance and Operation		(\$ 2,605)
K.	Capital Outlay		(\$ 1,000)
L.	Grand Total		(\$182,274)
M.	No Special Purpose Laboratories or Classrooms at present.		
N.	Resumes of Professorial Staff Follow.		

ROBERT SPEIGHT ARMSTRONG
Visiting Assistant Professor
Department of Management
Texas Technological College
Lubbock, Texas

Age: 29
Marital status: Single

EDUCATION

Texas Technological College, 1957-1961. BS in Chemical Engineering; August, 1961.

Texas Technological College, 1961-1963. MBA in Management; August, 1964.
Sigma Iota Epsilon, Phi Kappa Phi. Thesis: "A Study of Some of the Factors Contributing to the Growth of Lubbock, Texas".

University of Washington, 1965-1968. Completed class work for DBA degree.
Areas of study: Operations Management, Statistics, Policy & Administration, and Business & Its Environment. Dissertation topic: Simulation models.

ACADEMIC EXPERIENCE

University of Washington, 1965-1967. Two years as a predoctoral Teaching Associate. Taught first course in Operations Management for all Business majors.

University of Washington, 1967-1968. Graduate Research Assistant for one year working on computer programs to be used in the teaching of Operations Management courses.

Texas Technological College, 1968. Visiting Assistant Professor of Management. Teaching Production Management I and Purchasing & Inventory Control.

WORK EXPERIENCE

Mathematician for Great American Reserve Life Insurance Company of Dallas, 1964. Worked on the determination of Group Insurance rates and analysis of statistical data.

CURRENT RESEARCH

"A Simulation Model of the Columbia River System"

"The Feasibility of Transferring Water From the Columbia River System to the Colorado River System," A Simulation Study.

Name: Richard Fleming Barton

Home Address: 5409 - 8th Place, Lubbock, Texas 79416 (806--SW9-0169)

Office Address: Director of Planning and Analyses, P. O. Box 4208
Texas Technological College, Lubbock, Texas 79409

Birth: September 29, 1924, Oshkosh, Wisconsin

Family: Married: Wife, Nancy
Three Children: Ted 13, Dan 11, Jean 8

Education: Ph.D., University of California, Berkeley, 1961
B.S., Northwestern University, Evanston, 1948

Special Programs:

National Science Foundation Institute on Computer Science
in Social and Behavioral Science Research, University
of Colorado, 1968.

Social Science Research Council program for intensive
study of computer simulation programs, Systems
Development Corporation, 1965.

Ford Foundation Workshop for Quantitative Research in
Management (Experimental Economics), Carnegie Institute
of Technology, 1964.

Ford Foundation Seminars in Mathematics for Application
to Business, University of Kansas, 1963.

Academic Positions: Texas Technological College, Lubbock, Texas, Professor
of Management, 1967- ; Director of Planning and
Analyses, 1968- .

The University of Kansas, Lawrence, Kansas, Associate
Professor of Business Administration, 1964-1967.

University of Nebraska, Lincoln, Nebraska, Assistant
Professor of Business Organization and Management, 1961-1964.

Academic

Memberships:

Operations Research Society of America
Institute of Management Sciences
American Economic Association
Academy of Management
Southwestern Social Science Association
Association for Computing Machinery
Association for Institutional Research
EDUCOM (Interuniversity Communications Council, Institutional
Representative)

Teaching

Experience:

Graduate: Operations Research and Management Science (survey and
advanced courses); Quantitative Methods; Simulation; Decision
Theory; Business Policy; Mathematical (Linear) Programming;
Managerial Economics; Management Games.

Teaching

Experience:

Undergraduate: Statistics; Management; Introduction to Business; Principles of Accounting; Cost Accounting.

Grants and

Honors:

State-sponsored research grant, Texas Technological College, 1967-68.
 General research fund grant, University of Kansas, 1967-68 (declined).
 General research fund grant, University of Kansas, 1965-66.
 Summer faculty research fellowship, University of Nebraska, 1964.
 Ford Foundation predoctoral fellowship in business administration, 1959-61.
 B.S. degree awarded "With Highest Distinction"
 Beta Gamma Sigma (business honorary)
 Sigma Iota Epsilon (management honorary)

Other

Positions:

Ernst & Ernst, Faculty Intern, 1967.
 The Travelers Insurance Company, Claims Department, 1952-58.
 Procter & Gamble, Advertising Department, 1948-50.
 U.S. Army Air Force, fighter pilot, 1943-45.

Lecturer or consultant:

University of Kansas (1964-1967):
 Midwest Management Institute, Associated Credit Bureaus of America
 Center for Regional Studies
 Executive Development Program
 Center for Research in Engineering Science

Lincoln, Nebraska (1961-1964):
 Center for Continuing Education
 Lincoln Public Schools
 Gold & Company

Speeches, Seminars,
 and Papers
 Given:

Joint ORSA-TIMS Meeting, San Francisco, 1968.
 Staff Accountants Training Conference, Ernst & Ernst, Dallas, 1967.
 Operations Research Society of America, New York, 1967.
 United States Naval Postgraduate School, Monterey, 1967.
 Mountain Plains Management Conference, Colorado Springs, 1966.
 American Society for Training and Development, Kansas City Chapter, 1966.
 Operations Research Society of America, Santa Monica, 1966.
 Institute of Management Sciences, Dallas, 1966.
 Systems Development Corporation, Decision Processes Seminar, 1965.
 American Marketing Association, Kansas City Chapter, 1965.
 Nebraska Academy of Sciences, Annual Meeting, 1963.
 American Statistical Association, Omaha Chapter, 1962.

Publications:

- Approaches to Oligopoly: A Reply. Social Science Quarterly, forthcoming.
- A Behavioral Definition of Oligopoly. Social Science Quarterly, 1968, Vol. 49, No. 1, pp. 69-77.
- Gaming the Large Public Accounting Firm. Bulletin of the Operations Research Society of America, 1968, Vol. 16, Supplement 1, abstract, p. B-81, and The Bulletin of the Institute of Management Sciences, 1968, Vol. 14, No. 3, abstract, p. 81.
- The E & E Management Game. Privately published by Ernst & Ernst, St. Louis, Missouri, 1967.
- User's Manual: The E & E Management Game. Privately published by Ernst & Ernst, St. Louis, Missouri, 1967.
- A Generalized Responsiveness (Elasticity) Function for Simulations. Behavioral Science, 1967, Vol. 12, No. 4, pp. 337-343.
- Daily Consumer Shopping Behavior under Probabilistic Gravitation. Bulletin of the Operations Research Society of America, 1967, Vol. 15, Supplement 1, abstract, pp. B-92-93. (Also published by the Center for Regional Studies, University of Kansas, 1967).
- Reality and Business Policy Decisions. Academy of Management Journal, 1966, Vol. 9, No. 2, pp. 117-122.
- Hypothesis Tests for Discrete Pattern Recognition. Center for Regional Studies, University of Kansas, 1966.
- An Experimental Study of Bidding Behavior. Management Science, 1965, Vol. 12, No. 4, abstract, p. C-60.
- Desiderata for a Flexible Management Game. Bulletin of the Operations Research Society of America, 1966, Vol. 14, Supplement 1, abstract, pp. B-63-64.
- Quantitative Decision Methods for Managers. Kansas Business Review, 1965, Vol. 18, No. 11, pp. 5-7.
- Quantitative Decision Methods. Advertiser's Digest, 1966, Vol. 31, No. 5, pp. 28-31.
- Business Games. Business in Nebraska, Vol. 42, No. 25 (April 1963), p. 1, 4.
- Simulation Models and Real Worlds. Proceedings of the Annual Meeting of the Nebraska Academy of Sciences, abstract, 1963.
- The Roles of Policy Makers and Scientists in Planning Useful Research. Nebraska Journal of Economics and Business, Vol. I, No. 1 (Autumn, 1962), pp. 3-13.
- How to Process Your Game. Field & Stream, Vol. LVII, No. 7 (November 1952), pp. 54-57, 124.

Work Completed:

- The Imaginit Management Game. Computer program and manuals. Versions available at Computing Centers: University of Nebraska, 1963- ; University of Kansas, 1964- ; and Texas Technological College, 1967- .
- Subroutine Chisqr--Friedman Two-Way Analysis of Variance by Ranks. Computation Center Program Abstracts, University of Kansas, 1965.
- Business Decision Theory. Doctoral Dissertation; Berkeley: University of California General Library Microfilm, 1961. 276 pages.
- Institutional Research: Quantitative Methods at the University of Kansas, 1966; Computer Orientation and Activities of Faculty at Texas Technological College, 1967-68.

Work in Progress:

A Primer on Simulation. Book, six of ten chapters completed, contracted to Prentice-Hall.

Computer Simulation on Decision Makers in an Oligopoly Experiment. Cognitive computer programs completed. Project anticipates completion of an online, real-time behavioral science laboratory.

Simulation of various industries using The Imaginit Management Game as a vehicle.

Oligopoly Bidding Behavior in a Quasi-Complex Experimental Game. Being revised at request of Management Science.

An Experimental Study of the Impact of Competitive Pressures on Overhead Allocation to Bids. Being revised at request of the Journal of Accounting Research.

Sophistication Induced Cooperation in an Oligopoly Experiment. Submitted for publication.

A generalized total university management information system.

Uniform and unique long-range goals and overall policies for universities.

Generalized planning-programming-budgeting for universities.

University planning by man-computer and all-computer simulation.

WILLIAM GASTON CAIN

Education and Experience

BSC, MA, PhD, University of Iowa
 Associate and Professor of Management, Texas Tech, 1955-68
 Associate Professor of Business, Wichita State University, Wichita, Kansas, 1952-55
 Assistant Professor of Economics, Southwest Missouri State College, Springfield, Missouri, 1948-51
 Business experience includes jobs at Collins Radio, Cedar Rapids, Iowa and American Can Company, St. Louis, Missouri, Federal Reserve Bank of St. Louis
 Military--US Army, World War II

Senior and Graduate Courses Taught at Tech in the Last Five Years

MGT 630	Individual Research
MGT 5331	Organization and Employee Behavior
MGT 5341	Management Systems
MGT 534	Non-major Seminar
MGT 451	Advanced Personnel
MGT 433	Labor Legislation
MGT 434	Personnel II

University Service

Current 1968-69 Committees

Credit Committee of the Tech Federal Credit Union
 Elections Committee of the Faculty Council Executive Committee
 Special Study Committee of the AAUP
 Graduate Program Accreditation
 Library Committee

Past Committee Service

Inaguration Committee, 1967
 Chairman, Faculty Advisory Committee, 1963-64, promoted the 1964 Faculty Handbook
 Business Administration Faculty Representative to the Interdivisional Curriculum Committee, 1955-59
 Committee X on Educational Problems of the Self Study Committee, 1962-63 for Southern Accrediting Association Report
 Various FAC Election Committees, 1958-68

General Service

President of the Faculty Club, 1962-63

Research in 1968

Had organized research grant from Tech on "Possible New Applications of Quantitative Methods to Personnel Management"

Submitted a joint proposal in the labor area for consideration of the Business Administration Research Committee

Printed a monograph on "The Labor Contract, Old and New"

Currently engaged in a project on Texas History with Dr. Eugene W. Jones, Chairman elect of Political Science, San Angelo, Texas, and author of the book, "A Texas Editor Looks at the National Scene"

Submitted an article on the 1912 Galveston Texas Beach Race for Publication

Consulting in 1968

The following were included in the research project on Quantitative Methods for Personnel Relative to Possible Problem and Sample Techniques--Hussman Company, State Farm Mutual, Lovelace Foundation, N. M. State Personnel Office, and the Fairfield Trust Company.

Name: Vincent Peter Luchsinger, Jr.

Home Address: 4407 Thirteenth Street; Lubbock, Texas 79416 (806--SW9-7947)

Office Address: Department of Management, School of Business Administration,
Texas Technological College, Lubbock, Texas 79409 (806--742-2117)

Birth: July 1, 1929

Family: Married: Wife, Laura Louise
Six Children

Education: Ph.D., Texas Technological College (Psychology), 1962
M.A., Texas Technological College (Psychology), 1959
B.A., Loras College, Iowa, 1949

Special Programs:
Ford Foundation Workshop for Quantitative Research in
Management, Carnegie Institute of Technology,
1963 summer
IBM Foundation Seminar in Quantitative Problems and
Operations Research in Business, Tulane University,
summer 1964

Academic
Positions: Texas Technological College, Lubbock, Texas, School of Business
Administration, Department of Management, 1961-1967,
Presently Chairman and Professor. Research Assistant
and Instructor in Department of Psychology, 1959-1961.
Adjunct Professor, School of Law. Texas Technological
College.

Honors: B.A. degree awarded cum laude
Sigma Iota Epsilon, Management Honorary
Distinguished Research Award, Southwestern Psychological
Association, 1962
Vice President, Southwest Academy of Management, 1967-68
Director, Southern Management Association, 1968-69

Academic
Memberships: Society for Advancement of Management
Institute of Management Science
Academy of Management
Southwestern Social Science Association
American Psychological Association
Southwestern Institute of Management Science
Southern Management Association
Psychologists in Schools of Business & Industrial Administration

Special
Activities: Teaching in Off-campus Master of Engineering Program,
Pampa, Texas, Fall, 1968
Campus Coordinator for Technical Services Act Activities
(1967 - present)

Teaching

Experience:

Theses Directed--32 Master of Business Administration graduates
Presently Chairman of 4 DBA Dissertation Committees
Graduate courses: Decision Theory and Management Science,
Quantitative Analysis for Business, Administrative
Organization, Production Management, Management Decision
Making, Organization and Human Behavior, Human Behavior
in Business and Industry, Management Systems

Other

Positions:

Part-Owner & Management Advisor, A Hub City Movers, 1959-1964
United States Air Force, 1949-59. Pilot, Navigator,
Operations Officer, Transportation Staff Officer.
30 Combat Missions

Consultant:

- A. Administration and Executive Development
 - Litton Industries
 - Post Office Department, Lubbock, Texas
 - Veterans Administration
 - Southwestern Bell
 - Texas State Hospital System
 - American Institute of Banking
 - Office of Economic Opportunity
- B. Editorial Consulting
 - Wiley Press
 - Merrill Book Company
 - Wadsworth Publishing Company
 - Irwin Publishing Company
- C. Human Factors & Operations Research
 - 1962-66. Mobilization assignee to Human Engineering
Laboratory, Behavioral Science Division, Aeromedical
Research Laboratory, Wright Patterson Air Force Base, Ohio.
 - 1967-Present--Mobilization Assignee as Operations Research
Analyst to Department of Defense, Washington, D.C.
- D. Educational
 - University Consultant, Texas Technological College

Research:

- "New Honors Horizon for Business Education", Collegiate News
and Views, May, 1962.
- "The Effects of Fetal Ex-Radiation on Rats", Atom Praxis
January, 1961.
- Research Reports, Human Engineering Laboratory, Air Force
Systems Command
 - "Motion Analysis of Walking Under Zero Gravity Conditions"
 - "Classification and Design of Experiments Under Zero Gravity
Conditions"
 - "Use of Electro Luminescent Panel Devices in Crew Systems"
- "A Definition of Faculty Merit" Proceedings of Southwestern
Management Association, 1966.
- "Credit Buying Behavior of College Students" Manuscript
prepared.

Research:

"How Managers Spend Their Time". Manuscript in Preparation
"Operations Research and Navy Civil Engineering" Accepted for
publication by Navy Civil Engineer. (Co-author)

Current

Research:

(1 September 1967 - 31 August 1968, State Appropriated
Research Funds)
Nature, Role, and Scope of Behavioral Science in Curricula
of Southwestern Business Schools
Sources of Management Information
Hold Contract for Principles of Management Text with
Wadsworth Publishing
Management Science for Managers
Research Associate
Sponsor of Department of Labor Dissertation Grant, "Labor
Migration of South Plains High School Graduates"

Resume of: Austin H. Montgomery, Jr.

Address: 5314 - 30th Street; Lubbock, Texas

Personal Data: Age: 40
Married
Dependents: Wife and three children, ages 7 to 12
Health: Good

Education: B.S. in Civil Engineering, Texas Technological College,
Lubbock, Texas, 1951.

Master of Business Administration, North Texas State University,
Denton, Texas, 1956.

Professional
Registration: Professional Engineer, State of Texas, 1959.

Military Service: Eleven years in the U.S. Navy, 5 years in the Naval Reserve,
attaining the rank of Lieutenant Commander

Experience: September, 1967 to date: Served as visiting assistant pro-
fessor and assistant professor of management at Texas Tech-
nological College, Lubbock, Texas. Taught industrial manage-
ment and industrial management problems. Performed funded
research in water pollution abatement.

September, 1964, to August, 1967: Employed as an instructor
of management in the School of Business Administration at
North Texas State University, Denton, Texas. Taught Principles
of Management, Production Management, Quantitative Analysis,
and Personnel Management.

August, 1963, to July, 1964: Employed as a design engineer by
Bernard Johnson, Inc., Consulting Engineers, Houston, Texas.
Designed pavement, grading, and collection and distribution
systems for water, sewage, and drainage.

July, 1962, to July, 1963: Served as Assistant Public Works
Officer at the U.S. Naval Station, Rota, Spain. Directed 525
employees in the operation of utilities, maintenance of the
station, operation and maintenance of 550 units of automotive
and construction equipment, accomplishment of minor construction,
and the design of 20 projects valued at 500,000 dollars. Struc-
tures maintained were valued at 80 million dollars.

July, 1960, to June, 1962: Served as Shops Engineer at the
U.S. Naval Station, Rota, Spain. Reported to the Assistant
Public Works Officer. Directed 475 employees in the utilit-
ies, maintenance, and equipment tasks described above.

November, 1958, to June, 1960: Assigned as Equipment Officer for Commander, Naval Construction Battalions, U.S. Atlantic Fleet. Reviewed requirements and assigned automotive and construction equipment to the four Atlantic Construction Battalions. Had cognizance over equipment valued at \$20 million. Responsible for the expenditure of \$200,000 annually for the repair of equipment.

January, 1957, to November, 1958: Served as Public Works Officer at the Marine Corps Air Station, Beaufort, S.C. Directed 100 employees in the operation of utilities, maintenance of the station, operation and maintenance of 150 units of automotive and construction equipment, and the accomplishment of minor construction and design.

July, 1956, to December, 1956: Employed as a quality control engineer for the General Electric Company Lamp Plant, St. Louis, Mo. Tested materials, assemblies, and the finished product to insure adherence to quality standards. Conducted studies to increase efficiency and reduce breakage of materials in process.

April, 1954, to June, 1955: Served as Assistant Maintenance and Operations Officer for the Navy District Public Works Officer, Philadelphia, Pa. Supervised four engineers and two inspectors in the task of determining required maintenance for all small Naval activities and all Navy-owned industrial plants in Pa., Ohio, Delaware, and portions of New Jersey.

September, 1952, to April, 1954: Assigned as Engineering Officer and Project Officer for Naval Mobile Construction Battalion No. Four. Supervised minor design and surveying, construction of small structures, earth roads, asphalt paving of athletic fields, and construction of a large concrete aircraft parking apron.

PERSONAL DATA SHEET

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Louis D. Ponthieu
5311-49th Street
Lubbock, Texas
Telephone Area Code 806 799-2271

Office: BA 402E
Ph: 743-3119

Educational Qualifications:

- A. Doctor of Philosophy in Business Administration, The University of Arkansas, Fayetteville, Arkansas, June, 1968.
 - 1. Areas of concentration in Management (major), Economics, Finance, and Marketing.
 - 2. Tool subjects in Statistics and Accounting.
 - 3. Program included 48 semester hours of course work.
- B. Master of Business Administration, North Texas State University, Denton, Texas, August, 1963.
 - 1. Primary concentration in Personnel and Production Management.
 - 2. Secondary concentration in Economics.
 - 3. Program included 36 semester hours of course work.
- C. Bachelor of Business Administration (with honors), North Texas State University, Denton, Texas, June, 1962.
 - 1. Primary concentration in Personnel Management.
 - 2. Degree requirements included 130 semester hours.
- D. Was graduated from Hillcrest High School, Dallas, Texas, May, 1958.

Teaching Positions and Experience:

- A. The Department of Management, School of Business Administration, Texas Technological College, Lubbock, Texas.
 - 1. Assistant Professor of Management, September, 1967 to date.
 - 2. Responsibilities include teaching of Business Policy, Personnel Management, Wage and Salary Administration, Principles of Management (Honors Seminar), Management Decision-Making (Graduate), Business Policy (Graduate), Personnel Administration Seminar (Graduate).
- B. The Department of Management, Economics, and General Business, College of Business Administration, The University of Arkansas, Fayetteville, Arkansas.
 - 1. Full-time instructor in Management, 1966-67; part-time, 1963-66. Responsibilities included teaching of Business Research, Report Writing, and Business Communication.
 - 2. Part-time instructor in Economics, 1963-64. Responsibilities included teaching of Principles of Economics I and II.
 - 3. Part-time instructor in General Business, 1963-64. Responsibilities included teaching of Introduction to the Business Enterprise.
- C. The Department of Business Services, The School of Business Administration, North Texas State University, Denton, Texas
 - 1. Part-time instructor in General Business, 1962-63.
 - 2. Responsibilities included the teaching of Business Mathematics.

LOUIS D. PONTHEU

PERSONAL DATA SHEET

Business and Consulting Experience

- A. Capco, Inc.; Lubbock, Texas; Mr. Robert L. Cash, President; 5262 West 34th Street, Lubbock, Texas 79407.
1. Employed February, 1968 to date.
 2. Positions held: Industrial Relations Director (acting), Staff Consultant and Special Projects Director.
 3. Responsible for developing personnel policies and procedures to effectuate industrial relations programs; i.e. employment and placement, employment relations, health and safety, employee benefits, compensation, etc.
 - a. Supervise staffing activities, including a formal job evaluation program, requiring job analysis and job descriptions. Developed a procedural manual relating to the selection process which was approved for distribution throughout the organization. Directly involved in the selection of all levels of employment, including departmental management in both administrative and manufacturing areas. Responsible for establishing a personnel activity which involved training and orientation of new personnel, testing, interviewing, records maintenance, etc. Involved in establishing rating forms and procedures for hourly production, clerical, and management personnel. Developed procedures for appraising the performance of employees and management, and advises managers in the use of these procedures.
 - b. Directly responsible for writing and editing an employee house organ.
 - c. Assists in administering the compensation program which includes coordinating a job evaluation system, establishing and maintaining wage structures, and conducting wage and benefit surveys.
 - d. Responsible for developing training programs for hourly production and clerical employees. Also installed a Zero Defects program.
 - e. Responsible for conducting research studies on various aspects of the industrial relations program, i.e., policies and practices, validations of selection techniques, etc.
- B. Eberline Instrument Corporation; Santa Fe, New Mexico; Mr. Mike McGonagle, Executive Vice-President; P.O. Box 2108, Santa Fe, New Mexico 87501.
1. Employed summer, 1968.
 2. Duties included advising the corporation on the establishment of a personnel department and the selection of a corporate executive personnel officer. Also consulted with top management of the organization on corporate long-range planning.
- C. The American Institute of Banking; Lubbock, Texas; A Seminar held at Citizen's National Bank of Lubbock, Texas; The Citizen's National Bank, 1314 Avenue K, Lubbock, Texas.
1. Employed January, 1968 through May, 1968.
 2. Participated in conducting a supervisory development program for area bankers in employee relations.

LOUIS D. PONTHEIU

PERSONAL DATA SHEET

- D. The Veteran's Administration; Amarillo, Texas; Mr. William L. Jefferies, Hospital Director; The Veterans Administration Hospital, Amarillo, Texas 79106.
1. Employed April, 1968.
 2. Conducted a seminar in time management and manpower utilization for 22 West Texas hospital administrators sponsored by the Veterans Administration.
- E. Litton Industries, Inc., Guidance and Control Systems Division; Lubbock, Texas; Mr. James Owen, Division Manager; 1801 Loop 289 N.E., Lubbock, Texas.
1. Employed October through December, 1968.
 2. Participated in conducting a supervisory development program for first-line supervisors.
- F. The Western Electric Company; Houston, Texas; Mr. R. B. Murray, Project Supervisor; 1407 Jefferson St., Houston, Texas.
1. Employed June through August, 1964.
 2. Duties included installation of an Engineering Information Data Retrieval Filing System and the installation of telephone equipment.
- G. The Southland Corporation; Dallas, Texas; Mr. Lewis Tucker, Store Manager; 1414 Haskell Street, Dallas, Texas.
1. Employed June, 1956 through June, 1958, on both a full and part-time bases. (Approximate dates.)
 2. Duties consisted of checking and stocking activities.

Research

A. Sponsored Research Grants

1. An Analysis of Selected Current Problems in Hospital Organization and Management. Special State Appropriated Research Funds. Funded for the academic year 1968-69. Dr. Louis D. Ponthieu, principle investigator. In progress.

B. Non-Sponsored

1. Administrative Factors Affecting the Results Obtained from Error-Free Performance (Zero Defects) Motivation Programs in Selected Business Organizations. Doctoral Dissertation. Complete. The University of Arkansas, 1968. Several articles from this research are pending.
2. The Uniform Management Audit. A text in progress, 1968, at Texas Technological College by Dr. Louis D. Ponthieu and Dr. Sexton Adams, Associate Professor of Management, North Texas State University.
3. Problems and Cases in Business Policy. A text in progress, 1968, at Texas Technological College by Louis D. Ponthieu, Dr. Sexton Adams of North Texas State University, and Dr. Jerry D. Whitt of Middle Tennessee State University.
4. The Extent of Usage of Planning Departments in Industry. A research study in progress, 1968.

LOUIS D. PONTHEIU

PERSONAL DATA SHEET

5. The Management of Creative Groups. A research study in progress, 1968.
6. A Description and Comparison of the Procedures and Practices Followed Six Selected Dallas, Texas Life Insurance Companies in the Installation of Their Job Evaluation Programs. North Texas State University, 1963.

Papers and Lectures Given

- A. "A Motivation-Communication Approach to Quality and Reliability Assurance," The Southwestern Social Science Association, Dallas, Texas, March, 1967.
- B. "A Factorial Analysis of Zero Defects Programs," before the Southern Management Association national meeting, Washington, D.C., November, 1968.
- C. "Perspectives in Employee Motivation," before the Litton Industries Management Group, Litton Industries, Inc., Lubbock, Texas, June, 1968.
- D. Seminar in Manpower Utilization and Time Management. A management development program for 22 West Texas Hospital Administrators sponsored by the Veterans Administration, Amarillo, Texas, April, 1968.
- E. Seminar in Bank Personnel Administration. A management development program for the American Institute of Banking at the Citizens National Bank, Lubbock, Texas, January-June, 1968.

Publication

- A. "How Hospital Administrators Waste Time and What They Can Do About It," Hospital Management. Accepted for publication, date pending. This article was an outcome of the management development seminar conducted for hospital administrators in April, 1968.

Teaching Interests

- A. Primary teaching interests include the following areas:
 1. Behavioral Science and Personnel Administration--areas include human relations, human resources, personnel management, supervision, wage and salary administration, and labor economics.
 2. General Management--areas include business policy, business and its environment, quantitative controls, management decision-making, pricing theory and practice, and organization theory.
 3. Business Communication--including such areas as business research and report writing, management information systems and theory, and communication practice and theory.
- B. Secondary teaching interests in the following areas:
 1. Basic marketing and statistics.
 2. Economics--price theory and managerial economics.

LOUIS D. PONTHEIU

PERSONAL DATA SHEET

Extracurricular and Academic Service Activities

- A. Associate Member of the Graduate Faculty, Texas Technological College, Lubbock, Texas, approved October, 1968.
- B. Member of the School of Business Administration Research and Communication Committees, Texas Technological College. Research Committee, August, 1968 to date. Communication Committee, 1967-68.
- C. Faculty sponsor, The Society for Advancement of Management, Texas Technological College, Lubbock, Texas, 1967-68.
- D. Editor of Business Administration News, house organ of Texas Technological College--School of Business Administration, Lubbock, Texas, Fall, 1967 to date.
- E. Member of the Graduate Curriculum Committee of the American Business Writing Association, 1966-67, 1967-68.
- F. Beta Chapter of the Ozark Economic Association, Secretary, Editor of the Newsletter, official publication of the association, 1965-66.
- G. Treasurer of the Graduate Class, North Texas State University, Denton, Texas, 1962-63.
- H. Interim Graduate Senator to the United Students of North Texas, Fall Semester, 1962.
- I. North Texas State University Newman Club (Catholic Church Group), President, Vice-President, Regional Director for the National Newman Club Federation, 1958-62.
- J. Society for the Advancement of Management, President, Vice-President, North Texas State University, 1961-63.
- K. Phi Kappa Sigma Social Fraternity, Vice-President of Scholarship, Interfraternity Council Representative, 1961-62.
- L. Membership in various professional organizations while an undergraduate, (Finance, Marketing, and Investments Clubs as well as Phi Beta Lambda), 1958-62.

Scholastic Honors

- A. Bachelor's Degree awarded cum laude, North Texas State University, June, 1962.
- B. Outstanding Management Student Award, North Texas State University, June, 1962.

Scholastic Honors (cont'd)

- C. Charter member of Beta Gamma Sigma (Honorary), elected May, 1962.
- D. 1963 edition of Who's Who in American Colleges and Universities.
- E. Blue Key National Leadership Honor Fraternity, elected November, 1961.
- F. Phi Kappa Sigma Scholarship award for the year of 1962.
- G. Dean's List 1960-1963 at North Texas State University, Denton, Texas.

Professional Organizations

- A. The American Management Association.
- B. The Academy of Management.
- C. Southwestern Social Science Association.
- D. The Southern Economic Association.
- E. The American Society for Personnel Administration.
- F. The American Business Writing Association.

Personal Characteristics

- A. Age: 28 years. Born March 8, 1940, Galveston, Texas.
- B. Marital Status: Married, 1 child.
- C. Health: Excellent
- D. Height: 6 feet, 1 inch. Weight: 185 pounds.

References (by permission)

- A. Dr. Vincent P. Luchsinger, Chairman and Professor of the Department of Management, Texas Technological College, Lubbock, Texas 79409.
- B. Dr. C. L. Littlefield, Distinguished Professor of Management, North Texas State University, Denton, Texas.
- C. Dr. Hall H. Logan, Professor of Management, The College of Business Administration, University of Arkansas, Fayetteville, Arkansas 72701.
- D. Mr. Robert L. Cash, President, Capco, Inc., 5262 West 34th Street, Lubbock, Texas 79407.

Name: Forrest W. Price
 Address: 3801 57th Street; Lubbock, Texas 79413
 Telephone: SW2-2514

Education

University of Tulsa	Tulsa, Oklahoma GPA 3.3	1946-1949	BS in Business Administration
University of Washington Thesis Topic:	Seattle, Washington "The Operation of West Coast Common Trust Funds, 1942-1953"	1952-1953	MBA Finance major
University of Washington Dissertation Topic: (in preparation)	Seattle, Washington The Formation and Effects of Primary Groups Among Business Executives	1961-1968	Candidate for the degree of Doctor of Business Admin- istration

Work Experience

Texas Technological College Lubbock, Texas	September 1967 to Date	Assistant Professor
Highline College Seattle, Washington	November 1961 to June 1967	Instructor in Business Administration: Manager of Services
Union Oil Company Seattle, Washington	June 1955 to October 1961	Wholesale and retail credit and collections
Pacific Telephone Company Seattle, Washington	June 1954 to May 1955	Disbursement Account- ing Methods
National Bank of Commerce Seattle, Washington	May 1952 to May 1954	General banking and credit (part time)
Texas Pipe Line Co. Tulsa, Oklahoma	February 1949 to March 1952	Accounting

Military Service

Entered U.S. Navy in September, 1942, as apprentice seaman and was honorably discharged on March 20, 1946, at expiration of enlistment at the rating Yeoman first class.

General Comments

The teaching experience ranges over a wide variety of undergraduate level courses at a community college, including accounting, business organizations, economics, law, finance, management, statistics, and related courses. Work experience includes three years in an administrative position during the building, equipping and move to a new campus. During this period it was my responsibility to develop the accounting system, personnel practices, custodial services, food services, bookstore, and general clerical services for the campus. Community activities include active

membership and responsible offices in church, community, political, educational, and professional organizations.

Research 1968

Sponsored: Study of Primary Group Formation in Executive Ranks

Not Sponsored: Doctoral Dissertation
Study of the effects of primary groups among executives on efficiency and effectiveness of three business organizations.

These studies are concurrent and represent an extension and application of research and theory in social psychology to the critical level in business organizations together with efforts to measure the indicated influences on the firms in the extensive studies in a vital area of research.

No other extension, extracurricular or consulting activities have been undertaken during 1968.

A CURRENT VITA (1968)

SELDON C. ROBINSON

Education:

Graduated Ballinger High School, Ballinger, Texas, 1931

B.S.--Sul Ross State College, Alpine, Texas, 1935

Major--Accounting

M.B.A.--Texas Christian University, Fort Worth, Texas, 1940

Major--Personnel Management

Minor--Economics

Master's Thesis: "A Survey of Personnel Practices in the
Fort Worth Area."

Ed.D.--Texas Technological College, Lubbock, Texas, 1966

Major field: College student personnel

Second fields: Educational psychology and Educational sociology

Doctor's Thesis: "Student Evaluation of the Adequacy of Student
Personnel Services in Selected Institutions of Higher Education
in Texas."Also completed graduate courses in Business at the University of Texas
and University of ColoradoWork Experience:

1935-36--Coach and business teacher, Fabens High School, Fabens, Texas

1936 (Summer)--Auditor, Sul Ross State College

1936-42--Assistant Professor of Business Administration, Line Coach and
Assistant Dean of Men, Sul Ross State College1942--Director of Athletics, Assistant Professor of Business Administration
and Assistant Dean of Men, Sul Ross State College

1942-46--Military Services, United States Navy

1946-53--Dean of Student Life and Associate Professor of Business
Administration, Sul Ross State College1953-56--Department Head and Associate Professor of Business Administration
and Dean of Student Life, Sul Ross State College

1956-63--Personnel Director, Southern Union Gas Company, Dallas, Texas.

A 200 million dollar company with operations in gas transmission and
distribution, as well as gas and oil exploration.Member of the Southern Gas Association and Middle Management Development
Committee. Chairman of the Committee in 1963.

Member of the American Gas Association

1963-1965--Instructor (Management) and Freshman Advisor, School of Business
Administration, Texas Technological College1965-1968--Assistant Professor of Management and Freshman Advisor, School
of Business Administration, Texas Technological College

Military Service:

United States Navy, 1942-46. Entered with the rank of Ensign and highest rank attained was Lieutenant (Senior Grade).

Received five commendations for efficiency in assembling large caliber ammunition and explosives. Responsible for approximately 3,000 military and civilian personnel.

Special Recognition:

Selected as most outstanding graduate, Sul Ross State College, 1935

President of Sul Ross Band, 1933

Captain of Sul Ross football team, 1935

Presently member of:

Phi Kappa Phi

Sigma Iota Epsilon

Alpha Kappa Psi

Un-sponsored Research in 1968:

1. A correlation between the aptitude test scores and grade point averages of fifty freshmen from each of the six departments in the School of Business Administration.
2. A textbook for the Management 110 course--Professional Careers in Business.

Extracurricular and Consulting Activities in 1968:

1. Represented the School of Business Administration at the "College Night" of Lubbock schools held at Coronado High School.
2. Participated in a "Career Day" program in the Idalou High School, representing the School of Business Administration of Texas Technological College.
3. Consultant for the Sealcoat Corporation during the summer of 1968. This work was in the area of responsibility and authority.
4. Consultant for Central Wrecking Company which involved personnel selection and labor turnover.
5. Consultant for the home office of Southwestern Public Service Company, Amarillo, Texas, in the area of validating screening tests used in hiring new employees. The problem was brought about by recent interpretation of the law regarding discrimination.

CARLTON J. WHITEHEAD

Personal Background:

Born October 12, 1934, in Holden, Louisiana, the third of six children. Married to Kay Acosta Whitehead and father of three daughters, Carla Kay - 9, Lisa Gayle - 4, Tara Lyn - 2; health - good, with no physical defects.

Educational Background:

BS - Mathematics - Southeastern Louisiana College, 1958

MBA - Louisiana State University, 1962

PhD - Management major with fields in finance, quantitative analysis, economics and communication theory - Louisiana State University, 1964

College Teaching Experience:

Assistant Professor - University of Southwestern Louisiana, 1963-64

Assistant Professor - University of New Mexico, 1964-65.

Associate Professor - Texas Tech, 1965 - present. Received tenure 1968.

Breadth of teaching experience including the basic organization and management courses on both graduate and undergraduate levels, operations management, statistics, policy and managerial economics, but have concentrated on organization theory at graduate level (both MBA and DBA courses). However, I am presently preparing to teach a graduate seminar in International Management.

Involved with the graduate program including directing theses, chairman of a DBA Committee and counselor for professional MBA students.

Member of the graduate faculty.

Participated in management development and other programs.

Became Acting Director for Graduate Studies for the School of Business Administration at Texas Tech in September, 1968. We have approximately 400 masters and doctoral students in the program and have not previously had a director; consequently, I am the first director.

Other Employment Experience:

Varied summer employment

Core Laboratories, Inc. - Analyst, cutting and core analysis (two years)

Other Employment Experience (cont'd):

Mathematics instructor for two years

Dowell - Field service work

Board of Directors of Acosta Awning Corporation since January, 1966 - manufacturer of aluminum awnings, carports, patio ports and related products

General Activity Background:

In high school, I was president and valedictorian of senior class and also a starting guard on school basketball team which won the state championship my junior and senior year.

In college as an undergraduate, I was on the school judicial board, a member of the student senate, vice-president of my senior class, president of an organization with 150 active members and graduated with honor. At the same time, I earned 80% of my college expenses.

In graduate school, I helped to organize and served as an officer in a Graduate B.A. Club. Entering the graduate school without ever having had a business course, my progress through the MBA and PhD programs at L.S.U. was more rapid than anyone at that time, and yet managed to maintain a very good academic record (2.8/3.0).

Activities at Texas Tech:

Elected to a steering committee to conduct a self-study of the Business School and to serve as a permanent executive committee of the faculty.

Organized or reorganized four courses

Prepared two new courses, along with justifications, that were put in Catalog for first time this year (in addition to the four courses mentioned above)

Have represented the Management Department on numerous occasions including recruiting activity.

Serve as a member of the curriculum committee

Serve as a member of College Awards Board

Organized a Business School Forum

Serve as Acting Director of Graduate Studies for the Business School

Sponsor of Graduate Business Society

Membership in Professional Organizations:

Academy of Management

Southwest Division of the Academy of Management

The Institute of Management Science

Phi Kappa Phi - Honorary

Sigma Iota Epsilon - Management honorary and professional

American Association of University Professors

Texas Association of College Teachers

Research and Publication:

"Communication Theory as a Basic Frame of Reference for Understanding and Controlling Organization Behavior" an unpublished dissertation.

"Communication: A Key to Managerial Effectiveness", Business Topics, (Spring, 1967).

"Managerial Pitfalls in the Small to Medium-Size Business Organizations", Business Review, University of Washington (Autumn, 1967).

"Organizational Smog" The Manager's Key, (December, 1967)

"Organizational Theory and the Management Dilemma" Advanced Management Journal (October, 1968)

"Dogmatism in Management Thought and Practice", submitted to be considered for publication.

"Parable of the Learned Management Professor and the Ignorant Student", Improving College and University Teaching has accepted this for future publication.

"Cultural Analysis: Overview and Perspective" submitted to be considered for publication.

"Profile of a Texas Mortgage Banking Executive" submitted to be considered for publication.

Coauthoring a basic organization and management textbook which is under contract. Proposed title is Organization and Administrative Behavior: Systems and Synthesis.

"Problems in Managing Culturally Deprived Minority Groups" a research project funded in September, 1968 (\$5677).

Research and Publication (cont'd):

"Management Education in the U.S.A." in Future and Cross-Cultural Dimensions of Management, the Proceedings of the Mountain-Plains Management Conference, University of New Mexico, November, 1967.

"Dimensions of Culture: A Proposed Conceptualization" a research paper presented in preparation.

During the summer of 1967, I conducted personal research in Europe in preparation for organizing and teaching an International Management course.

Research project: International Education

COURSES

YEAR	100 LEVEL	200 LEVEL	300 LEVEL	400 LEVEL	GRADUATE	COURSES ADDED	COURSES DROPPED	COURSES CHANGED
47			331	431, 432 433		331-Industrial Mgt. 431-Office Mgt. 432-Personnel Mgt. 433-Labor Relations		
48		231	331 332	431, 432 433, 434		231-Bus. Org. & Mgt. 332-Mgt. of Small Bus. 434-Job Evaluation & Merit Rating		
49		231	331 332 333 334	431, 433, 434, 436		333-Labor Problems 435-Employee Super- vision 436-Prob. in Office Management		432-Changed to 334; Renamed Personnel Adm. 434-Changed name to Job Evaluation & Wage Administration
50	110	231	331 332 333 334 335	410, 431, 531 433, 434, 601 435, 436, 437		110-Prof. Careers in Business 335-Purchasing 410-Employment Guidance 437-Human Relations in Industry 438-Interviews 439-Personnel Tests 531-Research in Mgt. 630-Thesis		Management became new department; separated from Economics
51	110	231	331 332 333 334 335 336	410, 431, 531, 532 432, 433, 631-2 434, 435, 436, 437 438, 439 4310		336-Industrial Traffic Management 432-Advanced Personnel Management 4310-Ind. Mgt. Prob. 532-Research in Mgt.		601-Became 631-2--Thesis

YEAR	100 LEVEL	200 LEVEL	300 LEVEL	400 LEVEL	GRADUATE	COURSES ADDED	COURSES DROPPED	COURSES CHANGED
52	110		331	410, 431	531, 532	231-Bus. Org. and Mgt.		
			332	432, 433	533, 534			
			333	434, 435	631-2			
			334	436, 437				
			335	438, 439				
			336	4310				
				4311				
53	110		331	410, 431	531, 532	337-Motor Carrier Mgt.		
			332	432, 433	533, 534	338-Railroad Trans.		
			333	434, 435	631-2	339-Air Trans.		
			334	436, 437		4312-Ind. Traffic Mgt.		
			335	438, 439				
			336	4310				
			337	4311				
			338	4312				
			339					
54	110		331	421, 422		442-Admin. Prob. & Principles	All Grad. courses	All grad. courses changed to generalized BA courses.
			333	433, 435		437-Industrial Traffic Mgt.	339-Air Trans.	332 changed to 441-Mgt. of Small Business
			334	436, 437			336-Behavioral Sci. in Bus. & Ind.	434 changed to 421-Job Evaluation
			335	441, 451			437-Human Relations	334-title changed to Personnel Mgt.
			337	452			4311-Foremanship	432-changed to 451-Adv. Personnel Management
			338					4310 changed to 452-Ind. Management Problems
								431 changed to 339-Office Management

YEAR	100 LEVEL	200 LEVEL	300 LEVEL	400 LEVEL	GRADUATE	COURSES ADDED	COURSES DROPPED	COURSES CHANGED
55	110	221	331	421	511	221-Industrial Oper.		
			333	422	513	511 & 531-Problems		
			334	433	522	in Management		
			335	435	523	522 & 532-Research		
			337	436	524	in Management		
			338	437	531	513, 523, 533-Read.		
			339	451	532	in Management		
				452	533	524, 534-Seminar in		
					534	Management		
					631-2	631-2-Thesis		
56	110	221	331	421	511			
			333	422	513			
			334	433	522			
			335	435	523			
			337	436	524			
			338	437	531			
			339	441	532			
				451	533			
				452	534			
					631-2			
57	110	221	331	421	511	632-Master's Thesis	513, 523, 533-Read.	511 becomes Individual Prob
			333	422	524		in Management	531 becomes current Probs.
			334	433	531		522-Research in Mgt.	631-2 becomes 631-Thesis
			335	435	532			
			337	436	534			
			338	437	631			
			339	441	632			
				451				
				452				
58	110	221	331	421	511			
			333	422	524			
			334	433	531			
			335	435	532			
			337	436	534			
			338	437	631			
			339	441	632			
				451				
				452				

YEAR	100 LEVEL	200 LEVEL	300 LEVEL	400 LEVEL	GRADUATE	COURSES ADDED	COURSES DROPPED	COURSES CHANGED
59 & 60	110	221	331 333 334 335 337 338 339	421 422 433 435 436 437 441 451 452	511 524 531 532 534 631 632			
60 & 61	110	221	331 333 334 335 337 338 339	421 422 433 435 436 437 441 451 452	511 524 534 631 632			
63	110	221	331 333 334 335 337 338 339	421 422 433 435 436 437 441 451 452	511 524 531 532 534 631		632-Master's Thesis	
64	110	221	331 332 333 334 335 336 339 3371 3381	430 431 432 433 434 435 436 438 439 4371 4381 441	511 524 531 532 534	332-Quan. Analysis for Mgt. Decisions 336-Behavioral Sci. in Bus. & Ind. 3381-Theory of Trans. Management Rate Making 434-Employee Perfor- mance, Appraisal & Training 438-Production I 439-Production II	337-Motor Carrier Management 338-Railroad Trans. 451-Advanced Pers.	333-title changed to Collective Bargain 437 changed to 3371- Ind. Traffic Mgt. 441 changed to 430-Mg of Small Business 421 changed to 431-Job Evaluation and Wage Adm. 422 changed to 432-Admin. Policy

YEAR	100 LEVEL	200 LEVEL	300 LEVEL	400 LEVEL	GRADUATE	COURSES ADDED	COURSES DROPPED	COURSES CHANGED
64						4371-Regulation of Trans. 4381-Adv. Traffic Management		433 changed to Recent Labor Legislation 436 title changed to Office Systems & Proc. 452 changed to 442-Indus. Mgt. Problems
65	110		331 332 333 334 335 336 337 3371 3381	430 431 432 433 434 435 436 438 439 4371 4381 442	511 524 531 532 534		221-Industrial Operations	
66	110		330 331 332 333 334 335 336 339 3371 3381	430 431 432 433 434 435 436 438 439 4371 4381 442	511 531 533 535 536 537 538 539 5331 5341 5342 5351 5352	330-Organ. & Mgt. 533-Quan. Anal. for Business 535-Human Behavior in Business 536-Mgt. of Human Resources 537-Seminar in Pers. Administration 538-Adv. Prod. Mgt. 539-Seminar in Oper. Management 5331-Organ. & Human Behavior 5341-Systems Mgt. 5342-Production Mgt. 5351-Decision Theory & Quan. Methods 5352-Admin. Organ.	524-Seminar in Mgt. 532-Research in Mgt. 534-Seminar in Mgt.	Major Graduate Reorgani zation

YEAR	100 LEVEL	200 LEVEL	300 LEVEL	400 LEVEL	GRADUATE	COURSES ADDED	COURSES DROPPED	COURSES CHANGED
67	110	232	330	430	511, 530	232-Quan. Ana.		332 title changed to Quan.
			331	431	531, 533,	for Mgt. Dec. I		Anal. for Mgt. Decs. II
			332	432	535, 536	530-Indiv. Research		333 changed to 4331-
			334	434	537, 538	in Mgt.		Collective Bargaining
			335	435	539, 5311	5311-International		433 changed to 3331-Recent
			336	436	5312, 5313,	Bus. Mgt.		Labor Legislation
			339	438	5314, 5331,	5312-Admin. Policy		5341 title changed to Mgt.
			3331	439	5341, 5342,	& Strategy		Decision Making
			3371	4331	5351, 5352,	5313-Bus. & Mgt.		
			3381	4371	731	Systems		
				4381		5314-Philosophy &		
				442		Thought in Mgt.		
						731-Research		
68	110	232	330	430	511, 530,	5315-Math Programming		
			331	431	531, 533,	for Business		
			332	432	536, 537,	5316-Computer Models		
			334	434	538, 539,	for Business, Industry		
			335	435	5311, 5312,	and Government		
			336	436	5313, 5314,			
			339	438	5315, 5316,			
			3331	439	5331, 5341,			
			3371	4331	5342, 5351,			
			3381	4371	5352, 731			
				4381				
				442				

FACULTY-STUDENT RATIOS

Year	Faculty Head Count			F.T.E. Faculty			F.T.E. Student		
	Mgmt.	B.A.	M%BA	Mgmt.	B.A.	M%BA	Mgmt.	B.A.	M%BA
1967	28	172	16.3	15.35	104.95	14.6	315.87	2581.80	12.2
1966	27	154	17.5	14.23	97.55	14.6	286.00	2482.87	11.5
1965	18	120	15.0	11.35	81.55	15.2	272.33	2182.19	12.5
1964	15	102	14.7	8.07	65.19	12.4	207.60	1815.53	11.4
1963	13	93	14.0	7.15	59.00	12.1	166.20	1570.60	10.6
1962	9	80	11.3	6.45	51.86	12.4	151.13	1443.67	10.4
1961	9	71	12.7	5.65	46.53	12.1	136.07	1341.67	10.1
1960	8	64	12.5	5.60	42.68	13.1	121.80	1174.00	10.4

Year	Mgmt.	B.A.
1967	20.58	24.60
1966	20.10	25.45
1965	23.99	26.76
1964	25.72	27.85
1963	23.24	26.62
1962	23.43	27.84
1961	24.08	28.83
1960	21.75	27.51

UNDERGRADUATE MAJORS

Year	Mgmt.	B.A.	M%BA
1967	831	4,167	19.9
1966	770	3,998	19.3
*1965	774	3,655	21.1
*1964	530	3,058	17.3
1963	455	2,481	18.3
1962	407	2,168	18.8
1961	391	2,116	18.5
1960	351	1,844	19.0
1959	311	1,666	18.7
1958	275	1,612	17.1
1957	286	1,522	18.8
1956	266	1,465	18.2
1955	241	1,457	16.5
1954	228	1,257	18.1

* Undergraduate figures not separated from graduate figures

UNDERGRADUATE MANAGEMENT MAJORS

Year	Total Mgmt.	Industrial # %X	Management # %X	Personnel # %X	Traffic # %X	Office # %X
1967	831	275 33.1	556 66.9	- -	- -	- -
1966	770	304 39.5	464 60.3	2 0.2	- -	- -
*1965	774	307 39.7	280 36.2	123 15.9	42 5.4	22 2.8
*1964	530	259 48.9	135 25.5	86 16.2	39 7.4	11 2.1
1963	455	243 53.4	76 16.7	86 18.9	40 8.8	10 2.2
1962	407	202 49.6	78 19.2	77 18.9	34 8.4	16 3.9
1961	391	- -	372 95.1	- -	- -	19 4.9
1960	351	178 50.7	- -	83 23.6	17 4.8	73 20.8
1959	311	- -	301 96.8	- -	- -	10 3.2
1958	275	- -	275 100.0	- -	- -	- -
1957	286	- -	271 94.8	- -	- -	15 5.2
1956	266	- -	266 100.0	- -	- -	- -
1955	241	- -	241 100.0	- -	- -	- -
1954	228	- -	228 100.0	- -	- -	- -

* Undergraduate figures not separated from graduate figures
X Individual major % of total management majors

UNDERGRADUATE

Year	Registrations			Semester Credit Hours		
	Mgmt.	B.A.	M%BA	Mgmt.	B.A.	M%BA
1967	1,954	12,766	15.3	4,405	36,564	12.0
1966	1,829	12,468	14.7	4,017	35,650	11.3
1965	1,754	11,149	15.7	3,866	31,782	12.2
1964	1,284	9,257	13.9	2,900	26,538	10.9
1963	1,077	8,078	13.3	2,422	23,152	10.5
1962	1,029	7,524	13.7	2,221	21,368	10.4
1961	916	6,766	13.5	2,020	19,880	10.2
1960	749	5,875	12.7	1,750	17,407	10.1
1959	720	5,450	13.2	1,575	15,967	9.9
1958	682	5,189	13.1	1,447	15,105	9.6
1957	691	5,171	13.4	1,495	15,056	9.9
1956	680	4,818	14.1	1,436	13,870	10.4
1955	623	4,842	12.9			
1954	575	4,152	13.8			

GRADUATE

Year	Registrations			Semester Credit Hours		
	Mgmt.	B.A.	M%BA	Mgmt.	B.A.	M%BA
1967	169	701	24.1	459	2,103	21.9
1966	91	523	17.4	273	1,593	17.1
1965	97	341	20.8	219	951	23.0
1964	92	227	40.5	211	616	34.3
1963	32	143	22.4	71	404	17.6
1962	20	105	19.0	46	287	16.0
1961	12	90	13.3	21	245	8.6
1960	34	81	42.0	77	203	37.9
1959	9	73	12.3	27	206	13.1
1958	9	71	12.7	25	202	14.4
1957	4	35	11.4	12	103	11.7
1956	7	45	15.6	21	123	17.7
1955	-	39	-			
1954	21	63	33.3			

GRADUATE MAJORS

Year	Mgmt.	B.A.	M%BA
1967	65	283	23.0
1966	55	246	22.4
*1965			
*1964			
1963	16	85	18.8
1962	7	95	7.4
1961	5	56	8.9
1960	14	64	21.9
1959	7	51	13.7
1958	8	56	14.3
1957	7	50	14.0
1956	6	49	12.2
1955	8	49	16.3
1954	5	60	8.3

* Separate graduate and undergraduate figures
not given

Bachelor of Business Administration
Graduate in Management (1943-1967)

Year	Total in BA	Total in Management	Industrial Management	Personnel Management	Administrative Management	Traffic Management	Office Management
1943	58	5
1944	24	1
1945	37
1946	54	4
1947	114	19
1948	176	22
1949	313	80
1950	288	110
1951	240	20
1952	170	17
1953	148	15	1	1
1954	152	40
1955	144	24	(not broken down)
1956	180	23	(not broken down)
1957	222	35	23	5	..	6	1
1958	214	42	24	10	..	4	4
1959	221	36	22	9	..	3	2
1960	225	39	25	6	..	4	3
1961	245	50	33	10	..	5	2
1962	305	62	41	12	..	8	1
1963	298	71	50	10	..	10	1
1964	340	60	38	13	..	9	..
1965	400	76	48	13	1	12	3
1966	441	99	67	16	7	8	1
1967	349	121	72	18	16	12	3
1968

MASTER OF BUSINESS ADMINISTRATION
GRADUATES IN MANAGEMENT (1952-1967)

Year	Total MBA	Mgt. MBA's
1952	12	3
1953	10	1
1954	5	
1955	7 (August only)	2
1956	8	1
1957	8	1
1958	5	
1959	7	1
1960	10	2
1961	8	1
1962	11	2
1963	13	1
1964	22	4
1965	37	10
1966	53	8
1967	46	7

MANAGEMENT DEPARTMENT BUDGET HISTORY
ACCOUNT 191-2350

	1968-69	1967-68	1966-67	1965-66	1964-65	1963-64	1962-63	1961-62	1960-61	1959-60	1958-59
Teaching	\$174,127	\$165,475	\$120,075	\$ 99,440	\$ 66,350	\$ 60,250	\$ 49,625	\$ 44,675	\$ 34,200	\$ 32,050	\$ 28,297
Clerical											
Part-time Help	2,832	2,832	720	1,500	1,300	1,000	800	750	500	500	500
Travel	1,600	1,600	700	700	700	600					
Maintenance	2,605	3,000	2,170	2,170	1,450	1,550	1,500	1,850	1,300	1,200	935
Capital Outlay	1,000	1,000	-	-	-						
TOTAL	\$182,274	\$172,907	\$123,665	\$103,810	\$ 69,800	\$63,400	\$ 51,925	47,275	36,000	33,750	29,732

RESOURCE PLANNING PROJECTIONS 1967-77
BUSINESS ADMINISTRATION ACCOUNT 191-2350 MANAGEMENT DEPARTMENT

	1967-68	1968-69	1969-70	1970-71	1971-72	1972-73	1973-74	1974-75	1975-76	1976-77	1977-78
Teaching Salaries	\$165,475	\$174,237	\$220,000	\$258,000	\$304,000	\$322,000	\$350,000	\$395,000	\$452,000	\$550,000	\$620,000
Clerical Salaries	0	0	4,600	4,800	5,000	5,200	5,400	5,600	5,800	6,000	6,200
Part-time Help	2,832	2,832	3,660	4,120	4,660	4,780	5,140	5,660	6,240	7,230	8,000
Travel	1,600	1,600	2,400	2,600	2,800	3,000	3,200	3,400	3,600	3,800	4,000
Maintenance	3,000	2,605	4,000	4,400	4,800	5,200	5,600	6,000	6,400	6,800	7,200
Capital Outlay	1,000	1,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Dollars	173,907	182,274	237,660	276,820	324,360	343,170	372,350	418,660	477,240	576,830	648,500
FTE Faculty	15.4	15.8	18.3	20.6	23.3	23.9	25.7	28.3	31.2	36.6	40
FTE Nonteaching	0	0	0	0	0	0	0	0	0	0	0
Majors	896	917	1002	1120	1275	1300	1400	1540	1700	2000	2220
Semester Credit Hour	4864	5139	5500	6180	7000	7160	7700	8500	9350	11000	12200
Growth Rate of Majors and Sch. per year*			10.2%	8.5%	8.6%	5.1%	13.0%	10.0%	9.6%	10.9%	9.5%

*Demographic rate compiled by
W. G. Cain

DEPARTMENT OF MARKETING

THE PAST, THE PRESENT, AND THE FUTURE

of the

DEPARTMENT OF MARKETING
TEXAS TECHNOLOGICAL COLLEGE
LUBBOCK, TEXAS 79409

Submitted to

Dr. Grover E. Murray

President

by

The Marketing Department Faculty

December 1, 1968

DEPARTMENT OF MARKETING

December 1, 1968


Dr. Grover E. Murray, President
Texas Technological College
Lubbock, Texas

This report is submitted in response to your letter of February 15, 1968, which was later amended to extend the deadline date to December 1, 1968. We believe that this report documents the growth and development of the Department of Marketing and projects our thinking into the foreseeable future.

Every full-time faculty member in the Department accepted the responsibility of developing one or more sections of this report. These individual efforts grew out of five faculty meetings involving twelve hours of discussion of the project. Two other meetings followed the completion of the various sections. Attention in these meetings was devoted to integrating and developing continuity in the final report.

Planning for the future is complicated by the uncertainties associated with the self-study currently in progress by the faculty of the School of Business Administration. In some cases, the current position of the faculty of the School could be incorporated in future planning. In most cases, however, this thinking was not solidified well enough to serve as a basis for planning. In these instances, we have had to assume the continuation of existing organization, policies, and procedures. Your indulgence is solicited.

Our future abounds with opportunities to undertake new ventures. Given proper moral support and adequate resources, we envisage a continuing record of achievement.


John A. Ryan
Chairman

TEXAS TECHNOLOGICAL COLLEGE

Lubbock, Texas

Office of the President

February 15, 1968

TO: All Department Chairman and Heads

FROM: Grover E. Murray

You are hereby requested to develop and to have in my hands by September 1, 1968, medium and long-range plans for your individual departments.

The plans should include five and ten year projections, should include statements of your intended goals five and ten years hence, and should cover anticipated enrollments, faculty and staff requirements, undergraduate and graduate programs, research, extension and adult or continuing educational activities, space requirements, equipment, and other facilities and the best possible estimates for operating budgets needed to accomplish the stated goals.

In order to insure a consistent and more readily usable format, you are requested to prepare final drafts of your reports in the following arrangement:

1. A brief historical summary of the origin and development of the department, including numbers of undergraduate and graduate degrees awarded through 1967. The statement should include, if available, a listing of the instructional staff holding the rank of assistant professor or higher since the inception of the department, a list of the publications by members of the department since its beginning, a summary tabulation of enrollment for the past ten years, a summary tabulation of the departmental budget, including salaries, ME&T, and so on, for the same period, and any other information judged by you to be germane to the overall problem.
2. Summary statement of current departmental status including enrollment by undergraduate classes and the graduate academic levels, ranks and numbers of faculty and their compensation, total space

All Department Chairmen and Heads
February 15, 1968
Page Two

available to the department, research activities, extension or adult education activities, and a summary of the total budget for the department broken into the various operating categories.

3. A statement of the objectives and goals of the department for five to ten years hence. This statement should be supplemented by statistical information and projections and should cover the same categories of personnel, space needs, activities, personnel requirements, and so on as listed in Item 2.

The final report should represent a coordinated effort by the entire department and should clearly emphasize those areas and activities which the department believes can best insure the development of real quality in its future programs and achievements.

Four copies of the final report should be submitted, with graphical and illustrative material included in an appendix.

We believe these studies will provide not only a data bank for present actions and future planning, but will also constitute a ready source of information for institutional studies of a great variety.

Your assistance in the development of this information for our use in long-range planning is very much appreciated.

cc: All Vice Presidents
All Deans
Directors of Activities on Campus

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This report is prepared and organized with the future in mind. Therefore, the future plans, goals, objectives and projections are presented to the reader first, using the latter part of the report as a data bank upon which the projections are based. The data bank contains a detailed description of the past and present conditions and activities of the Marketing Department.

THE FUTURE

FUTURE

Goals and Objectives for the Department of Marketing

The following statements of philosophy are not intended to be all inclusive. This philosophy is, however, fundamental to the successful functioning of the department and form a core around which general as well as specific goals and objectives may be established. It is the intention of the Department of Marketing to continually intensify our efforts toward a quality program that is professionally and academically substantial, one that is creative, imaginative, innovative, and that will evidence a leadership position in the School of Business and the business community.

The functional area of marketing is an integral part of the whole productive process of satisfying human wants because marketing adds to the value of goods and services made available to the economy. Peter Drucker established the position of marketing in a firm and generally epitomized the idea that a business is a marketing organization when he pointed out that, "Marketing is the distinguishing, the unique function of the business. A business is set apart from all other human organizations by the fact that it markets a product or service."¹ Marketing is the reason that the other functions of business such as accounting, finance, production, and personnel management are performed. Marketing is the only functional area that communicates with the consumer. In short, it is the raison d'etre of the firm.

The concept of marketing should be as follows: "Marketing is a total system of interacting business activities designed to plan, price,

¹Stanton, William J., Fundamentals of Marketing, 2nd edition, page 5.

promote, and distribute want satisfying products and services to present and potential customers,"² "Marketing is the process in a society by which the demand structure of economic goods and services is anticipated or enlarged and satisfied."³

Because the marketing discipline is indispensable to the whole business process, a select community of students must be established to be educated concerning the concept of marketing as a functional specialization and a managerial responsibility. The community of students should be composed of the highest qualified students possible. The students should be presented with a curriculum that provides them with an understanding of the marketing system, an understanding of the environment within which the marketing process takes place as illuminated by the contribution of other fields of study such as economics, sociology, psychology, anthropology, government and history, and for the utilization of the most advanced problem-solving methods so that the student will be qualified to make decisions that will facilitate the effective performance of the marketing function.

Research in the discipline of marketing is vital and necessary. A considerable amount of scientific progress has already been made by the expansion of this body of classified and systematized knowledge and also with respect to increasing application of scientific methods to basic research. Pure and applied research in the area of marketing must continue. This research must be disseminated among the business and academic communities. In this manner it is hoped to perpetuate and strengthen a tradition of scholarship and to maintain and improve the state of knowledge of the marketing discipline.

²Frey, Albert W., Marketing Handbook

³Drucker, Peter, The Practice of Management, 1954, page 37

It is highly desirable for marketing department faculty members to become acknowledged as the center of intellectual strength in the business community through their services, extension, and dissemination of marketing knowledge.

Because of marketing's distinct function in the productive process of our economy, it should maintain its identity in the School of Business Administration as one of the primary disciplines to be taught all students and as a major area of specialization for some. The relation of marketing to other acknowledged disciplines of Business Administration should continue to be interrelated and integrated into the curricula of the School of Business Administration.

The product of the efforts of the Department of Marketing should result in a student being educated with a high degree of competence for his threshold job opportunity. In addition, the marketing graduate should be made aware of the many environmental factors and up-to-date problem-solving techniques so that he might take advantage of future career opportunities as they come his way.

It is by the student and his influence on the rest of the business community that our educational program in the long run will be judged. The reputation of the Marketing Department depends mainly on the influence of those former students who are playing an active part in developing better means of enlarging and servicing markets, satisfying of human needs and wants through better goods and services, and at the same time helping to provide the highest attainable degree of utilization of our technology in human resources through decision-making.

FUTURE ACADEMIC PROGRAMS

Future planning of Marketing programs will remain consistent with the goals of the College and more specifically, the School of Business Administration. The Department will continue to evaluate all courses offered from the viewpoint of both direction and content in order that we may provide the quality education our students deserve. It is the Department's intention to continually upgrade the offerings in light of contemporary research finding in the discipline making our students aware of theoretical and technological developments. In line with this thinking, the Department will encourage a broadening of student horizons with further emphasis on interdisciplinary study.

Undergraduate

Under current consideration for future action are three general marketing areas: logistics and physical distribution, consumer behavior, and international marketing. (For example, a course in international advertising has been approved by the Department of Marketing faculty and by the School of Business Administration Undergraduate Curriculum Committee.) While these areas are included in the contents of many of our courses, their growing importance may necessitate course emphasis that would be of great value to all students of marketing and business as well as students in other areas.

The faculty of the Department has endorsed the removal of the statistics and quantitative courses from Marketing in favor of the creation of a separate department. In keeping with the management

principle of emergence, this area has become such an important factor of modern business that it does not rightfully belong in Marketing or any other present discipline in the School, and it would best serve the School and student interests if elevated to a departmental level.

Goals and Plans for Business Statistics and Quantitative Methods

A philosophy of education that can be defined on the grounds that it prepares young people as moral citizens and economic producers is one that provides both a broad and comprehensive experience with the arts and sciences and permits acquirement of knowledge in depth in a specialization. Such a philosophy pervades the School of Business Administration and the Department of Marketing, and it provides the rationale for the goals delineated below in respect to business statistics and quantitative methods and the plans that follow.

Departmental Goals Affecting the School of Business Administration

The goals affecting the whole of the School of Business Administration arising from the drive for excellence in the business statistics and quantitative methods offerings are listed following, with specific plans. It is hoped that these goals could be achieved by September, 1970.

1. The current 4 semester-hour course in introductory business statistics required of all School of Business Administration students, consisting of 3 credit hours of lecture with 2 hours of laboratory work carrying 1 credit, should be changed to a two-semester requirement of 3 credit hours each with voluntary laboratories. The report on "The Teaching of Statistics in Business Schools: 1967", presented at the 1967 Annual Meeting of the American Statistical Association held in Washington, D.C.,

makes this clear. It is simply not possible to teach the required subject matter of descriptive statistics, averages, dispersions, statistical inference, index numbers, time series analysis, and correlation in less than a full year of work; indeed, these subjects can barely be introduced in a year of course work. According to the Report, a majority of AACSB schools have already instituted the two-semester sequence. Nearly all Texas four-year public institutions now have the two-semester sequence. Texas Tech, almost alone, is behind the times.

The laboratories should become voluntary. It appears, according to the Report, that the required statistics laboratory is an intermediate development phase; courses typically grow from a no-laboratory phase to a required laboratory to a voluntary laboratory or no-laboratory. It is suggested that statistics laboratories be kept open 12 to 15 hours per day, 5 days a week (perhaps a half day on Saturday), with constant supervision by a graduate laboratory assistant to furnish problem materials and coaching. This plan would also permit graduate students working on assignments and papers and theses to have calculators available to students and faculty.

2. A graduate course in Operations Research should be required of all School of Business Administration masters degree students and doctoral level students. The wide adoption of quantitative techniques in business and economic research since World War II, and the unique contributions to research technology made by these OR techniques, requires that the modern MBA and DBA graduate at least become familiar with these new research developments.

3. A graduate course in applications of advanced mathematical techniques to business and economics should be offered on a basis of need by the student. Such a course is a prerequisite for effective work in model-building, simulation, OR methods, and other advanced quantitative applications. The student's need could be established by examination or by perusal of his record or by consultation, or by a combination of these methods.

4. The chief goal in attempting to achieve effectiveness and excellence is that of establishing a new, separate department--the Department of Quantitative Methods. It is contemplated that this new Department would teach all courses in the School of Business Administration in business statistics, mathematical analysis, quantitative analysis, and computer science having a dominant emphasis on techniques rather than on the content of a particular subject. For example, a course "Problems in Activity Analysis in Production," having its emphasis in management, would not be taught in the Department of Quantitative Methods. On the other hand, a course "Activity Analysis Techniques and Problems," or "Operations Research Models and Methods," with the emphasis obviously on the techniques themselves, would be taught in the Department of Quantitative Methods. The specific goals and plans of the new Department are explained below under undergraduate and graduate offerings. The target date for establishing the new Department is September, 1970.

Undergraduate Study. It is suggested that two distinct majors be developed at the undergraduate level in the Department of Quantitative Methods. Each of these majors would provide for approximately one half

of the student's work to be in the arts and sciences--as is required by AACSB and practiced by the School of Business Administration--to insure a broad, general education, as well as specialization.

(a) Business Statistics major. This major would require more mathematics than the general BA curriculum--from 12 to 15 hours of course work. It would combine some depth in statistical analysis, mathematics, business data processing, and computer hardware and software study. The purpose would be to produce graduates able to achieve business statistical research positions, and computer center management positions.

(b) Quantitative Analysis major. This major would require more depth in mathematics than the business statistics major; but some work in statistics would be combined with Operations Research and other quantitative techniques along with computer programming. The purpose would be to produce graduates able to achieve quantitative technical research positions in business and economics.

Graduate Study. It is expected that the Department of Quantitative Methods would offer both an MBA and DBA program; the latter is currently offered, having eight students with major or minor fields for the DBA this year (1967-68), with promise of more in the future.

(a) The MBA program. This would be a one-year thesis program with a major in Quantitative Methods. It would be predicated on the student's having a background similar to the Business Statistics major or the Quantitative Analysis major; otherwise some levelling work may be required. The program would consist of advanced work in mathematics, statistics, quantitative methods, management and marketing with the aim of producing the research-oriented MBA with a quantitative background.

(b) The DBA program. This program should continue for the near future in its present format. It currently consists of six courses. The addition of a required OR course and a mathematical techniques of business course--explained earlier in this report under Items 2 and 3--would increase these to eight. More courses may be required after the 1970-71 school year. As currently required, a major or minor for the DBA may consist of 2, 3, or 4 courses in a field other than required core courses. A major or minor may currently be earned in Quantitative Methods in the Department of Marketing.

(c) A PhD program. This program is merely suggested. It if should materialize, it should perhaps be offered jointly or in co-operation with the Department of Mathematics and Statistics in the School of Arts and Sciences. No plans have been forwarded on this matter.

Information Supporting the Goals and Plans

The information presented below will serve, it is hoped, to support the goals and plans as presented. The financial outlay represented will in turn, it is hoped, be justified by the projected goals and plans.

Space and Equipment. Currently, one statistics laboratory of approximately 900 square feet houses 37 rotary calculators at 37 stations. During the school year 1968-69, the School of Business Administration is scheduled to move to its new building. The new building has two statistics laboratories of approximately 1,900 square feet total to house 80 rotary calculators. It is suggested that machines be retired at 8-10 years; thus, each year 8-10 new machines would be required at a cost of approximately

\$7,200. Further, a remote access input-output device for the electronic computer should be located in each laboratory room, at an annual rental of \$3,000 each. To recapitulate:

16 new calculators annually	\$ 7,200
2 remote computer controls rental	<u>6,000</u>
	\$13,200

Number of Students

<u>Year</u>	<u>Undergraduate Enrollment in Business Statistics</u>	<u>Graduate (DBA) Enrollment for Major or Minor in Quantitative Methods</u>	<u>Graduate Enrollment in DBA Core Course & the MBA</u>
1967-68	1,200	8	32
1968-69	1,300	10	36
1969-70	1,400	12	42
1970-71*	2,600	15	50
1971-72	2,800	20	58
1972-73	3,000	22	66
1973-74	3,200	24	74
1974-75	3,400	26	82
1975-76	3,600	28	90
1976-77	3,800	30	96
1977-78	4,000	32	102

*Target year.

Faculty

	<u>Rank</u>	<u>Number</u>	<u>Compensation</u>
1969-70	Professor	2	\$40,000
	Associate Professor	1	16,300
	Instructor	2	10,500
	Laboratory Instructor	6	17,000
1970-71	Professor	2	42,000
	Associate Professor	1	17,500
	Instructor	4	20,600
	Laboratory Instructor	7	21,000
1971-72	Professor	2	44,300
	Associate Professor	1	18,700
	Assistant Professor	1	15,200
	Instructor	5	25,000
	Laboratory Instructor	7	22,000
1972-73	Professor	2	45,500
	Associate Professor	2	40,000
	Assistant Professor	1	16,300
	Instructor	5	31,500
	Laboratory Instructor	7	23,500
1973-74	Professor	3	70,000
	Associate Professor	2	40,000
	Assistant Professor	1	17,000
	Instructor	5	32,500
	Laboratory Instructor	7	25,000

The year 1973-74 is projected as presented as far as can be seen at this time, with the given state of nature; providing for annual increases in faculty compensation on the order of 5-7% (a minimum).

ADDITIONAL FUTURE PLANS FOR THE
DEPARTMENT OF MARKETING
UNDERGRADUATE PROGRAMS

Specifically, the Marketing Department intends to:

1. establish a system for periodic review of courses and programs that make them consistent with existing departmental and school goals as well as compatible with long-range needs of industry (and other employers).
2. evaluate existing course offerings to determine if they are consistent with our philosophy of marketing. If courses are found that should be given to other departments of business, this action should be taken. At the same time, subjects and courses that are offered by other departments outside of marketing that are significantly related and part of the recognized body of marketing knowledge should be incorporated into the departmental offerings.
3. review available teaching aids (audio-visual, etc.) and incorporate desirable ones into specified courses.
4. establish a "master schedule" of classes for several years in advance.
5. determine optimum class size by courses and hold each class size to its maximum.
6. expand international course offerings and activities.
7. establish a senior and/or graduate seminar with guest lecturers invited from industry.

Graduate Program

The objectives of the Marketing Department are to move toward a heavier emphasis on graduate teaching, relative to the overall efforts of the department. This is in keeping with the overall university objectives as we understand them.

This changing emphasis will be primarily concerned with increasing enrollments in existing courses and programs. Graduate semester credit hours in 1968 account for approximately seven per cent of total semester credit hours taught by the department. It is anticipated that this

per centage will increase to approximately twelve per cent by 1972 and twenty per cent or more by 1977.

The department is currently considering, on a preliminary basis, the feasibility of adding one or more of the following new programs:

- a. the degree of Master of Science in Marketing. Such a program could be added to our offerings by the addition of no more than one or two new courses.
- b. the PhD degree program with a major in Marketing. This program would involve the addition of two or three new courses.
- c. The Master of Science, Master of Business Administration, and the PhD degrees with a major in Business Statistics or Quantitative Methods.

The feasibility of adding these programs is closely tied to efforts to maintain the high quality of our undergraduate programs. This, in turn, is largely determined by availability of resources.

STUDENTS

Table No. 1

Future Projection Of Graduate Semester Hours
Taught By The Department Of Marketing, 1969-1989
(Curved Line Arithmetic Trend)

<u>Year</u>	<u>Graduate</u>
1969	440.84
1970	530.96
1971	629.50
1972	736.48
1973	851.88
1979	1555.23

Projection of Table 12 data

Table No. 2

Future Projection Of Marketing MBA Enrollment, 1969-1978
(Least-Square Geometric Projections)

<u>Year</u>	<u>MBA</u>
1969	23
1970	27
1971	31
1972	36
1973	42
1978	91

Constant Percent increase per year = 16.5%
Projection of Table 16 data

Table No. 3

Future Projection of Total Semester Hours
 Taught By The Department Of Marketing, 1969-1979
 (Least Squares Geometric Trend)

<u>Year</u>	<u>Total</u>
1968	6778
1969	7768
1970	8902
1971	10201
1972	11691
1978	23108

Constant rate of change = 14.6% per year.
 Projection of Table 12 data

Table No. 4

Future Projection Of Graduate Registrations
 In Marketing Department, 1968-1977
 (Least-Squares Arithmetic Trend)

<u>Year</u>	<u>Graduate</u>
1968	111
1969	134
1970	158
1971	184
1972	212
1973	242
1977	381

Projection of Table 13 data

Table No. 5

Future Projection of Total Registrations
In Marketing Department, 1968-1977
(Straight Line Geometric Trend)

<u>Year</u>	<u>Total</u>
1968	1482
1969	1647
1970	1831
1971	2035
1972	2261
1977	3836

Projection of Table 13 data

Table No. 6

Future Projection of Marketing Department
Undergraduate Enrollment, 1968-1977

<u>Year</u>	<u>Marketing Department Total</u>
1968	686
1969	783
1970	850
1971	946
1972	1053
1973	1798

Projection of Table 14 data

FUTURE FACULTY

The University has proposed that the student-teacher ratio be stabilized in the School of Business at 25 to 1. Using this figure and projecting student enrollment from past data, the following table presents the total faculty requirement and the additional faculty needed for the Marketing Department for a five and ten year period.

Table No. 7

Total Faculty Requirements and Additions by Year
for the Department of Marketing

<u>Year</u>	Faculty FTE Needed to Maintain Student Teacher Ratio of 25-1	Additional Faculty Needed to Maintain ST Ratio of 25-1
1969	20.7	6.1
1970	26.4	5.7
1971	27.2	.8
1972	31.2	4.0
1973	35.7	4.5
1974	40.9	5.2
1975	46.5	5.6

Policy guidelines for greater faculty participation and performance in the functioning of the Department of Marketing are as follows:

1. To develop a faculty recruitment program with the use of a departmental selection committee that will assure the department of having highly qualified faculty with a minimum of turnover over a continuing and indefinite period.
2. To hire a nationally-recognized marketing professor who will contribute substantially in the department's writing and research effort.

3. To conduct informal monthly meetings where a review of personal as well as collective thoughts and ideas about the subject of marketing can be facilitated.
4. To conduct formal and regularly scheduled monthly departmental meetings to take action relative to the affairs of the department that may be of faculty concern and to hear reports of various departmental committees.
5. To establish and implement a merit rating system to be used for rank and salary promotions.
6. To develop an indoctrination and training program for teaching assistants and part-time instructors who are neophytes at teaching.
7. To establish a budget-making procedure (for non-salary funds) that is correlated with the department's objectives, as well as the personal goals of its members. Allocation of funds for travel, student assistants, and capital equipment are the key concern here.
8. To establish a faculty development program that will enable each faculty member to continue to grow professionally and to achieve his personal objectives.
9. To encourage faculty members to take advantage of the Faculty Development Leave Program by serving in industry, doing post graduate work and working on various consulting projects.

FUTURE RESEARCH

On review of past research projects, it can be concluded that the research effort has been a multi-directional one. The faculty in their research undertakings cover a wide range of topics that should contribute to public policy, additions to the body of theoretical subject matter, and serve to improve the conditions and operation of individual business institutions. In addition, practical knowledge has been gained to improve classroom instruction and provide better insight for the marketing graduate in years to come. Certainly this level of effort has improved the competency among the marketing faculty. It is hoped that the research effort by individual faculty members will continue in the same vain.

The Department recognizes that every faculty should participate in some type of research effort to maintain his currency in the ever-changing marketing area. Continued efforts will be made to encourage and facilitate communication and cooperation between marketing faculty and sources of research funds in the business community. Certainly these efforts will enhance the reputation of the Department's research capabilities in the future.

Specifically, in the future the department plans to continue:

1. To promote and develop a program of research and writing by faculty. The School of Business should expand its research effort with the establishment of a "Research Institute." This would create a better environment by allowing schedule adjustments and reduced teaching loads.
2. To be recognized by the community of business as the center of research strength in the geographic region through the individual faculty member's efforts in research.

3. To seek funds of unrestricted nature for research projects.
4. To make an effort to have more research--including MBA and DBA work--published.

FUTURE BUDGET

Future budget needs are most difficult to specify with precision because of some of the imponderables involved. Two essential points suggest the nature of the problem: (1) a number of programs or efforts have been mentioned in this report which have budgetary ramifications but which are, at this time, still in the early planning stages; and (2) the School of Business Administration is presently in the throes of a self-study involving possible changes in direction of some of its activities. Within a year or less, many of the unknowns in these two situations should be resolved, thus enabling us to take a more definitive look at future budget requirements.

The most significant budgetary consideration involves, of course, teaching salaries. The section of this report dealing with future needs provides a general base for projecting budgetary requirements.

One major budgetary item is mentioned elsewhere in this report. This item relates to the need to equip a business statistics laboratory with calculators.

In general, past budgets have taken into account growth in enrollments but with a time lag of one or more years. If this practice is continued, it provides the base for projecting budget through the next budget period, and to a high degree, establishes limits that are tied to the past. In terms of budgetary planning, a somewhat more flexible approach which takes into account future plans and expectations would enable departments to make realistic plans for the future with the knowledge that budgetary support would or would not be provided. One

approach to budgeting which would aid forward planning is to allocate teaching salaries (and any other future formula items) to the department which generated those revenues by the application of the formula to credit hours taught.

FUTURE
SERVICE AND EXTENSION

One of the major deficiencies of the Marketing Department in the past has been its service and extension activities. Available manpower has severely limited adequate coverage of these activities. However, the marketing faculty recognizes the need to increase its future contribution to the service and extension activities of the School of Business Administration and the University.

Specifically, the department plans to:

1. Encourage consulting activities of the faculty.
2. Establish a summer marketing and advertising seminar for young executives to be held on campus.
3. Offer marketing, advertising, and public relations seminar to local communities through Chamber of Commerce and other groups.
4. Plan and offer night courses that would meet the needs of the Lubbock business community.

FUTURE STUDENT ORGANIZATIONS

The trend toward the emphasis of professional groups in all human activities will make for greater opportunities for contributions by student organizations affiliated with the Marketing Department. These organizations are seeking larger memberships since this is the only method by which more students can receive benefits. A larger percentage of the students studying marketing as well as a greater number of students who are not studying marketing, retailing and advertising, but have an interest in marketing, is being sought. Closer ties with the local business community will be developed, Marketing students, local business people, and the University, will gain from the resulting interchange. Businessmen presenting programs have commented on how favorably student members have impressed them. These favorable impressions can be expanded to include the University and its business programs.

The growth of graduate programs in the School of Business has offered another opportunity to the organizations. Activities involving graduate students in these associations will be developed.

The AMA Chapter, The Professional Retailing Association, Alpha Delta Sigma, and Gamma Alpha Chi will seek to utilize its strength more effectively and respond to the opportunities presented by new resources.

THE PAST AND PRESENT

BRIEF STATEMENT ON THE ORIGIN AND
DEVELOPMENT OF THE MARKETING DEPARTMENT

The thirty-eighth legislature of the State of Texas in 1923, passed an act authorizing the establishment of a co-educational senior-level college west of the ninety-eighth meridian and north of the twenty-ninth parallel. This institution, Texas Technological College in Lubbock, Texas, opened its doors to students in the fall of 1925. Originally, the "Schools" for instruction were Liberal Arts, Household Economics, Agriculture and Engineering.

The first year, one course in Economics was offered in the Department of Government, Economics and Sociology within the School of Liberal Arts. This curriculum was expanded the following year to include six courses in Economics and one in Business Law.

Changes were made in the offerings from 1927-1928 when five Divisions were established within the Department of Economics and Business, College of Liberal Arts. These were (1) Basic Courses, (2) Marketing, (3) Production, (4) Finance and (5) Accounting. The Marketing Division offered eleven courses in Marketing for credit (Quarter-hour basis) and one course in Secretarial Science for non-credit.

The Division of Marketing curricula in 1927-1928 was:

M331, M332, M333	Market Administration
M431	Advertising Principles and Practices
M432	Business Communication
M433	Salesmanship
M435	Transportation
M436	Retail Selling and Store Management
M426, M427, M428	Business Forecasting and Market Analysis
No Credit	Secretarial Science

Professor Benjamin F. Condray, who joined the faculty in 1927, influenced the Department of Economics and Business Administration and established the pattern of development of several ensuing years. Graduate and undergraduate courses were designated by 1929-1930. Core courses in Marketing Administration, Communication, Transportation, Forecasting and Marketing Practices were retained and refined until 1932-1933.

Beginning with the academic year 1933-1934 and continuing through 1936-1937, Marketing courses, together with principles courses in Accounting, Finance, Management, and Business Law, were listed in the category designated Business Administration Principles. Three marketing courses--BA 322, Principles of Marketing; BA 333, Marketing Problems, and BA 432, Advertising--were offered. Trent C. Root joined the staff in the fall of 1933 as Assistant Professor in Business Administration Principles and continued on the staff for several years. His influence will be noted later.

No significant changes were made concerning Marketing until 1935-1936 when J. Orval Ellsworth, PhD, Professor of Economics and Business Administration joined the staff. He was to influence the offerings in Marketing and Business Administration for about a decade.

In 1938-1939, the Sub-Departmental designation in which Marketing was located was called Business Administration. This department and its core of courses continued as part of the Division of Arts and Sciences for some time to come.

The year 1942-1943 brought a substantial change--one which had been anticipated and planned for several years. This innovation appeared in the form of a Division of Commerce, thereby becoming independent from all other Divisions and equal in stature to the Divisions of Agriculture, Arts and Sciences, Engineering, and Home Economics. Dr. J. Orval Ellsworth was appointed the first Dean of the Division of Commerce. Within the Division of Commerce, the Departments of Accounting and Finance, Economics and Management, Marketing and Salesmanship, General Business, and Secretarial Studies were established. The course offerings of the newly established Department of Marketing were:

332	Principles of Marketing
333	Marketing Problems
431	Commodity Marketing
432	Economics of Advertising
433	Salesmanship
435	Business Cycles and Forecasting
436	Retail Store Management
437	Air Transportation
531	Research in Marketing
532-3	Thesis in Marketing

The above courses continued through 1947-1948 with a single exception--Marketing 437, Advanced Business Statistics displaced Marketing 437, Air Transportation.

Professor Trent C. Root became Acting Dean of the Division of Commerce upon the resignation of Dr. Ellsworth at the beginning of the year 1946-1947. Associate Professor Howard E. Golden, PhD and Assistant Professor Sam Leifeste were added to the staff of the Marketing Department in the fall of 1946.

Two courses, 434, Distributive Marketing, and 439, Sales Administration, were added in 1948-1949. No real changes were made in the year 1949-1950.

George G. Heather, PhD, became Dean of the Division of Business Administration and Acting Head of the Department of Marketing in the fall of 1950. Course offerings in Marketing were expanded by the addition of: 337--Intermediate Business Statistics, 438--Display, 4314--Retail Buying, and 4316--Graphic Analysis.

Several new course listings were noted for the year 1951-1952: 321--Public Relations, 421--Advertising Copy, 4310--Trends in Retailing Systems, 4317--Advertising Layout, 4318--Mechanical Production, 534--Problems in Advertising, and 539--Problems in Sales Administration. Changes in course number and/or title included: 432--Economics of Advertising became 334--Principles of Advertising, 433--Salesmanship became 339--Principles of Salesmanship, 434--Distributive Marketing became 434--Trends in Wholesale Distribution. A proliferation of advertising courses came with the addition of James E. Dykes, instructor in Marketing (1951-1952). Also in that year effort was made to shift all introductory courses to sophomore or junior level as a means of more adequately evaluating the courses.

Roy Thomas Shaw joined the Department as Associate Professor and Acting Head of the Department in 1951. He was promoted to Professor and Department Head in 1954. He was on leave during 1953-1954 and 1956-1957, during which time Dean George G. Heather served as Acting Head. Shaw resigned in the Spring of 1957. John Allen Ryan became Professor and Head of the Department in September, 1957 and has continued in that position to the present.

Various tables and sections on past and present faculty, academic programs, etc., show specific aspects of the development of the department since 1951.

ACADEMIC PROGRAMS

Past and Present

Undergraduate Degree Programs

The Department of Marketing presently supervises the following three undergraduate degree programs: Advertising, Bachelor of Business Administration; Marketing, Bachelor of Business Administration; and Retailing, Bachelor of Business Administration.

The above three degree-granting programs were instituted in 1951. The policy of the Department of Marketing in the past, as is true of the present, is to require those general curricula requirements of the School of Business Administration in the areas of non-professional and basic professional courses in addition to professional and elective requirements. The tables on the following pages illustrate the courses, by programs, required in the professional area and those courses thought to be of expressed value to the professional area. These tables also show changes in the requirements for the three programs, 1952-68.

As will be noted on Table 8, Advertising Program Changes, 1952-68, there had been a gradual evolution of the program until 1963 when a major revision was completed. This revision consolidated several related courses, copy, layout and production, into the present Practices course. Advertising Administration was added to present a managerial overview to students of advertising.

Table 9, Marketing Program Changes, 1952-68, reflects the Department's attitude toward maintaining a broad basic marketing curriculum with specialization at the option of the student. As will be noted on the Table, the basic

Table No. 8

Advertising Program Changes 1952-1968

		YEAR OF CATALOG																	
Department	Course Title	51- 52	52- 53	53- 54	54- 55	55- 56	56- 57	57- 58	58- 59	59- 60	60- 61	61- 62	62- 63	63- 64	64- 65	65- 66	66- 67	67- 68	
ACCT 332 OR ACCT 439	Analysis of Financial Statements										X	X	X	X	X				
ACCT 331	Budgeting																		
ACCT 331	Managerial Accounting															X	X	X	
APL ARTS 133	Design	X	X	X	X	X	X	X											
APL ARTS 321	Problems in Visual Communications															X	X		
ART 321	Problems in Visual Communications																	X	
JOURN 330	Typography	X		X	X	X	X	X											
JOURN 3351	Advertising Media															X	X	X	
MKT 334	Principles of Advertising	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
MKT 335	Principles of Retailing	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
MKT 321	Public Relations	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
MKT 339	Principles of Salesmanship	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
MKT 433	Marketing Problems	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
MKT 436	Marketing Research										X	X	X	X	X	X	X	X	
MKT 4311	Advertising Practices												X	X	X	X	X	X	
MKT 4312	Advertising Campaigns															X	X	X	
MKT 4314	Advertising Copy	X	X	X	X	X	X	X	X	X	X	X							
MKT 4316	Advertising Administration												X	X	X	X	X	X	
MKT 4317	Advertising Layout	X	X	X	X	X	X	X	X	X	X	X							
MKT 4318	Mechanical Prod. in Advertising	X	X	X	X	X	X	X	X	X	X	X							
MKT 4319	Advertising Internship	X	X	X	X	X	X	X											
MKT 438	Sales Promotion, Retail Adv. and Display	X	X	X	X	X	X	X	X	X	X	X							
PSY 130	Introduction to Psychology	X	X	X	X	X	X	X	X	X	X	X							
PSY 230	General Psychology I												X	X	X				

Table No. 9

Marketing Program Changes 1952-1968

Department	Course Title	YEAR OF CATALOG																	
		51- 52	52- 53	53- 54	54- 55	55- 56	56- 57	57- 58	58- 59	59- 60	60- 61	61- 62	62- 63	63- 64	64- 65	65- 66	66- 67	67- 68	
ACCT 332 OR ACCT 336	Analysis of Financial Statements										X	X	X	X	X	X	X	X	
Approved	Principles of Cost Accounting										X	X	X	X	X	X	X	X	
Electives	6 hours			X	X	X	X	X	X	X									
ECO 326	Research in Economics and Business	X	X	X	X	X	X	X	X	X									
ECO 237	Economic Geography	X	X	X	X	X	X	X	X	X	X	X	X						
FIN 334	Credits and Collections	X	X	X	X	X	X	X	X	X	X	X	X	X					
MGT 432	Administrative Policy														X	X	X	X	
MKT 334	Principles of Advertising	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
MKT 335	Principles of Retailing	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
MKT 339	Principles of Salesmanship	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
MKT 433	Marketing Problems	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
MKT 434	Wholesaling	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
MKT 435	Cycles and Forecasting	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
MKT 436	Marketing Research										X	X	X	X	X	X	X	X	
MKT 439	Sales	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
PSY 130	Introduction to Psychology	X	X	X	X	X	X	X	X	X	X	X							
PSY 230	General Psychology I												X	X	X	X	X	X	
SA 327	Report Writing			X	X	X	X	X	X	X	X	X	X	X					

Table No. 10

Retailing Program Changes 1952-1968

Department	Course Title	YEAR OF CATALOG																
		51- 52	52- 53	53- 54	54- 55	55- 56	56- 57	57- 58	58- 59	59- 60	60- 61	61- 62	62- 63	63- 64	64- 65	65- 66	66- 67	67- 68
ACCT 331	Managerial Accounting												X	X	X	X	X	X
ACCT 332	Analysis of Fin. Statements										X	X						
APPL ARTS 133	Design						X	X										
ECO 237	Geography	X	X	X	X	X	X	X	X	X	X	X						
ECO 331	Eco. of Bus. Enterprise													X	X	X	X	X
FIN 334	Credits and Collections	X	X	X	X	X	X	X	X	X	X	X	X					
MGT 336	Behavioral Science in Business and Industry														X	X	X	X
MGT 439	Sales Management	X	X	X	X	X												
MKT 334	Principles of Advertising	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
MKT 335	Principles of Retailing	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
MKT 339	Principles of Salesmanship	X	X	X	X	X	X	X	X	X	X	X	X					
MKT 433	Marketing Problems	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
MKT 436	Marketing Research													X	X	X	X	X
MKT 4315	Retail Buying	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
MKT 4319	Analysis of Retail Operations						X	X	X	X	X	X	X	X	X	X	X	X
PHIL 130	Logic													X	X			
PHIL 231	Introduction to Logic															X	X	X
PSY 130	Introduction to Psychology	X	X	X	X	X	X	X	X	X	X	X						
PSY 230	General Psychology I												X	X	X	X	X	X

marketing courses have remained unchanged from the inception of the program except for the addition of Research in 1961.

The Retailing Program, as seen in Table 10, has also basically remained the same since the inception of this program. The major change in this program occurred in 1964 when additional emphasis was placed on behavioral sciences and logic in lieu of two other courses. These changes reflect the broadening scope of retailing and the philosophy of the departmental instruction.

The present programs offered by the Department of Marketing, as presented in the General Catalog, 1968-69, are as follows:

Bachelor of Business Administration--Advertising Major

- I. Nonprofessional courses (49 semester hours).
- II. Basic professional courses (31 semester hours).
- III. Major professional courses (29 semester hours):
 - ACCT 331--Managerial Accounting
 - ART 321--Problems in Visual Communications
 - JOUR 3351--Advertising Media
 - MKT 334--Principles of Advertising
 - MKT 335--Principles of Retailing
 - MKT 4311--Advertising Practices
 - MKT 4312--Advertising Campaigns
 - MKT 4316--Advertising Administration
 - MKT 433--Marketing Problems
 - MKT 436--Marketing Research and Analysis
- IV. Electives to complete a total of 126 semester hours, exclusive of freshman and sophomore physical education, band, or basic ROTC. It may be necessary to use a part of these electives to assure a required total of not less than 51 academic hours of course work outside the School of Business Administration.

Bachelor of Business Administration--Marketing Major

- I. Nonprofessional courses (49 semester hours).
- II. Basic professional courses (31 semester hours).
- III. Major professional courses (33 semester hours):
 - ACCT 332--Analysis of Financial Statements
 - or ACCT 336--Principles of Cost Accounting

- MGT 432--Administrative Policy
- MKT 334--Principles of Advertising
- MKT 335--Principles of Retailing
- MKT 339--Principles of Salesmanship
- MKT 433--Marketing Problems
- MKT 434--Wholesaling
- MKT 435--Business Cycles and Forecasts
- MKT 436--Marketing Research and Analysis
- MKT 439--Sales Management
- PSY 230--General Psychology I
- IV. Electives to complete a total of 126 semester hours, exclusive of freshman and sophomore physical education, band, or basic ROTC. It may be necessary to use a part of these electives to assure a required total of not less than 51 academic hours of course work outside the School of Business Administration.

Bachelor of Business Administration--Retailing Major.

- I. Nonprofessional courses (49 semester hours).
- II. Basic professional courses (31 semester hours).
- III. Major professional courses (33 semester hours):
 - ACCT 331--Managerial Accounting
 - ECO 331--Economics of Business Enterprise
 - MGT 336--Behavioral Science in Business and Industry
 - MKT 334--Principles of Advertising
 - MKT 335--Principles of Retailing
 - MKT 433--Marketing Problems
 - MKT 436--Marketing Research and Analysis
 - MKT 4315--Retail Buying
 - MKT 4319--Retail Buying
 - PHIL 231--Introduction to Logic
 - PSY 230--General Psychology I
- IV. Electives to complete a total of 126 semester hours, exclusive of freshman and sophomore physical education, band, or basic ROTC. It may be necessary to use a part of these electives to assure a required total of not less than 51 academic hours of course work outside the School of Business Administration.

The total course offerings of the Department of Marketing for undergraduates and nonbusiness graduates are listed and described below. Many of these courses are available as service courses to other programs at Texas Tech as well as serving the needs of the School of Business Administration.

For Undergraduates

- 246. Introduction to Business Statistics (4:3:2). Prerequisite: Math 137 and 138. Techniques of analysis of numerical data including averages, dispersion, statistical inference, linear correlation, and time series.
- 331. Public Relations (3:3:0). Policies and procedures of creating and maintaining public good will in business. The course examines the many functional aspects of public relations.
- 332. Principles of Marketing (3:3:0). Marketing structures and agencies. Motives and buying habits. Types of middlemen, marketing institutions, and channels. Current marketing practices. Marketing of industrial and consumer goods.
- 334. Principles of Advertising (3:3:0). An overview of the broad field of advertising. Acquaints students with the role of advertising in the American economy.
- 335. Principles of Retailing (3:3:0). Prerequisite: MKT 332. Comprehensive introduction to and evaluation of retailing with emphasis on profit elements, pricing and merchandising policies, inventory and merchandise control.
- 339. Principles of Salesmanship (3:3:0). Fundamentals of personal salesmanship applied specifically in the marketing of goods and services and as they may aid any business or professional man.

For Undergraduates and Nonbusiness Graduates

- 426. Index Numbers (2:2:0). Prerequisite: MKT 246. An intensive study of the construction and interpretation of index numbers. Practical problems in measurement of business status through use of index numbers.
- 431. Industrial Marketing (3:3:0). Prerequisite: MKT 332. Problems involved in marketing industrial goods, including commodities.
- 433. Marketing Problems (3:3:0). Prerequisite: MKT 332 and senior standing. Actual marketing cases and problems. Marketing costs, brand policy, channels of distribution, sales promotion, sales policies, price policies, and operating control.
- 434. Wholesaling (3:3:0). Prerequisite: MKT 332. Process and institutions of wholesale marketing from manufacturer to retailer through merchant and functional middleman with special emphasis upon modern channels of distribution.
- 435. Business Cycles and Forecasts (3:3:0). Prerequisite: MKT 246. Theories of cycles. Causes and proposed remedies. Examination of forecasting services and techniques employed by them. Problems in specific commodities and securities.
- 436. Marketing Research and Analysis (3:3:0). Prerequisite: MKT 246 and 332. Scientific marketing research methods; emphasis on collection, analysis, and interpretation of data as applied to the solution of marketing problems.
- 437. Advanced Business Statistics (3:3:0). Prerequisite: MKT 246. A more extended study of some phases of business statistics, including multiple and partial correlation, analysis of variance, and chi-square tests.

- 439. Sales Management (3:3:0). Prerequisite: MKT 332. Problems and methods of organization and administration of sales departments, sales operations, sales control, sales promotion, and sales policies.
- 4311. Advertising Practices (3:2:3). Prerequisite: MKT 334 or approval of instructor. Analysis of the creative aspects of advertising: copy, layout, typography, and production. Provides practical application for the different types of media advertising.
- 4312. Advertising Campaigns (3:1:4). Prerequisite: MKT 4311 or approval of instructor. A specialized, skill-development course with emphasis on advertising campaigns. Includes planning, preparing, and presenting of campaigns.
- 4315. Retail Buying (3:3:0). Prerequisite: MKT 335. Analysis of the functions of the retail buyer. Evaluation and direction of buying techniques. Qualitative and quantitative considerations in buying.
- 4316. Advertising Administration (3:3:0). Prerequisite: MKT 4311. Use of the problem-solving approach to management problems in advertising through cases, research projects, special reports, and readings.
- 4319. Analysis of Retail Operations (3:1:4). Prerequisite: Approval of instructor. Study of the functional operations processes in a retailing institution. Student follows a schedule of observation, analysis and application. Minimum of 75 clock hours.

In accordance with School of Business Administration policy, undergraduates majoring in any of the Marketing programs must have an equal minimum of 126 semester hours including a minimum of 51 academic hours of course work outside the School of Business Administration. All majors are required to complete 49 semester hours of nonprofessional course work and 31 semester hours of basic professional courses.

Both the Marketing Program and the Retailing Program require 33 semester hours of major professional credits while the Advertising Program requires 29 semester hours. All three programs require completion of four upper level marketing courses; Principles of Advertising, Principles of Retailing, Marketing Problems, and Marketing Research and Analysis. This concurrence assures a basic marketing knowledge regardless of program pursued. While General Psychology is not a required Advertising Program course, this course is highly recommended adding another basic overall to the programs.

Another point of note is the requirement in each program of at least one advanced accounting course to further illustrate the program-wide approach.

Graduate Degree Programs

The graduate programs currently offered by the Marketing Department are the result of an evolutionary process since the creation of the department in 1951. Since the graduate program has traditionally been tailored to meet the needs of students, it is helpful to look at those courses which were available usable in developing graduate programs.

Table 11 represents a tabulation of courses which have appeared in official catalogs since 1951-52. This information is presented in a manner calculated to facilitate chronological comparisons. A sequential listing of course numbers would not yield the insight into the evolution of graduate programs as well as the method adopted.

During the four-year period 1951-52 through 1954-55, four graduate courses were offered by the Department. In an apparent attempt to reflect the fact that these courses were typically handled on an individual study basis rather than an organized class basis, the course numbers and titles were changed in 1955-56 and continued through the following year.

Beginning in 1957-58, all prior graduate courses except the Master's Thesis were canceled and replaced by three newly approved courses (531, 532, and 534). These three courses provided the base for graduate programs for the next six years. Students pursuing the MBA degree in Marketing took two of these courses and rounded out their program with two other courses at the 400 level which could be taken for graduate or undergraduate credit.

Table No. 11

Graduate Courses Offered By Department of Marketing

Course No.	Course Title	YEAR OF CATALOG																	
		51- 52	52- 53	53- 54	54- 55	55- 56	56- 57	57- 58	58- 59	59- 60	60- 61	61- 62	62- 63	63- 64	64- 65	65- 66	66- 67	67- 68	68- 69
531	Research in Marketing	X	X	X	X														
532	Advanced Marketing Problems	X	X	X	X														
534	Problems in Advertising	X	X	X	X														
539	Problems in Sales Management	X	X	X	X														
511, 531	Problems					X	X												
522, 532	Research					X	X												
513, 523, 533	Readings					X	X												
524, 534	Seminar					X	X												
531	Advanced Marketing Problems							X	X	X	X	X	X	X	X	X	X	X	X
532	Advanced Marketing Research							X	X	X	X	X	X	X	X	X	X	X	X
534	Seminar in Marketing							X	X	X	X	X	X	X	X	X			
533	Marketing Thought and Theory												X	X	X				
535	Statistical Decision Making												X	X	X				
536	Individual Study in Marketing I													X	X	X	X	X	X
537	Individual Study in Marketing II													X	X	X	X	X	X
5331	Marketing Foundations															X	X	X	X
5332	Statistical Methods in Business															X	X	X	X
5341	Marketing Administration															X	X	X	X
631	Master's Thesis	X	X	X	X	X	X	X	X	X	X	X	X	X					
632	Master's Thesis	X	X	X	X	X	X	X	X	X	X	X	X						
5342	Advanced Statistical Methods															X	X	X	X
5351	Marketing Thought and Theory															X	X	X	X
5352	Statistical Decision Making															X	X	X	X
533	Marketing Theory																X	X	X
538	Trade Regulations																X	X	X
5334	Advertising in a Contemporary Society																X	X	X
5343	Seminar in Industrial Marketing																X	X	X
5351	Marketing Thought																X	X	X
5353	Marketing Strategy I																X	X	X
5354	Marketing Strategy II																X	X	X
5355	Seminar in Current Mkt. Problems																X	X	X

Table No.11 (Cont'd)

Course No.	Course Title	YEAR OF CATALOG																	
		51-	52-	53-	54-	55-	56-	57-	58-	59-	60-	61-	62-	63-	64-	65-	66-	67-	68-
		52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69
5362	Advanced Experimental Statistics																	X	X
5372	Advanced Inference Problems																	X	X
5382	Advanced Multivariate Analysis																	X	X
731	Research																	X	X
BA 539	Research Methods in Business															X			
BA 630	Master's Report															X	X	X	X
BA 631	Master's Thesis															X	X	X	X
BA 831	Doctor's Dissertation														X	X	X	X	X
BA 5341	Research Methods in Business																X	X	X

In an effort to improve the quality of the program, two new courses were added in 1963-64 (533 and 535). Beginning in 1963-64, students pursuing the MBA in Marketing typically were required to take 531, 532, 533, and 535. This broadening of our course offerings added substantial strength to the content of the program and almost totally eliminated the use of 400 level courses in Masters' programs.

In 1964-65, two individual study courses (536 and 537) were made available to students whose needs could not be met by other existing courses.

In 1966-67, the School of Business Administration offered a professional MBA program. This two-year program is designed to meet the needs of students who wish to pursue an MBA degree but whose undergraduate education is in a field outside of Business Administration. Marketing 5331, 5332, and 5342 were added in order to support that program. Concurrent with the addition of the Professional MBA program, an effort was made to standardize the course numbering system within all departments of the School of Business Administration. This resulted in changing 533 to 5351, 534 to 5341, and 535 to 5352.

The most dramatic changes in graduate offerings occurred in 1967-68 with the addition of a Doctor of Business Administration degree by the School of Business Administration. In that year the following courses were added in order to provide a major field in Marketing at the DBA level: 538, 5334, 5343, 5353, 5354, and 5355. A major field of study in Quantitative Methods at the DBA level was added at the same time in the form of the following courses: 5362, 5372, and 5382.

Currently, the Department of Marketing is involved in graduate work as follows:

1. A program leading to the Master of Business Administration degree with a major in Marketing;
2. Courses which are a part of the professional MBA program;
3. Minor programs of study developed for other departments;
4. Offering two core courses required of all candidates for the Doctor of Business Administration degree;
5. A major field of study in Marketing at the doctoral level; and
6. A major field of study in Quantitative Methods at the doctoral level.

The quality of our courses and programs can best be described in terms of our adherence to the following standards established by the American Association of Collegiate Schools of Business:

1. Admission to the Master's degree program is limited to holders of a baccalaureate degree from an accredited institution.
2. All master's degree courses are taught by full-time faculty members.
3. All master's degree courses are taught by faculty members with appropriate Doctoral degrees.
4. Our Master's degree program has been established and in operation for such a period of time to make the judgment that we will be able to sustain the Master's degree program at acceptably high levels of quality.
5. Students completing the Master's degree in Marketing are required to complete, either at the undergraduate or graduate level, the equivalent of the undergraduate core set forth by the AACSB.
6. The program beyond the core is broad in nature and aimed at general competence for overall management.
7. The program requires a total of thirty semester credit hours beyond the core and the baccalaureate degree in classes reserved exclusively for graduate students.

This rapid shift of emphasis into graduate courses and programs has created problems in connection with maintaining the quality of our undergraduate programs. The quality of our undergraduate programs is acceptably high, however, a rising student-teacher ratio for the Department as a whole suggests that we are approaching, or perhaps have reached, a level which threatens the erosion of our high standards for all courses and programs.

STUDENTS

Past and Present

The following tables reflect some of the dramatic changes involving students that have occurred during the relatively short history of the Department.

Semester credit hours taught by the Department have shown a relentless upward growth. The total hours in 1968 were over two and one half times those in 1963. The semester credit hours increased 31 per cent from 1967 to 1968.

Registrations have reflected essentially the same pattern of growth as semester credit hours.

The most dramatic growth in majors has occurred in the advertising major, which has more than tripled in numbers in the period 1963-1968. This growth is the result of a well-designed plan (now in its fourth year) to develop the outstanding advertising program in this region, within the limits of resources available.

Table No. 12

Semester Credit Hours Taught by the Department of Marketing
By Level, Fall Semester, 1956-1968

Year	Lower	Upper	Graduate	Total
1956	-0-	1,200	18	1,218
1957	-0-	1,622	6	1,628
1958	-0-	1,324	15	1,339
1959	-0-	1,642	30	1,672
1960	-0-	1,822	3	1,825
1961	819	1,416	12	2,247
1962	1,068	1,642	96	2,806
1963	-0-	2,512	105	2,617
1964	-0-	2,875	75	2,950
1965	1,232	2,703	69	4,004
1966	1,516	2,928	279	4,723
1967	1,532	3,327	312	5,171
1968				6,809*

*Unofficial figures (not audited) obtained from Business School files.

Source: Office of Institutional Studies

Table No. 13

Registration in Marketing Department
Fall Semester, 1954-1967

Year	Lower	Upper	Graduate	Total
1954	-0-	345	7	352
1955	-0-	395	10	405
1956	-0-	366	6	372
1957	-0-	483	2	485
1958	-0-	398	5	403
1959	-0-	494	10	504
1960	-0-	549	1	550
1961	273	415	4	692
1962	396	487	32	875
1963	-0-	767	35	802
1964	-0-	887	25	912
1965	308	901	23	1232
1966	379	976	93	1448
1967	383	1109	104	1596

Source: Office of Institutional Studies

Table No. 14
Undergraduate Enrollment By Majors,
1954-1967

Year	Marketing	Advertising	Retailing	Marketing Department Total
1954	77	44	30	151
1955	74	59	41	174
1956	67	58	35	160
1957	102	59	40	201
1958	129	56	47	232
1959	141	73	44	258
1960	135	90	44	269
1961	139	101	46	286
1962	185	66	58	309
1963	234	63	64	361
1964	212*	73*	53*	265*
1965	244*	130*	57*	301*
1966	380	167	81	628
1967	398	197	74	669

*Figures from Business Administration Dean's Office (not audited).

Source: Office of Institutional Studies

Table No. 15
Degrees Awarded by the Marketing Department
By Major, 1951-1967

Year	Marketing	Retailing	Advertising	Total	MBA	Grand Total	Degrees Granted in BA	% of BA in Mktg.
1951	11			11	2	13		
1952	10			10	1	11		
1953	12	1	1	14	1	15		
1954	15	7	4	26		26		
1955	15	2	3	20	1	21		
1956	14	10	5	29	1	30		
1957	12	1	8	30	2	32	242	13.2%
1958	10	13	5	28		28	215	13.0%
1959	11	11	8	30	1	31	221	14.6%
1960	27	10	10	47	1	48	228	21.0%
1961	25	9	3	37	1	38	245	15.5%
1962	23	10	23	56	1	57	305	18.7%
1963	25	11	17	53	3	56	297	18.8%
1964	37	19	10	66	5	71	339	20.9%
1965	46	18	7	71	8	79	400	19.8%
1966	54	11	11	76	9	85	441	19.2%
1967	63	11	27	101	10	111	514	21.6%

Source: Office of Institutional Studies

Table No. 16

Marketing Department Graduate Enrollment
Fall Semester, 1956-1968

Year	MBA	DBA	Total
1956	5		5
1957	4		4
1958	5		5
1959	3		3
1960	4		4
1961	7		7
1962	4		4
1963	11		11
1964	14		14
1965	16*	4*	20
1966	24*	5*	29
1967	15*	12*	27
1968	16*	11*	27*

*Unofficial figures (not audited) obtained from Business School files.

Source: Office of Institutional Studies

FACULTY

Past and Present

Professors

Robert Daniel Amason (1967-present)
Howard Lloyd Balsley (1965-present)
Frank Gordon Coolsen (1959-1961)
Harry Howard Elwell, Jr. (1967-present)
Howard Eldon Golden (1965-present)
George Gail Heather (1951-1956)
Paul McWhorter (1957-1958)
Billy Irvan Ross (1967-present)
John Allen Ryan (1957-present)
Roy Thomas Shaw, Jr. (1956-1957)

Associate Professors

Rendel B. Alldredge (1951-1953)
Robert Daniel Amason (1963-1967)
Howard Eldon Golden (1958-1965)
Laura Louise Luchsinger (1968-present)
Leon Neal Quera (1967-1968)
Seymour Bernard Rosenblatt (1968-present)
Billy Irvan Ross (1964-1968)
Roy Thomas Shaw, Jr. (1952-1955)
Richard Eugene Stanley (1962-1963)

Assistant Professors

John Robinson Hewitt (1961-1963)
Chester Burl Hubbard (1953-1955)
Laura Louise Luchsinger (1960-1968)
Suzanne Schirrmann McWhorter (1957-1958)
Harry Stuart Walker (1957-1961)

Instructors

Wanda Mills Behrends (1959-1961)
Lotus Berry Blackwell (1951-1968)
Kenneth Sherron Brown (1967-1968)
William Wallace Brown (1954-1955)
Lloyd Lee Buzan (1954-1955, 1957-1958)
William Louis Byrd (1954-1955)

Instructors (cont.)

John Bruce Clark (1967-present)
James Joseph Conway (1967-present)
James Edgar Dykes (1951-1953)
Richard McGuire Foster (1966-present)
Robert Waller Friedberg (1951-1952)
Wendell Clark Hewett (1964-1968)
Lester Samuel Levy (1956-1957)
Laura Louise Luchsinger (1954-1961)
Charles David McCullough (1967-1968)
Robert Donald McWilliams (1966-present)
Robert Valliant Miller, Jr. (1959-1961)
Charles Bernard Riter (1966-1967)
John Barney Spalding (1964-present)
Charles Roland Vitaska (1967-present)
Leonard Clifton Walker (1968-1961)
Rex Webster (1959-1961)
Gerald Glynn West (1955-1961)

Table No. 17

Faculty Growth

<u>Academic Year</u>	<u>Professor</u>	<u>Associate Professor</u>	<u>Assistant Professor</u>	<u>Total Professors</u>	<u>Instructors</u>	<u>Total Faculty</u>
Fall 1950	1	1	0	2	3	5
Fall 1951	1	2	0	3	0	3
Fall 1952	1	2	1	4	0	4
Fall 1953	1	1	1	3	0	3
Fall 1954	1	2	0	3	0	3
Fall 1955	1	1	0	2	0	2
Fall 1956	0	1	1	2	1	3
Fall 1957	2	1	1	4	1	5
Fall 1958	1	1	1	3	3	6
Fall 1959	1	1	1	3	3	6
Fall 1960	1	1	1	3	0	3
Fall 1961	1	1	1	3	0	3
Fall 1962	1	2	2	5	0	5
Fall 1963	1	2	1	4	1	5
Fall 1964	1	3	1	5	1	6
Fall 1965	3	2	1	6	4	10
Fall 1966	3	3	1	7	8	15
Fall 1967	6	1	1	8	4	12

Table No. 18

Faculty Head Count, Faculty Full-time Equivalent,
Student Full-time Equivalent, and Student-
Faculty Ratio of the Marketing Department
1960-1968

<u>Year</u>	<u>Faculty Head Count</u>	<u>Faculty Full-time Equivalent</u>	<u>Student Full-time Equivalent</u>	<u>Student- Faculty Ratio</u>
1960	9	5.40	121.67	22.53
1961	8	5.60	149.80	26.75
1961	8	6.60	187.07	28.34
1963	11	7.00	174.47	24.92
1964	12	8.40	196.93	23.44
1965	15	12.00	266.93	22.24
1966	19	13.55	314.87	23.24
1967	24	13.80	348.73	25.27
1968	24*	14.60*	453.93*	31.09*

*Unofficial figures (not audited) obtained from Business School files.

Source: Office of Institutional Studies

PRESENT FACULTY

ROBERT D. AMASON

PROFESSOR OF MARKETING

Academic Degrees

<u>Degree</u>	<u>Major</u>	<u>Institution</u>	<u>Year</u>
BBA	Marketing	Texas A&M University	1951
MBA	Gen. Business	Texas A&M University	1958
PhD	Economics	University of Arkansas	1963

Graduate Faculty Membership

Texas A&M University	1962-63	(associate membership)
Texas Technological College	1963-65	(associate membership)
Texas Technological College	1965-present	(full membership)

Theses and Dissertations Directed

William Henry Trasier	1965
C. P. Houston, II	1966
Robert Jon Crumley	1966
Charles D. McCullough	1966
James Rich	1967
John M. Blocker	1967
Brooks Camp	1967

Doctoral Dissertation Committee

Jerry Dwain Ramsey	1967
Wendell C. Hewett	1968
Thomas Craddick	1968
Kamel Moghrabi	1968

HOWARD LLOYD BALSLEY

PROFESSOR OF MARKETING

Academic Degrees

<u>Degree</u>	<u>Major</u>	<u>Institution</u>	<u>Year</u>
AB	Economics; Bus.; Geog.	Indiana University	1946
MA	Economics; Statistics	Indiana University	1947
PhD	Econ. Theory; Statistics	Indiana University	1950
	Econ. History; Econ. Geology & Geography		
	Economics	Johns Hopkins Univ.	1947-48

Graduate Faculty Membership

Texas Technological College	1965	(full membership)
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Theses and Dissertations Directed

David Mitchell Adriance	1966
Roy Hobart Loveless	1966
Lee Earl Robertson	1966
Donald Hector Rodie	1966
John Spalding	1967
Gary Allen Griffith	1967

HARRY H. ELWELL, JR.

PROFESSOR OF MARKETING

Academic Degrees

<u>Degree</u>	<u>Major</u>	<u>Institution</u>	<u>Year</u>
BBA		University of Texas, Austin	1947
MBA		University of Texas, Austin	1949
PhD		University of Illinois	1960

Graduate Faculty Membership

Florida State University	1961-68	(full membership)
Texas Technological College	1967-68	(full membership)

Theses and Dissertations Directed

No Record Retained	1957
No Record Retained	1961-67
No Record Retained	1967-Present

HOWARD ELDON GOLDEN

PROFESSOR OF MARKETING

Academic Degrees

<u>Degree</u>	<u>Major</u>	<u>Institution</u>	<u>Year</u>
BS	Agriculture	West Texas State Univ.	1931
PhD	Economics	University of Missouri	1934

Graduate Faculty Membership

West Texas State University	1937-39
Texas A&M University	1939-40
Hardin-Simmons University	1940-46
Texas Technological College	1946-Present

Theses and Dissertations Directed

All Business Administration, West Texas State, 1937-39
 All Graduate Theses and Dissertations in Agriculture Economics,
 Texas A&M University, 1939-40
 All Masters Theses, Hardin-Simmons University, 1940-46
 All Theses of Marketing Majors (and a few others), Texas Tech, 1946

L. LOUISE LUCHSINGER

ASSOCIATE PROFESSOR OF MARKETING

Academic Degrees

<u>Degree</u>	<u>Major</u>	<u>Institution</u>	<u>Year</u>
BSBA	Marketing	University of Arkansas	1949
MBA	Management	Texas Technological College	1955
DBA	Marketing	Texas Technological College	1968

BILLY IRVAN ROSS

PROFESSOR OF MARKETING

Academic Degrees

<u>Degree</u>	<u>Major</u>	<u>Institution</u>	<u>Year</u>
BJ	Advertising	Murray (Ky) State Univ.	1942-43
MA	English	Eastern N.M. University	1948
PhD	Journalism	Southern Illinois Univ.	1964

Graduate Faculty Membership

Texas Technological College	(associate membership)
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Theses and Dissertations Directed

Gary L. Stevenson	
Ronnie B. Hanby	1945-68
Steven Voelzke	

S. BERNARD ROSENBLATT

ASSOCIATE PROFESSOR OF MARKETING

Academic Degrees

<u>Degree</u>	<u>Major</u>	<u>Institution</u>	<u>Year</u>
BS	Advertising	New York University	1949
MBA	Marketing	Kent State University	1963
DBA	Marketing & PE	Georgia State College	
(Completed all fields, orals, 2nd Revised Complete Dissertation Submitted)			

JOHN A. RYAN

PROFESSOR OF MARKETING

Academic Degrees

<u>Degree</u>	<u>Major</u>	<u>Institution</u>	<u>Year</u>
BS	Naval Science	Univ. of Southern Calif.	1946
MBA	Marketing	Univ. of Texas, Austin	1948
PhD	Business Admin.	Univ. of Texas, Austin	1957

Graduate Faculty Membership

Texas Technological College	1957-Present	(full membership)
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Theses and Dissertations Directed

Robert V. Miller, Jr.	1959
Oscar B. Ogletree	1960
Tod R. Collett	1963
Alan D. Turner	1963
Jamie J. del Rio Maya	1964
Harry B. Slayback	1964
Wayne R. Underwood	1964
Edward K. Fisher	1965
Jay S. Etheredge	1965
Michael V. McRee	1965
Charles B. Riter	1965
Louis G. Wood	1965
Charles R. McCoy	1965
Robert D. McWilliams	1965
Ronald L. Tatham	1966
Stanley S. Treanor	1966
Donald Cunningham	1966
J. Michael Biggs	1967
David M. Boyden	1967
Henry R. Harwell	1967

Herman A. Jones	1967
Laura L. Luchsinger	1967
Joe M. Miller	1967
James Hal Wilkins	1967
Ivan Dean Bishop	1968
Holland B. Evans	1968

Theses and Dissertations in Progress

Billy F. Andrews
John G. Ashe
Larry J. Johnson
Leon E. Dube
Richard McGuire Foster
Jeff Michael Biggs
Robert Donald McWilliams
Charles R. Vitaska
James Hal Wilkins

RESEARCH

Past and Present

Since September, 1963 four faculty members have received eleven state-appropriated research grants. All but two of these have been completed, and a manuscript is on file with the School of Business Administration Research Committee. Two are now in progress and will be completed during the summer of 1969.

In the last five years twenty-four technical research reports have been completed by five faculty members of the Department. These research projects were conducted without the use of state funds.

A list of the research activities by the faculty follows.

ROBERT D. AMASON

State Sponsored Research

"The Shopping Habits of Lubbock Consumers With Special Emphasis on the Downtown Area" 1965-66

"Cycle Billing Vs. Customer Request Billing" 1964-65

"Retail Sales Personnel and Policies from the Consumers' Viewpoint" 1966-67

"An Experimental Application of Input-Output Analysis to Determine the Economic Base for a Community" 1967-68

"A Study of the School of Business Administration at Texas Tech Relative to its Capability of Meeting the Need for Higher Education in Business" 1967-68

Technical Research Reports: (sole author)

MEMORANDUM ON CURRENT ECONOMIC CONDITIONS AND SHORT-RUN OUTLOOK FOR BRYAN-COLLEGE STATION, TEXAS, First Bank & Trust, Bryan, Texas, (April, 1963) 43 pp.

TWENTY-YEAR PROJECTIONS OF CSSB OPERATIONS, College Station State Bank, (May, 1963) 22 pp.

A REPORT ON THE FEASIBILITY OF ESTABLISHING A FEDERAL SAVINGS & LOAN ASSOCIATION IN BRYAN, TEXAS, Williams Mortgage Company, (May, 1963) 51 pp.

A REPORT ON THE FEASIBILITY OF ESTABLISHING A NATIONAL BANK IN FLOYDADA, TEXAS, Lubbock National Bank, (June, 1964) 46 pp.

- A STUDY OF THE PRESENT AND FUTURE RETAIL MARKET AREA OF REDBUD SHOPPING CENTER, LUBBOCK, TEXAS, Business Research Associates, (November, 1964) 110 pp.
- A SERVICE SHOPPING REPORT ON EMPLOYEES FOR THE LUBBOCK NATIONAL BANK, Business Research Associates, (May, 1965) 66 pp.
- A STUDY OF EMPLOYEE ATTITUDES AT LUBBOCK NATIONAL BANK, Business Research Associates, (October, 1965) 74 pp.
- A MARKETING RESEARCH PROCEDURE TO BE USED IN FORECASTING HOUSING DEMAND, Business Research Associates, (December, 1965) 34 pp.
- A STUDY OF THE ECONOMIC FEASIBILITY FOR A NATIONAL BANK IN NORTHEAST AMARILLO, Great Plains National Bank, Amarillo, Texas, (February, 1964) [with George W. Berry, Ph.D., John A. Ryan, Ph.D., and John Wittman, Jr., M.B.A.] 88 pp.
- A REPORT CONCERNING THE FEASIBILITY OF THE ESTABLISHMENT OF INDUSTRIAL BANK AND TRUST OF LUBBOCK, TEXAS, Professional Advisory Services, (October, 1963) [with George W. Berry] 80 pp.
- REPORT ON CURRENT ECONOMIC CONDITIONS, ENVIRONMENTAL FACTORS, AND CHARACTERISTICS OF HALE COUNTY AND PLAINVIEW, TEXAS, Professional Advisory Services, (June, 1964) [with George W. Berry] 28 pp.

Research Supervised

- "Survey of F.M. Radio Listening Habits in the City of Lubbock, Texas"
- "A Survey of Advertising Effectiveness in Lubbock, Texas"
- "The Evaluation of the Fiesta Time Campaign for Eddie Davis Advertising Agency"
- "The Check Cashing Habits of Texas Tech Students, Lubbock, Texas"

HOWARD L. BALSLEY

State Sponsored Research

- SEASONAL PREDICTION OF COMMON STOCK SECURITY PRICES, research grant from state-appropriated funds, No. 191-5129, in 1966, not completed that year; a continuing study of the stock market over a period of years. Grant ended 1966.

BUSINESS RESEARCH METHODS, a School of Business Administration grant, No. 191-8415, in 1968. A monograph, "An Essay on the Writing of Business Reports," was written, and published by the School of Business Administration, under this grant. Further work consisted of producing a first draft of a book, entitled BUSINESS RESEARCH METHODS. First draft completed as projected.

Technical Research Reports (sole author)

Monographs:

THE 1954 FEDERAL INCOME TAX: AN APPRAISAL AND A SUGGESTION
(Department of Business and Economic Research,
Louisiana Polytechnic Institute, Ruston, Louisiana;
May, 1956) pp. 24

A SURVEY OF THE USE OF SUPPLEMENTARY READINGS IN THE PRINCIPLES
OF ECONOMICS COURSE (Department of Business and Economic
Research, Louisiana Polytechnic Institute, Ruston,
Louisiana; May, 1957) pp. 24

HARRY H. ELWELL, JR.

State Sponsored Research

Research in Business Administration Grant, Texas Technological College,
1967-68: "Business Problem Computer Programs," including published
monograph of these programs applied to business instruction and
research. State Grant #191-8402

Research in Business Administration Grant, Texas Technological College,
1967-68: "Executive Decision Simulator for Management Research,"
including published monograph of technical and administrative
reference material for use of Texas Tech Executive Decision Game I.
State Grant #191-8406

Technical Research Reports (sole author)

F. S. U. EXECUTIVE DECISION GAME I (Reference and Technical Manual).
(Coral Gables, Florida: University of Miami, 1964).

COMPUTER PROGRAMS FOR USE IN BUSINESS INSTRUCTION AND RESEARCH (Faculty
Seminar Reference Manual). (Tallahassee, Florida: School of
Business, Florida State University, 1965).

EMERGENCY RESOURCES MANAGEMENT PLAN, "Part B--Resource Sections; VII-
Industrial Production" (Tallahassee, Florida: Governor's Committee,
State of Florida Office of Emergency Planning, 1966).

- BUSINESS RESEARCH--Publications Through June, 1966. (Monograph)
(Tallahassee, Florida: Research Committee, School of Business,
Florida State University, 1966).
- FACILITY DATA AND INFORMATION MANAGEMENT. (CKF-100-PC-004/0) (IBM
Corporation, Federal Systems Division, Cape Kennedy Facility, 1966).
- FACILITY DOCUMENTATION ADMINISTRATION INSTRUCTION. (CKF-100-PC-005/0)
(IBM Corporation, Federal Systems Division, Cape Kennedy Facility, 1966).
- FACILITY DOCUMENT TREE. (CKF-100-PC-005/1) (IBM Corporation, Federal
Systems Division, Cape Kennedy Facility, 1966).
- GLOSSARY OF COMPUTER TERMINOLOGY. (Technical Series Monograph)
(Tallahassee, Florida: School of Business, Florida State Univ-
ersity, October, 1966). #66-67-1.
- COLLEGIATE COURSES IN EMPLOYEE SUPERVISION. (Austin, Texas: Bureau of
Business Research, The University of Texas, 1948). Monograph. 48 pages.
- BUSINESS PROBLEM COMPUTER PROGRAMS. (Lubbock, Texas: School of Business
Administration, Texas Technological College, May 30, 1968). Monograph.
85 pages.
- TEXAS TECHNOLOGICAL COLLEGE EXECUTIVE BUSINESS DECISION GAME I. (Lubbock,
Texas: School of Business Administration, Texas Technological College,
July 1, 1968). Monograph. 126 pages.

Research Supervised

- Council for Instruction Grant, Florida State University, Trimester IIIB,
1964: "Develop and Test F.S.U. Executive Decision Game II for
Instructional Use in the School of Business."
- Research Council Grant, Florida State University, Trimester IIIB, 1965:
"Redesign and Program F.S.U. Executive Decision Game II for Research
Use."
- Research Council Grant, Florida State University, Year 1965-1966:
to compile and write reference manual on "Library of Most Used
Computer Programs in Business."
- Council for Instruction Grant, Florida State University, Trimester IIIB,
1966: half-time study to develop "Computer Case Problems for
Instructional Use in the Functional Core Courses."
- Research Council Grant, Florida State University, Year 1966-1967: continue
compilation and up-date reference manual on "Library of Most Used
Computer Programs in Business."

JOHN A. RYAN

Technical Research Reports (sole author)

THE DEVELOPMENT OF GRAIN SORGHUMS AS AN ECONOMIC RESOURCE

LUBBOCK GROCERY SURVEY

AN ESTIMATE OF SALES VOLUME OF MONTEREY SHOPPING CENTER

RETAIL SALES-SPECIAL STUDY FOR HUMBLE OIL AND REFINING COMPANY

EVALUATION OF PROMOTIONAL EFFORTS BY LUBBOCK BANKS

REPORT ON THE ECONOMIC FEASIBILITY OF THE PROPOSED FIRST STATE BANK
OF TULSA, TEXAS

BILLY IRVAN ROSS

State Sponsored Research

ADVERTISING JOB MARKET IN TEXAS, Completed in August 1968

PHILOSOPHY OF THE AMERICAN ADVERTISING AGENCY OPERATING OVERSEAS,
funded for 1968-69 school year.

Research Supervised

ADVERTISING JOB MARKET IN TEXAS - 1968

S. BERNARD ROSENBLATT

Technical Research Reports

Dissertation Topic: CROSS SECTIONAL ANALYSIS OF LOCAL GOVERNMENTAL
EXPENDITURES; Atlanta, Georgia S.M.S.A., 1965.

SPACE

The Past and Present

Prior to 1960, when the School of Business Administration moved to its present building, the Department of Marketing had no classrooms or laboratory rooms assigned specifically to it. Since 1960 the following rooms have been assigned to the Department:

Classroom:

Journalism 4	608 sq. ft.
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Laboratory (Business Statistics):

Business Administration 308	900 sq. ft.
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In the fall semester, 1968, there were 56 marketing classes offered, exclusive of the introductory business statistics course which requires laboratory facilities. The business statistics course had 10 lecture sections and 15 laboratory sections. The single classroom and single laboratory room assigned to the Department of Marketing were inadequate. During past years, and at present, much of the teaching of Marketing courses had been scheduled at locations on the campus other than in the Business Administration building.

Office space for the Marketing faculty has been inadequate in the past and is inadequate at present. Office space currently used is listed below:

6 single offices in Business Administration

1 single office in Journalism

1/2 double office in Business Administration

5 single offices in building X-40 (2 persons per office)

Partial use of building X-33 (6 persons in one large room)

It is expected that the critical shortage of space for Marketing (including business statistics) classes and offices will be alleviated when the Department moves into the new Business Administration Building. The available instructional space for Marketing is as follows:

New Business
Administration
Room Number

<u>Classrooms:</u>	<u>Sq. Ft.</u>
001	719
008	1,260
081	781
158	598
267 (until 1972)*	980
269	980
271	925
<u>Laboratories (business statistics):</u>	
265	925
267 (after 1972)*	980

*Room 267 will be used as a classroom until 1972; then it will become a business statistics laboratory.

Office assignments to departments in the new Business Administration Building have not been made at the time of the writing of this report. It is our understanding that as new faculty members join the department, they will be assigned offices in the new Business Administration Building.

BUDGET

66

Past and Present

Table No. 19
Marketing Department Budget

School Year	Instructional Salaries ^a	Student Assistants	Maintenance, Equipment & Travel	Total
1958-59 ^b	\$27,417	\$500	\$2,225	\$30,142
1959-60	35,067	600	3,000	38,667
1960-61	37,934	600	4,320	42,854
1961-62	36,600	900	10,361	47,861
1962-63	53,700	1,075	3,767	58,542
1963-64	53,925	1,250	5,850	61,025
1964-65	68,450	1,250	5,610	75,310
1965-66	108,425	1,500	8,600	118,525
1966-67	124,545	1,950	8,150	134,645
1967-68	150,200	3,117	8,490	161,807
1968-69	\$175,135	\$3,101	\$8,115	\$186,351

a. Summer salaries excluded.

b. Departmental records not available 1951-57.

PROFESSIONAL CONTRIBUTIONS OF FACULTY

Past and Present

ROBERT D. AMASON

Books and Monographs

PRICING POLICIES AND PRACTICES IN THE RETAIL LUMBER AND BUILDING MATERIAL INDUSTRY OF TEXAS (Bryan, Texas: BI CITY, Inc.) February, 1963, 126 pp. [Sold to the Lumbermen's Association of Texas]

A REPORT ON THE OPINIONS AND PRACTICES OF SHAREHOLDERS RELATIONS IN BANKING (Chicago, Illinois: Financial Public Relations Association) 45 pp., February 1965.

A STUDY OF AREA BANKS' BUDGET, INCOME, AND EXPENSE CONTROL ACTIVITIES, Business Research Associates, (March, 1967) [with George W. Berry] 48 pp.

Articles

"What Is the Right Price," THE GULF COAST LUMBERMEN, 50 (January, 1963) 2pp.

"If the Price is Right," THE GULF COAST LUMBERMEN, 50 (February, 1963) p. 25

"A Policy for Setting Five Different Types of Price Levels," THE GULF COAST LUMBERMEN, 50 (March, 1963) p. 25.

"Pricing by Types of Customers," THE GULF COAST LUMBERMEN, 50 (May, 1963) p. 10.

Professional Addresses

Series of three lectures spaced over a year and a half period of time at Southwestern Bell Telephone Company titled "International Trade and Balance of Payments" (1964-66)

Management Seminar in Marketing conducted at Western Republic College in Amarillo, Texas, September, 1965.

A paper titled "Science in Marketing" at Southwestern Social Science meeting (1967)

Consulting

Consultant - First State Bank, Bryan, Texas (1961-63)

Management Consultant - Hanson Food Service, Bryan, Texas (Summer, 1963)

Management Consultant - Lubbock National Bank, Lubbock, Texas (1963 to date)

Research Consultant - Dorman Seed Company, Lubbock, Texas (1968)

Consultant - Student Marketing Institute (1962 to date)

Consultant - Gilbert Youth Services, Inc. (1967 to date)

Professional Organizations

American Marketing Association

Society for the Advancement of Management

Alpha Kappa Psi, 1966, Sponsor - 1967-68, District Director

Orzark Economic Association, 1958-60, Secretary

Beta Gamma Sigma, 1967-68, Secretary

Southwest Social Science Association, 1965-present, Board member,
Finance Committee

Sales & Marketing Executives of Lubbock, 1967-69, Board Member

Southwest Marketing Association, 1965, Chairman

Professional Committee Assignments

Chairman, Marketing Section - Southwest Social Science Association - 1964

Executive Committee - Southwest Social Science Association - 1964

Membership Committee - Southwest Social Science Association - 1965

Special Committee for the President on Dispersment of Excess Funds -
Southwest Social Science Association - 1966

Chairman, Sales Marketing Management Conference - SME - Lubbock - 1966

Committees

Campus

Faculty Welfare Committee, 1964-67 (Chairman, 1965-67)

ICASALS Interviewing Team, December, 1966 (Vice-Chairman)

Faculty Advisory Committee, Ex-officio Member (1966-67)

Faculty Handbook Revision, 1967

School of Business Administration

Center of Economic Education, 1963

Research Committee (Chairman, 1967 to date), 1963 to date

Curriculum Committee, 1964-67 (Chairman, 1967)

Committee on Fortieth Anniversary, 1965 (Co-Chairman)

Committee on Open House, Spring, 1966 (Co-Chairman)

Service

Student

Advisor, Delta Tau Delta Fraternity, 1965

Advisor, Alpha Kappa Psi Fraternity, 1965 (helped to organize)

Miscellaneous

Participate in program titled "Marketing at Armstrong" (1965 & 1968)

HOWARD L. BALSLEY

Publications and Creative Activities

Books

PRINCIPLES OF ECONOMICS, coauthored with James Gammell (Boston: D. C. Heath and Company, 1953) pp. xiii, 589

ECONOMIC DOCTRINES, A BOOK OF READINGS; Vol I, "Theory and Practices," Vol. II, "The Economy and Its Problems" (Paterson, N. J.: Littlefield, Adams and Company, 1961) pp. I--257; II--273

INTRODUCTION TO STATISTICAL METHOD (Paterson, N. J.: Littlefield, Adams and Company, 1964) pp. vii, 347

QUANTITATIVE RESEARCH METHODS FOR BUSINESS AND ECONOMICS (New York: Random House, Inc., scheduled for publication Spring 1969) pp. 550 approx.

Articles

"Indiana Iron from Native Ore," INDIANA MAGAZINE OF HISTORY, Vol. XLV, No. 4, December, 1949, pp. 16.

"A Political-Economic Solution of the Coal Problem," THE WESTERN POLITICAL QUARTERLY, Vol. III, No. 4, December, 1950, pp. 9

Professional Non-Academic Experience

Professional Addresses

Automation--A discussion of the economic implications of the growth in data processing and computerization in the economy. Address delivered at Ruston, La., chapter of American Association of University Women, April, 1961.

Discussion--An address concerning the paper, "States' Rights and Fiscal Responsibilities: The Texas Case," by Carey C. Thompson. Address at Southern Economic Association annual meeting at Memphis, Tenn., November, 1961.

Structural Recommendations of the Commission on Money and Credit--A discussion of the changes in monetary controls recommended by the President's Commission on Money and Credit. Address delivered at Southwestern Social Science Association annual meeting at Dallas, Texas, April, 1962.

Professional Recognition

American Men of Science, Vol. III Social Sciences
 Contemporary Authors
 Directory of American Scholars
 National Register of Scientific and Technical Personnel
 Who's Who in Education
 Who's Who in the South and Southwest
 Elected to Phi Beta Kappa, Gamma of Indiana, June, 1946
 Elected to Beta Gamma Sigma, Delta of Louisiana, March, 1963
 Elected to Graduate Council, Texas Tech, October, 1966
 Elected Secretary of the Graduate Council, Texas Tech, October, 1968

HARRY H. ELWELL, JR.

Publications and Creative Activities

Books

COMPUTER USERS REFERENCE ENCYCLOPEDIA WITH A GLOSSARY OF TERMINOLOGY, (with Patricia Walton-Custead, Co-Author). (Tallahassee, Florida Bill's Bookstore, 1967)

"Direction of Economic Changes," (Chapter 13 of Vol. II, War College Non-Resident Course). (Maxwell AFB: War College (AU), 1961).

STORE ARRANGEMENT AND DISPLAY. (Bibliography), Revised SBB No. 5 (Washington, D. C.: Small Business Administration, 1961).

"Strategy and Logistics," (Chapter 5 of Vol. IV, War College Non-Resident Course). (Maxwell AFB: War College (AU), 1962)

"The Capabilities and Employment of the Military Transport Services," (Chapter 6 of Vol. IV, War College Non-Resident Course), (Maxwell AFB: War College (AU), 1962.)

"The United States Economic System," (Chapter 7 of Vol. I, War College Non-Resident Course). (Maxwell AFB: War College (AU), 1963.)

Articles

- "Successful Supervision Demands Merit Rating," TEXAS PERSONNEL REVIEW, (April, 1947), pp. 20-23.
- "Hours and Earnings," "Placements," "Unemployment," TEXAS BUSINESS REVIEW. (84 monthly articles as staff writer: September, 1947, to December, 1949).
- "Airline Price Policy" (Book Review) JOURNAL OF MARKETING, (July, 1959) (Chicago, Illinois: American Marketing Association).
- "Economics of Transportation" (Book Review) JOURNAL OF MARKETING, (October, 1960). (Chicago, Illinois: American Marketing Association).
- "The 1961 OUTBOARD MAGAZINE Subscriber Survey," (with Dr. J. Richard Stevens, co-author). (Jacksonville, Florida: OUTBOARD MAGAZINE, 1961).
- "COBAN 00100: Frequency Distribution Array and Analysis," (with Professor Jay A. Craven, Department of Business Statistics, University of Miami, co-author). (Coral Gables, Florida: COmmun Business Ana^lysis Generalized Computer Programs, 1965).
- "Developing Industry Sales Potential Indices From Demand Determinant Studies which Utilize the Stepwise Regression Analysis Technique," THE SOUTHERN JOURNAL OF BUSINESS, (April, 1966). Proceedings of the Annual Meetings, Miami Beach, November 11-13, 1965. (Athens, Georgia: The Graduate School of Business Administration, The University of Georgia).
- "Data and Information Management Systems," MANAGEMENT SERVICES, (November-December, 1967), pp. 40-51.

Professional Addresses

- Participant, Second Conference on Application of Quantitative Techniques to Business Problems, Tulane University, 1963.
- Participant, Southern Marketing Association Conferences. Presented paper: November, 1965--"Developing Industry Sales Potential Indices."
- Participant, Annual Southeastern Computer Conferences, Florida State University Computer Center, 1965-1967. Presented paper: April, 1965--"The Computer in Business Management."
- Staff Member, U.S. Civil Air Patrol Aerospace Education Workshop, Florida A&M University, 1966 and 1967.

Participant, EDUCOM (the Interuniversity Communications Council) National Convention. Presented paper: March, 1966--"Executive Decision Simulation."

Participant, Florida Purchasing Agents Association Conference. Presented paper: July, 1967--"Problems in Government Buying."

Consulting

Statistical and Computer consultant, Florida Commission on Aging, State of Florida and Federal Department of Health, Education and Welfare, 1967.

Computer and Statistical Consultant to Research Team, Executive Survey, Southern Bell Telephone Company, Jacksonville, Florida, 1967.

Computer and Statistical Consultant to Dr. Elston Roady, Legislative Study of the State of Florida, Tallahassee, Florida, 1967.

Data and Information Management Systems Audit, IBM Corporation, Federal Systems Division, Cape Kennedy Facility, Florida, 1966.

Computer Program Applications, Marketing and Management Consultant, 1964 - now.

Survey of Printing Procedures and Materials, Florida Development Commission, State of Florida, Tallahassee, 1963.

Audit of Order Processing and Sales-Cost Information, Enjay Chemical Co., New York, 1961.

Financial Analysis and Sales Analysis, Mayflower Warehousemen's Association, Indianapolis, 1958 to 1959.

Computer Model: Materials Price Prediction, Boeing Airplane Co., Wichita, Kansas, 1957.

Secretary-Treasurer, Portwood Motor Co., Inc., Brownfield, Texas, 1952-56.

Professional Organizations

Beta Gamma Sigma (National Honorary Business Fraternity)
Sigma Iota Epsilon (National Honorary Management Fraternity)
American Marketing Association
Southern Marketing Association
National Association of Purchasing Agents

Professional Recognition

NATIONAL REGISTER OF SCIENTIFIC AND TECHNICAL PERSONNEL
WHO'S WHO IN THE SOUTH AND SOUTHWEST, Ninth Edition
AMERICAN MEN OF SCIENCE, Tenth Edition

Committees

Campus

University Space Utilization Committee, Florida State University, 1962
Faculty Senate, Florida State University, 1963-65.

School of Business Administration

Research Committee, School of Business, Florida State University, 1962-67
Role and Scope Committee, School of Business, Florida State University, 1964
Curriculum Committee, School of Business, Florida State Univ., 1963-65
Computer Science Committee, Florida State University, 1965-67
NDEA Title IV Fellowship Committee, School of Business, Florida State University, 1966-67.

HOWARD ELDON GOLDEN

Publications and Creative Activities

Books

TECHNICAL RESEARCH BULLETIN #110, University of Missouri, 1934

L. LOUISE LUCHSINGER

Publications and Creative Activities

Books and Monographs

AN ANALYSIS OF RETAILING EDUCATION IN COLLEGIATE SCHOOLS OF BUSINESS,
August, 1968.

A COMPARATIVE STUDY OF OPPORTUNITIES OFFERED TEXAS TECHNOLOGICAL COLLEGE
GRADUATES BY NATIONAL FIRMS AND WEST TEXAS FIRMS, August, 1955.

Articles

"Merchandising Credit," CONSUMER CREDIT NEWS, (Vol. 42, No. 1,
June-July, 1963), p. 3.

"Credit Posture of College Students," Manuscript prepared.

Professional Organizations

American Marketing Association, 1959
Sigma Iota Epsilon, 1958
Delta Kappa Gamma, 1967

Society for the Advancement of Management, 1965
 Collegiate Retailing Association, 1968
 Lubbock Personnel Association, 1960-62
 Lubbock Ad Club, 1960-64

Professional Committee Assignments

Lubbock Advertising Club, Writing contest judge, 1960
 Southwest Social Science Meeting at Dallas, Texas (Chaired the retailing section of the marketing meeting, April, 1965)

Professional Recognition

Student Senate "Honor Roll" Professor, 1966
 Nominated for Tech Faculty Woman of the Year, April, 1962

Professional Addresses

Phillips Petroleum Company, "Segments of the Gasoline Market,"
 July 29, 1961 (Regional Meeting of four states.)
 Lubbock Newman Club, "Financing Marriage," October 7, 1961.
 Lubbock Retail Credit Executives, "Teen Age Credit," January 5, 1962.
 Monterey High School, "Opportunities in Merchandising," March 16, 1962.
 Lubbock Retail Credit Executives, "Knowing Your Market," April 27, 1962.
 American Business Club, "Marketing Dimensions," May 12, 1962.
 Circle K, "Leadership in Action," May 4, 1962
 Wholesale Management Association, "Wholesale Credit Procedures," Dec. 17, 1962
 Lubbock High School, Career Conference, "Careers in Marketing," Feb. 15, 1963.
 The Marketing Department of Texas Technological College and the American
 Marketing Association Sales Clinic, "Selling the Hard Customer,"
 April 27, 1963.
 Business and Professional Women, "The Potential of Women," April 27, 1963.
 Optimist Club, "Marketing Vistas," 1965.
 Lubbock Newman Club, "Is the United States Socialistic?", 1965.
 Lubbock Credit Executives, "Business Dimensions," November 11, 1965.
 Lubbock Newman Club, "Of Cabbages and Things," 1966.
 Beauticians University Workshop, "Financial Success Through Management," 1966.
 State Deans and Counselors Work Conference, Regional Meeting, "Careers for
 Women," June 17, 1966.
 American Institute of Architecture, "Economic Attitudes," September 28, 1966.
 Business and Professional Women, "Today for Women," October 16, 1966.
 Credit Executives, "Current Credit Trends," 1967.

Consulting

Attended and participated in the International Trade and Management Seminar
 with Society for the Advancement of Management in Amsterdam, Paris and
 London, April, 1965.
 Marketing Consultant, A Hub City Movers, 1965, 1966.

Committees

School of Business Administration

Standards Committee, 1961
 Bulletin Committee, 1962
 Reading Room Committee, 1963
 Curriculum Committee, 1966
 Honors Council, 1966-68
 Extra Mural Committee, 1966
 Catalogue Committee, 1961-67

Service

Campus

Organized the women's luncheon and style show for the Texas Tech
 Dad's Day, October, 1965
 Conducted Supervisor's Seminar for Food Service Department, Sept. 11-15, 1967.
 Participated in TV film prepared for all beginning English classes at
 Texas Technological College, September, 1968.
 Sorority Advisor, 1962
 Retailing Club Advisor, 1962-68
 American Marketing Association Advisor (Tech Chapter), 1963-65

Miscellaneous

School of Business, Texas Technological College

Administrative Management Course:

"Increasing Your Sales", November 14, 1961
 "Increasing Your Sales", March 27, 1962
 "Planning for the Future", May 7, 1963

Panhandle-South Plains Regional Credit Conference Keynote Speaker on
 "Increasing Your Sales" and Seminar Leader, Plainview, Texas,
 October 20-21, 1962

South Plains College, Levelland, Texas, Administrative Management Course,
 "Increasing Your Markets", November 6, 1962

Regional Credit Conference, Credit Executives of Texas, Galveston,
 Texas, Keynote Speaker on "Credit Complexion of the Future"
 and Seminar Leader, May 18-21, 1963

Attended "Seminar on Application of Quantitative Techniques to Business
 Problems" at Tulane University, New Orleans, Louisiana, for a two
 week period, 1965.

S. BERNARD ROSENBLATT

Professional Addresses

Atlanta and Georgia Homebuilders Association, "The Marketing Concept and Residential Home Development," Atlanta, 1965.

Georgia Association of Real Estate Boards, "Choosing the Right Advertising Media," Stone Mountain, Georgia, 1966.

Consulting

Advertising and Marketing--Scientific Atlanta, Inc., Atlanta, Georgia, 1965-67; Radar Antenna and Electronic Tracking Systems, Packaging and Packaging Equipment

Project Management Consultant; Rich's Department Stores, Thaupe and Brooks Mortgage Bankers; Pancake House Restaurants, 1964-65.

Professional Organizations

American Marketing Association
Southern Marketing Association
American Economic Association
Southern Economic Association
American Real Estate and Urban Affairs Association
AAUP
Lubbock Advertising Club
American Advertising Federation
Georgia Real Estate Society

BILLY IRVAN ROSS

Books

ADVERTISING EDUCATION--Published by the American Association of Advertising Agencies and the American Academy of Advertising. Printed by the Texas Tech Press, Lubbock, Texas. 1965.

TOWARD PROFESSIONALISM IN ADVERTISING--To be published by Alpha Delta Sigma, printed by Edward Bros., Ann Arbor, Michigan, 1969.

ADVERTISING AND BUSINESS PROCEDURES FOR SCHOOL PUBLICATIONS--Publisher not determined--copy is being written now.

Booklet

(An annual publication) WHERE SHALL I GO TO COLLEGE TO STUDY ADVERTISING?
Published by Advertising Education Publishers.

Articles and Publications

- "A New Approach to Advertising Education," LA VENTANA, Texas Tech Yearbook, Volume 42, 1968.
- "Texas Tech Stresses New Approach to Advertising Education," SOUTHERN ADVERTISING AND PUBLISHING, pp. 23-24, Vol. 42, No. 8, June, 1967.
- "Werbestudium--Made in USA," WERVEN & VERKAUFEN, April 6, 1967, No. 7, Seite 14 & 24. (Co-author: Rolf T. Wigand).
- "Where Did the 1966 Ad Grads Go?" SOUTHWEST ADVERTISING & MARKETING, pp. 14 & 15, Vol. 22, No. 1. January, 1967.
- President's Corner, A continuing column, LINAGE, national publication of Alpha Delta Sigma (1963 to 1967).
- "Should My Son Go Into Newspaper Advertising?" DIGEST, Newspaper Advertising Executives Association, The Interstate - Danville, Illinois, Summer, 1965.
- "Building the One Army Concept in the Community," ARMY INFORMATION DIGEST, pp. 42-43, Vol. 17, No. 1, January, 1962.
- Book Review, THE JOURNALISM EDUCATOR, p. 99, Vol. 16, No. 4, Fall, 1961.
- Book Report, THE JOURNALISM EDUCATOR, p. 128, Vol. 15, No. 4, Fall, 1961.
- "What is the American Academy of Advertising?" GAX NEWS, p. 7, Vol. 32, No. 3, July-September, 1961.
- "The American Academy of Advertising," LA VIE DES METLERS, PRESSE PUBLICITE, Paris, France, p. 39, 65th Edition, No. 3, May, 1961.
- "Advertising Educational Projects," HOUSTON MAGAZINE, p. 62, Vol. 32, No. 2, March, 1961.
- "The American Academy of Advertising Joins the AAW," THE VOICE, p. 3, Vol. XXII, No. 2, February-March, 1961.
- "Advertising Ideas for High School Publications," NORTHERN INTERSCHOLASTIC PRESS ASSOCIATION BULLETIN, Vol. 39, No. 7, March, 1960.
- "The Advertising Fraternities," SOUTHWEST ADVERTISING AND MARKETING, September, 1959.
- "Students Aren't Buying Advertising as a Career," EDITOR AND PUBLISHER, p. 38, Vol. 89, No. 12, March, 1956.

Pre-Publication Evaluation

ADVERTISING, Wright and Warner, published by McGraw-Hill Book Co.,
New York, 1962 (Re-reviewed second edition in 1965).

Accepted Article for Future Publication

"Military Versus Collegiate Education," COLLEGIATE NEWS AND VIEWS.

Professional Organizations

Alpha Delta Sigma, 1963-69, Chairman of the Board, National President
American Academy of Advertising 1958-61, Chairman of the Board, National
Dean, National Assoc. Dean
Lubbock Advertising Club, 1966-68, President, 1st V-P, 2d V-P
Advertising Federation of America 1960-67, Board of Directors
Advertising Association of the West, 1960-64, Board of Directors
Direct Mail Advertising Association, 1960-62, Educator Advisory Council
SW Council, Am. Assn. of Ad. Agencies, 1961, Chairman, Educators Division
10th District, American Advertising Federation, 1959-68, Chairman,
Education Committee, Board of Directors
Houston Advertising Club, 1959-61, Chairman Education Committee, Board
of Directors
Member: American Marketing Association, Sigma Delta Chi, Association
for Education in Journalism, Association of the U. S. Army,
Reserve Officers' Association.

Professional Committee Assignments

Chairman, Development Committee, Alpha Delta Sigma - 1968
Chairman, Development Committee, American Academy of Advertising, 1967-68
Co-Chairman, Joint Commission, Advertising Federation of America and
Advertising Association of the West. 1966.
Chairman, Education Committee, 10th District, American Advertising
Federation 1959-61, 1967-68
Chairman, Educators Division, SW Council of AAAA, 1961.
Chairman, Education Committee, Houston Advertising Club, 1959-61
Chairman, Education Committee, Advertising Club of Lubbock, 1967-68
National Education Committee, Direct Mail Advertising Association, 1960-62

Professional Recognition

Sixth Degree Key, highest national award, Alpha Delta Sigma, 1967
Appreciation Dinner, Houston Ad Club, U of H Chapters of Alpha Delta
Sigma and Gamma Alpha Chi. April 24, 1962. Many awards including
golf clubs, cart, etc.
Outstanding Service Key, U. of Houston chapter of Alpha Delta Sigma
Outstanding Service Key, University of Houston chapter of Gamma Alpha Chi

Kappa Tau Alpha, national honorary journalism fraternity
 Texas Tech Service Recognition, Texas Tech chapter of Sigma Delta Chi
 Desk and Plaque awards from Texas Tech chapters of Alpha Delta Sigma and
 Gamma Alpha Chi

Professional Addresses

Most Recent (list of groups)

Texas Association of Broadcasters
 Houston Advertising Club (Twice in three years)
 Dallas Advertising League
 Southwest Social Science Meeting (Dallas)
 Amarillo Advertising Club
 Abilene Advertising Club
 Tucson Advertising Club
 Phoenix Advertising Club
 Albuquerque Advertising Club

Major Addresses in past (list of groups)

National Convention, Advertising Federation of America
 Convention, Advertising Association of the West
 National Convention, Newspaper Advertising Executives Association
 Southwest Council, American Assn. of Advertising Agencies

To Civic Groups

Hereford's Lion's Club, Levelland's Lion's Club

Consulting

No continuing contracts--In past year have consulted with Houston Post
 and Lincoln Hills, Inc., Ruidoso, New Mexico

Committees

Campus

Dean's Selection Committee (Texas Tech), 1968
 Faculty Association (University of Houston), 1961
 Publication Committee (University of Houston), 1955-61
 Student Publication Committee (University of Houston), 1955-61
 President's Advisory Committee (Ky Wesleyan College), 1952-55
 Publication Committee (Ky Wesleyan College), 1952-55
 Athletic Committee (Ky Wesleyan College), 1952-55

School of Business Administration

Steering Committee, 1968
 Communication Committee, 1968

Publicity and Public Relations Committee, 1964-67
 Forty Anniversary Committee (Co-Chairman), 1965
 Foreign Student Committee, 1966

Service

Campus

Adviser: Texas Tech Chapters of Alpha Delta Sigma and Gamma Alpha Chi
 Texas Tech ADS Chapter Ranked No. 1 in nation 1967-68
 University of Houston Chapters of Alpha Delta Sigma and Gamma Alpha Chi
 University of Houston ADS Chapter Ranked No. 1 in nation in 1962

Coordinator: Don Belding Fund, Texas Tech

Invitation by German Embassy for 2 week trip to Germany in summer of 1969

Miscellaneous

Listed in: WHO'S WHO IN AMERICAN EDUCATION
 WHO'S WHO IN TEXAS
 WHO'S WHO IN SOUTHWEST (has not been published yet)
 WHO'S WHO IN CONSULTING

JOHN A. RYAN

Publications and Creative Activities

Books

Monograph: GROWING, MARKETING, AND PROCESSING FLAX IN TEXAS, published by
 the Bureau of Business Research, The University of Texas (Austin), 1965.

Articles

"Market Applications of General Indicators" in WEST TEXAS BUSINESS REPORT,
 May, 1958.

"Sales Boom, Cash Registers Jingle, Economy Prospers" in THE TEXAS TECHSAN,
 October, 1964.

Professional Organizations

American Marketing Association
 Alpha Delta Sigma
 Delta Sigma Pi
 Texas Association of Classroom Teachers

Southwestern Social Sciences Association

Southern Marketing Association

Presented paper entitled "What's Wrong With the Basic Course in Marketing" at the Southwestern Social Sciences Association meeting, Dallas, Spring, 1962.

Professional Committee Assignments

Chairman of a program session, Southern Marketing Association, Annual Conference, 1966, Atlanta

Chairman, Educators' Committee of the Southwest Council of the American Association of Advertising Agencies, 1963-65

Board of Directors (and charter member) of Sales-Marketing Executives of Lubbock, 1966

Professional Recognition

Listed in AMERICAN MEN OF SCIENCE, 1965-present

Member, Student Liaison and Development Committee, American Marketing Association (national committee), 1965-66.

Professional Addresses

Lubbock Printers--In collaboration with Dr. Norwood we presented several programs concerning problems faced by local printers, such as pricing.

Lubbock Ad Club--"How Ad Men Can Use Market Research"

"Know Your Market"--three-hour program presented to an Administrative Management course co-sponsored by Texas Tech School of Business Administration and Small Business Administration, Fall, 1961.

"The Philosophy of Ayn Rand"--presented at Business Administration Faculty Seminar.

"What's Wrong with the Basic Course in Marketing"--presented at Southwestern Social Sciences Association Conference.

"Psychological Income"--presented to El Paso Sales Executives Club

"Selling Your Company's Product"--presented at Western Republic College, Amarillo

Address--Texas Retail Merchants Association annual meeting

"The Center of the Business Universe"--presented to Artesia Businessmen's Association, Artesia, New Mexico

Consulting

The Demand for Housing for Tech Married Students', 1962
 Bank feasibility study for a proposed national bank in Amarillo
 Survey of the Retail Market of the Redbud Shopping Center
 Delta Chemical Company--Assistance in analysis of marketing efforts
 (product lines, pricing, territory served, compensation of salesmen,
 internal control)
 Lubbock Poster Co.--Evaluate an experimental test of awareness and recall
 of outdoor advertising (Two tests: Lubbock and Snyder, Texas)
 Frontier Trading Stamp Co.--Inventory control system, catalog planning
 Consultant for Inventor's Congress, Odessa, Texas (one day at the request
 of President Goodwin)
 Humble Oil and Refining Co. (Houston)--Study of certain problems faced by
 Humble in marketing petroleum and other products through service
 stations.
 Craig & Webster Adv. Agency (Lubbock)--Analysis and interpretation of
 approximately 1,700 completed questionnaires.
 Business Research Bureau (Texas Tech)--Staff consultant (gratis)

Committees

Campus

Financial Resources Committee of the Institutional Self-Study, 1961-63
 Board of Directors, Texas Tech Student Union, 1961-67
 Board of Directors, Faculty Club of Texas Tech, 1964-65
 Computer Center Policy Committee, 1966 to present

School of Business Administration

Business Administration Committee on Graduate Study, 1957-63
 Data Processing Committee

Service

Campus

Sponsor for Texas Tech Chapter of American Marketing Association, 1958-68
 Charter member and first president of Beta Gamma Sigma, 1961-63

EXTENSION COURSES AND PUBLIC SERVICE
Past and Present

Extension Courses

The Department of Marketing is currently offering two courses by extension for credit:

MKT 332 Principles of Marketing
MKT 246 Introduction to Business Statistics

These courses are offered for those who cannot attend campus classes. The department has not added additional extension classes because most of the course content does not lend itself to this kind of instruction. In addition to this, the faculty has already been extended with regular residence courses.

Study for the increasing of the number of extension courses is included in future plans.

Public Service

The department's two advertising fraternities, Alpha Delta Sigma and Gamma Alpha Chi, have worked with the faculty and staff in presenting an annual Advertising Recognition Week. The program comes in the third week of February.

The first program was in 1963 when the Advertising Club of Lubbock took the lead in promoting the event. After one year of inactivity by the downtown club, the two campus fraternities took over the major responsibilities for running the program. The Advertising Club of Lubbock and the local chapter of the American Women in Radio and Television have worked with the campus groups. This year the Better Business Bureau is considering entry as another cooperating sponsor.

Both the 1967 and the 1968 Advertising Recognition Week programs have won national awards. The two national headquarters of Alpha Delta Sigma and Gamma Alpha Chi have presented plaques to the Tech chapters of the two groups both years for running the best campus sponsored Advertising Recognition Week program. Copies of both programs are included.

The highlight of the week's program is the one-day World of Advertising Seminar, which is held in the Student Union Building on the campus. For this program more than 1,000 students, faculty, and advertising practitioners attended. More than 300 attend the Silver Medal Awards Dinner, the final event of the program.

Plans for the 1969 program are underway. The theme for the program is "Advertising: Helping America Happen." The primary emphasis on this year's program will be on non-product advertising, with a special emphasis on the many things advertising has done for America's social problem areas.

Advertising Recognition Week
 Truth in Advertising
 February 12-18, 1967

World of Advertising Seminar
Schedule of Events

February 9 - Preliminary Judging for "Miss Advertising"

February 12 - Alpha Delta Sigma and Gamma Alpha Chi Mixer - Blue Room of Student Union Building, on Campus, 2:30 p.m.

Election of "Miss Advertising"

Awarding of Mercury Cougar for a week

February 13 - Proclamation for Advertising Week by Mayor

Presentation of Code of Ethics for Advertising to Mayor

February 14 - Alpha Delta Sigma and Gamma Alpha Chi Rush Party - Coronado Room of Student Union Building, on Campus, 7:30 p.m.

Film: "Outstanding TV Commercials for 1966"

February 16 - World of Advertising Seminar - Morning and Afternoon Sessions in Coronado Room of Student Union Building

9:30 Registration

10:10 "Dimensions of Network TV - its Problems and Promise," Donald J. Mercer, Director of Station Relations, National Broadcasting Company, New York

11:10 "How Goodyear Gets Go Go in its Ads," R. D. Presar, Retail Promotion Manager, Goodyear Tire and Rubber Company, Akron, Ohio

12:00 Buffet Luncheon, Ballroom

1:15 "Making a Musical Radio Commercial," Tom Merriman, President, Commercial Recording Corporation - World Productions, Dallas

2:15 "Modern Techniques for Newspaper Advertising Illustrations," Joe Barros, Printing Arts Research Laboratories, Santa Barbara, California, and Denver, Colorado

6:30 Catalina Swim and Sports-wear Style Show, sponsored by Hemphill-Wells. "Promoting and Advertising Catalina," Frances Corey, Senior Vice President, Advertising Director, and Nancy Carpenter, Stylist, Catalina, Los Angeles

7:30 Silver Medal Awards Dinner, "Truth in Advertising," Don Belding, founder of Foote, Cone, and Belding, Los Angeles. Presenting of Silver Medal Award.

Advertising Recognition Week
 Advertising: International Communicator
 February 18-24, 1968

World of Advertising Seminar
Schedule of Events

- February 15 - Preliminary Judging for "Miss Advertising," Journalism Building, Campus, 7:30 p.m.
- February 18 - Alpha Delta Sigma and Gamma Alpha Chi Mixer for prospective members - Anniversary Room, Student Union Building, Campus, 2:30 p.m.
- Selection of "Miss Advertising"
- Awarding of Mercury Cougar for a week
- February 19 - Proclamation for Advertising Week by Mayor Rogers
- February 20 - Alpha Delta Sigma and Gamma Alpha Chi Pledge Ceremonies, Coronado Room, Student Union Building, Campus, 7:30 p.m.
- Film: International Award-winning Film Commercials
- February 22 - Morning and Afternoon sessions, Coronado Room, Student Union Building
- 9:00 Registration
- 9:30 "Canadian Advertising," John Straiton, President and Creative Director, Ogilvy & Mather (Canada) Ltd., Toronto, Canada.
- 10:30 "The PepsiCo International Story," Dr. Fladger F. Tannery, Chairman of the Board, PepsiCo International, Dallas, Texas
- 12:00 Buffet Luncheon, Ballroom - Special Guests, Tech International Students - "Advertising and the American Economy," Don Belding, founding partner of Foote, Cone & Belding, Los Angeles, California
- 1:30 Open Forum - Mr. Straiton, Dr. Tannery, Mr. Belding, and Dr. Tamm
- 7:30 Silver Medal Awards Dinner, Lubbock Country Club - "Sweden Advertising," Dr. Goran Tamm, Managing Director, AB Svenska Telegrambyran, Stockholm, Sweden - Presenting the Silver Medal Award

STUDENT ORGANIZATIONS

Past and Present

The American Marketing Association

The Texas Technological College Chapter, American Marketing Association, is an organization composed of those students who have an interest in marketing. It is one of 160 collegiate chapters. Membership of the Chapter is 50. Nationally, 3,000 students are members of the AMA.

The American Marketing Association is a professional organization composed of marketing scholars and practitioners. Total membership is approximately 17,000. It is the major professional organization for marketers.

History of the Tech Chapter

The Tech Chapter was established in 1958. Dr. John Ryan, Chairman of the Department of Marketing, saw the need for a professional marketing group. Student interest was developed and the group of interested students obtained a charter. Dr. Ryan served as the Chapter's faculty advisor until the fall of 1967, when he resigned because of the demands of his chairmanship.

The Tech Chapter has engaged in a variety of activities. Local and non-local businessmen have been invited to speak at chapter meetings. Annual field trips have been made outside the Lubbock area. Seminars and sales clinics have been held to emphasize some aspect of marketing to the campus and business community. Special

funds have been established. One fund has been established to promote conferences involving the Tech Chapter and the area business community. Another fund, the American Marketing Association's College Library Fund, was established in 1965, to purchase materials which might be beneficial to students of marketing.

Benefits Provided to the University

The Tech Chapter, American Marketing Association, provides its members with the following:

1. The pathway to professional organization membership.
2. Decision-making experiences and involvement in group activities which is indispensable to students seeking careers in business.
3. A chance to meet outside the classroom with students with similar interests.
4. The opportunity to associate with faculty members on a more personal basis.
5. The opportunity to meet businessmen. This helps to build contacts that will aid students in their careers and bridge any gaps existing between the classroom and the business world.

It must be recognized that all advantages accruing to student members are advantageous to the University. Members augment their education in the Chapter.

The University receives national publicity through the AMA's publications. The presence of a chapter on a university campus indicates to students of marketing and businessmen that the university has achieved an air of professionalism in its marketing program.

Alpha Delta Sigma,

The J. Culver Hill chapter of Alpha Delta Sigma at Texas Tech was installed on May 3, 1958. The chapter was named in honor of Mr. Hill who is the vice-president in charge of advertising at Hemphill Wells Company in Lubbock.

Along with the faculty advisor Bill Whitted, Jim Watts, Jerry Morton, Phil Orman, Travis Cupp, and Roy Lemons were instrumental in the activation of the chapter.

From a small struggling advertising club in 1958, the organization grew in strength and stature during the past ten years. In 1966-67 and 1967-68, the chapter received the Donald W. Davis Award as the number one chapter of ADS in the United States.

With Gamma Alpha Chi, the women's advertising fraternity, the chapters have been awarded first place plaques for the best campus sponsored Advertising Recognition Week program for the past two years.

Each year the members of ADS sell advertising for LA VENTANA as a money-making project. In 1968 the chapter established a scholarship that is to be given annually.

In keeping with the primary goal of the national organization-- "to aid in the professionalization of advertising"--the Tech chapter participates in the annual Aid to Advertising Education award. The first local award went to the former dean of the school, George Heather.

Members of the fraternity come from the academic areas of business, journalism, and art. This is in keeping with the integrated curricula of the three involved departments.

Gamma Alpha Chi

The Alpha Lambda chapter of Gamma Alpha Chi, national professional advertising fraternity for women, was installed at Texas Tech on March 20, 1960, by Mrs. Wallace Jackson of Midland, Texas. Dr. Elizabeth Sasser, was the first sponsor and Miss Ann Montgomery the first president.

During the eight-year history the advisors have included: James D. Howze, Billy I. Ross, Mrs. Virginia Thompson, S. Bernard Rosenblatt, and Mrs. Jean Finley.

The Alpha Lambda chapter received the Bea Jounson Chapter Achievement Cup for 1968, designating it as the top chapter in the United States. The chapter has also been honored the past two years for co-sponsoring the top Advertising Recognition Week program on a college campus. This award was shared with Alpha Delta Sigma, Tech's advertising fraternity for men.

The women's fraternity performs many projects that will aid the members to learn more about their chosen professions in communications. Members of the chapter come from many academic fields including art, home economics, business, and journalism.

Miss Elaine Leslie, current president, received the 1968 Advertising Leader of Tomorrow Award from the national organization. She also was awarded a scholarship from the Houston Professional Chapter of GAX.

The direction of the fraternity for the future is to further integrate the academic and practical worlds of advertising, as well as integrate the academic disciplines involved in the teaching of advertising.

Retailing Association

The Tech Retailing Association was activated by an interested group of Tech retailing majors in 1961. These students felt that an excellent opportunity was available so that college students could organize for mutual benefit and pleasure.

They determined that the purpose of the Tech Retailing Club would be to: (1) promote retailing as a profession; (2) provide opportunities to learn practical aspects of retailing; (3) bring recognition to the college in the retailing field; (4) develop a wider circulation of friends in the retailing area.

The association has had an annual field trip to one of the large metropolitan cities that has a large retailing area. This trip has consisted of three days when the students could meet people in the retailing field and go to various areas in retailing to see retail activities.

During the normal operation of the year, the Retailing Club has had one luncheon meeting a month which has been their business meeting and one evening meeting a month so that an outside speaker could be brought in.

The group has also been active in various civic projects such as aiding the Lubbock Theatre Center in the sale of advertising.