



**Proposal to the Senate Educational Policy Committee
for the Formation of New Units
(including Permanent Centers and Institutes)**

1. SPONSOR NAME AND EMAIL:

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2. COLLEGE CONTACT NAME AND EMAIL (for units housed within a College):

W. Brooke Elliott, Dean and Josef and Margot Lakonishok Professor in Business –
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3. TITLE OF PROPOSAL (e.g., Establish the Center for Culturally Responsive Evaluation and Assessment as a Permanent Center in the College of Education; Establish the Department of Comparative and World Literature in the College of Liberal Arts and Sciences):

Establish the Department of Marketing in the Gies College of Business

4. DESIRED EFFECTIVE DATE: August 2027

5. BRIEF DESCRIPTION AND JUSTIFICATION (If this is a for a change in status from Temporary to Permanent, include an explanation as to why the funding, staffing, mission, etc. are stabilized such that the move to permanent make sense at this time):

We seek to change the Marketing area within the Department of Business Administration at the Gies College of Business into its own Department. This will support faculty governance, enhance the reputation of the Marketing faculty, better support the undergraduate

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Marketing major, graduate Marketing concentration, and other programs, and improve the functioning of the unit and the college.

This is part of a larger effort to restructure the Department of Business Administration into Departments of Marketing (roughly 20 faculty), Information Systems, Operations, Supply Chain and Analytics (IOSA) (roughly 30 faculty), and Management (roughly 50 faculty). These would exist alongside Departments of Accountancy (roughly 70 faculty) and Finance (roughly 50 faculty) within the Gies College of Business. A visual of the organizational design change is available in Addendum A.

Restructuring the Department of Business Administration was the top recommendation in an April 16, 2025 report from an external review of the Department of Business Administration by a Provost Review Committee formed in the usual cycle of reviewing departments on campus. A Department of Business Administration task force formed in response to the external committee's report did further work and the top recommendation in its October 30, 2025 report was to form Departments of IOSA, Management, and Marketing.

The recommendation to restructure the Department of Business Administration is grounded in the department's size, complexity, and atypicality. The Department has grown to be quite large: it now has about 100 faculty, operates seven undergraduate majors, and teaches about 500 course sections per year, serving about 40,000 section enrollments per year and so delivering about 135,000 IUs per year. The department is broad: it includes faculty in Marketing, Management, and IOSA, which are distinct fields with their own doctoral training, journals, and societies, and which offer distinct kinds of coursework. The department is atypical: there are virtually no Departments of Business Administration left in business schools, and nearly all other business schools (including every other Big 10 business school) have a Department of Marketing. Marketing is comparable in size and standing to others (e.g., UCLA is similarly ranked and has a similar faculty size), and it is ordinary for visiting students and faculty to assume Gies Business has a Department of Marketing.

Restructuring will help Marketing better govern itself, using standards and evaluation processes entirely from its own field rather than requiring it to span across fields and so providing greater clarity for mentoring and developing faculty. It will help Marketing to form a stronger identity and external reputation, as well as more readily engage in collaborations and partnerships with other units without disrupting those partnerships already in place. Critically, the internal reorganization to generate a Department of Marketing will not change courses or programs on which students and other units rely. Instead, it should make courses and faculty easier to find and easier to engage with.

The Marketing group is large enough, important enough, and externally expected to be its own department. External and internal reviews concluded that making this change would be beneficial for Marketing and for Gies Business. The Marketing faculty, Department of Business Administration faculty, and Gies College of Business faculty support the change.

6. GOVERNANCE PROCESS:

- a. Describe the internal (unit/school/college/etc.) governance process applied to this proposal.
- b. Describe any consultation with stakeholders (e.g., other units, units with similar or related programs, students, etc.). As part of this, reach out to the Dean of Libraries as early as possible and attach a University Library Impact letter in the addendum.
- c. The university statutes require secret-ballot votes of the faculty to be taken at the level of the unit being formed and all higher units (e.g., school and college), in accordance with the bylaws of each unit. Describe any such votes (e.g., question posed, electorate, timing) and the results. See [Statutes, Article VIII, Section III](#) and [Senate Bylaws, Part D., Section 8](#).
- d. Arrangements for a public hearing on a new unit should be made in consultation with the EPC chair and a description of and minutes from the hearing should be attached as an addendum to the proposal.

6a. The external Provost Review Committee's report was shared with Business Administration (BA) faculty and discussed at the BA Department's Spring 2025 retreat. The Departmental task force's work was discussed at the BA Department's Fall 2025 retreat, including the results from a Summer 2025 poll indicating 87% of BA faculty polled supported restructuring the department. The Department task force's report was shared with department faculty when completed later that fall. A College task force was appointed by Gies Business Dean Brooke Elliott in January 2026 with members drawn from the faculty from each area in BA, staff from BA, faculty from the college's other two departments, and senior college staff. The task force further reviewed the restructuring recommendation, examined implementation issues, and then gathered faculty input. Polling undertaken by the college task force in Spring 2026, held after multiple meetings with each faculty area, found that 82% of BA Department faculty polled supported restructuring. All of this polling, discussions, and task force analyses, indicated a consistent preference for restructuring the Department of Business Administration into a Department of IOSA, a Department of Management, and a Department of Marketing.

In addition to the BA faculty, faculty from the Accountancy and Finance Departments were included in the College task force, and they and the Dean kept the leaders of these departments, and their faculty, informed. Discussions of the

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BA Department Departmental Advisory Committee as well as the College Executive Committee also took place and supported the effort.

Documentation about the specifics of the change, meetings with the Dean, as well as anonymous electronic submission open-ended feedback opportunities were made available to BA faculty as well as to Accountancy and Finance faculty.

The open and anonymous feedback from those raising concerns about restructuring indicated a desire to identify ways the college could support the current strengths of the BA department (interdisciplinary research collaboration, greater representation among college faculty, and sharing resources), a desire for support to ensure new departments are run well, and requests for clarification on the importance of making this change now. The primary responses to these points, shared in several ways, are to support college efforts to foster interdisciplinary collaborations (such as by supporting research centers and initiatives and through internal research grants), to encourage resource sharing across all departments, and to ensure representation from each new department on the college's executive committee. College leadership is also assisting each new department in establishing effective internal processes. On timing, the BA department's recent growth (since 2018, the BA department has doubled from about 50 to about 100 faculty) makes restructuring feasible as each group is now large enough to take on the requirements of running itself as a department, whereas running a department with 100 faculty across three distinct fields in quite challenging. This means it is now possible to take opportunities for improvement in functioning, reputation, and self-governance both for their own sake as well as to enable future growth.

Additional meetings with each faculty area within the Department of Business Administration, with tenure stream assistant professors, with department staff, and finally with the full department at a BA retreat in April 2026, with participation from the College's Dean, resulted in 92% of BA faculty at the retreat indicating they were ready for a formal vote on restructuring the department. The College Executive Committee approved a vote of the college faculty.

6b. Deans from all schools and colleges were notified of the proposed change in departmental structure of the Department of Business Administration of the Gies College of Business, as were departments estimated to be most linked. The University Library was also engaged. No concerns were raised. Acknowledgement of the formal proposals was sought from the library, 13 Deans, and the 28 Departments with programs that include a BADM course. Further information is provided in Addendum D.

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6c. The voting faculty of the Department of Business Administration supported restructuring the department. Specifically, in late Spring 2026 a secret ballot electronic voting process open for seven days asked the 93 BA voting faculty as defined in the department's bylaws the following question:

Do you support partitioning the Department of Business Administration (BA) into three departments, IOSA (Information Systems, Operations, Supply Chain, and Analytics), Management, and Marketing?

The voting process attained a 95% response rate and 82% voted to approve, 15% voted against, and 3% abstained. Each faculty area voted in support: 77% in IOSA, 80% in Marketing, 92% in OBBL, and 79% in SEIB.

The voting faculty of the Gies College of Business also supported restructuring. After the BA voting process concluded, a secret-ballot electronic voting process open for seven days asked the 126 College voting faculty as defined by the college's bylaws the following question:

Do you support restructuring the Department of Business Administration (BA) into three departments, IOSA (Information Systems, Operations, Supply Chain, and Analytics), Management, and Marketing?

The voting process attained an 86% response rate and 90% voted to approve, 8% voted against, and 2% abstained. Each department voted in support: 91% from Accountancy, 87% from Business Administration, and 95% from Finance.

The Gies College Executive Committee reviewed this full proposal and voted unanimously in support.

6d. Arrangements for a public hearing are being made with the senate educational policy committee chair to take place soon after classes resume in Fall 2026. Addendum C provides specifics.

7. BYLAWS (attach the proposed bylaws for the unit)

Attached - Addendum B.

8. ADDENDUM (List all addenda for this proposal that will be attached to this proposal, e.g. public hearing announcements and meeting minutes, FAQ public document, letters of support from campus affiliates and those that might be impacted, including the University Library. Any unit engaged in teaching or research **must document consultation with the University Library):**

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Addendum A – Visual of organizational design change

Addendum B – Bylaws

Addendum C – Public hearing documentation

Addendum D – Letters from units, University Library

Addendum E - Jeffries Center (formerly OMSA) Programs

Addendum F - Sample High-Impact Practice Programs, Support, and Services

9. **STATEMENT FOR THE ACADEMIC CATALOG** (if there is text in the [Academic Catalog](#) that will need to be added or updated as a result of this request, please list the URL(s) of the page(s) and the text to update):

The academic catalog changes are listed below. Each program currently housed under the Department of Business Administration will be moved. Programs will be housed under a new department (IOSA, Management, or Marketing) if it is specific to that department (e.g., the undergraduate major in Marketing will move the Department of Marketing). The remaining programs cross departments (e.g., the Master's of Technology Management draws on IOSA, Management, and Marketing), and these will be housed at the college level.

Further efforts (outside of the department proposals) are being undertaken to change course rubrics. The Department of Business Administration offers courses primarily using a BADM course rubric. With the restructuring effort, Marketing coursework will be offered under a new MKTG rubric, Management coursework under a new MGMT rubric, and IOSA coursework under a new IOSA rubric. The intention is to make more apparent what kinds of courses students are taking and how each faculty group contributes to business education at Gies. All courses taught recently and all arrangements to enable students access to those courses will continue using the new rubrics. A complete cross walk mapping each BADM course rubric and number to a new IOSA, MGMT, or MKTG course rubric and number has been generated to facilitate making this change. This change will follow the introduction of the departments, with students first registering with the new rubrics in Spring 2028 for courses in Fall 2028.

Further efforts will also follow the department proposals, as new doctoral programs in Marketing and IOSA will be created for those departments.

<https://catalog.illinois.edu/schools/gies-business/#academicunittext>

Undergraduate instruction in the Gies College of Business is organized under the Departments of Accountancy; ~~Business Administration, and Finance~~; **Information Systems, Operations, Supply Chain, and Analytics; Management; and Marketing**. Each of these departments offers courses that provide one or more curricula that a student may elect. These curricula lead to Bachelor of Science degrees in the

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various fields of study in the college and are designed to encourage each student to fully realize his or her intellectual promise. There can be changes to curricular requirements and new course offerings.

For the most current information, visit our advisors in 1055 Business Instructional Facility, [our website](#) and department pages:

- [Accountancy](#)
- [Business Administration](#)
- [Finance](#)
- Information Systems, Operations, Supply Chain, and Analytics
- Management
- Marketing

<https://catalog.illinois.edu/schools/gies-business/#graduatetext>

Gies College of Business

Graduate Degree Programs in Business

- Majors
 - [Business Administration, MBA \(Full-Time\)](#)
 - optional concentrations
 - [Accountancy](#)
 - [Corporate Governance & International Business](#)
 - [Information Technology & Control](#)
 - [Real Estate](#)
 - [Supply Chain Management](#)
 - [Business Administration, MBA \(online-iMBA\)](#)
 - [Business Analytics, MS](#)
 - [Management, MS](#)
 - [Technology Management, MS](#)
 - optional concentrations
 - [Accountancy](#)
 - [Business Data Analytics](#)
 - [Consumer-Centric Innovation and Design](#)
 - [Finance](#)
 - [Information Technology & Control](#)
 - [Supply Chain Management](#)
- Concentrations
 - [Business Data Analytics](#)
- Certificates
 - [Digital Marketing, GCRT \(online\)](#)
 - [Entrepreneurship & Strategic Innovation, GCRT \(online\)](#)
 - [Financial Management, GCRT \(online\)](#)
 - [Global Challenges in Business, GCRT \(online\)](#)
 - [Healthcare Innovation, Design, and Entrepreneurship, GCRT](#)

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- [Managerial Economics & Business Analysis, GCRT \(online\)](#)
- [Mergers & Acquisitions GCRT\(online\)](#)
- [Strategic Leadership Management, GCRT \(online\)](#)
- [Value Chain Management, GCRT \(online\)](#)

Graduate Degree Programs in Accountancy

- Majors
 - [Accountancy, MAS](#)
 - optional concentrations
 - [Corporate Governance & International Business](#)
 - [Data Analytics in Accountancy](#)
 - [Finance](#)
 - [Financial Reporting & Assurance](#)
 - [Information Technology & Control](#)
 - [Leadership and Organizational Management](#)
 - [Marketing](#)
 - [Real Estate](#)
 - [Supply Chain Management](#)
 - [Taxation](#)
 - [Accountancy, MS](#) (on campus & online)
 - optional concentrations
 - [Accountancy Analytics](#) (online)
 - [Corporate Governance & International Business](#)
 - [Data Analytics in Accountancy](#)
 - [Digital Marketing](#)
 - [Entrepreneurship & Strategic Innovation](#)
 - [Finance](#)
 - [Global Challenges in Business](#)
 - [Information Technology & Control](#)
 - [Supply Chain Management](#)
 - [Taxation](#)
 - [Accountancy, PhD](#)
- Minors
 - [Accountancy](#)
- Certificates
 - [Accounting Data Analytics, GCRT](#) (online)
 - [Accounting Foundations, GCRT](#) (online)
 - [CPA Pathways, GCRT](#) (online)
 - [Taxation, GCRT](#) (online)

Graduate Degree Programs in Finance

- Majors
 - [Financial Engineering, MS](#) (administered by [Finance and Industrial & Enterprise Systems Engineering](#))

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- [Finance, MS](#)
 - optional concentrations
 - [Accountancy](#)
 - [Corporate Governance & International Business](#)
 - [Information Technology & Control](#)
 - [Quantitative Finance](#)
- [Finance, PhD](#)
- Minors
 - [Finance](#)
- Concentrations
 - [Finance](#)
 - [Real Estate](#)

Graduate Degree Programs in Information Systems, Operations, Supply Chain, and Analytics

- Minors
 - [Information Technology & Control](#)
 - [Supply Chain Management](#)
- Concentrations:
 - [Information Technology & Control](#)
 - [Supply Chain Management](#)

Graduate Degree Programs in ~~Management~~ Business Administration

- Majors
 - ~~[Business Administration, MBA](#) (Full Time)~~
 - optional concentrations
 - ~~[Accountancy](#)~~
 - ~~[Corporate Governance & International Business](#)~~
 - ~~[Information Technology & Control](#)~~
 - ~~[Real Estate](#)~~
 - ~~[Supply Chain Management](#)~~
 - ~~[Business Administration, MBA](#) (online iMBA)~~
 - [Business Administration, MS](#)
 - optional concentrations
 - [Accountancy](#)
 - [Corporate Governance & International Business](#)
 - [Supply Chain Management](#)
 - [Business Analytics, MS](#)
 - ~~[Management, MS](#)~~
 - ~~[Technology Management, MS](#)~~
 - optional concentrations
 - ~~[Accountancy](#)~~
 - ~~[Business Data Analytics](#)~~
 - ~~[Consumer-Centric Innovation and Design](#)~~
 - ~~[Finance](#)~~

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- ~~○ [Information Technology & Control](#)~~
 - ~~○ [Supply Chain Management](#)~~
 - [Business Administration, PhD](#)
- Minors:
 - ~~○ [Information Technology & Control](#)~~
 - [Corporate Governance & International Business](#)
 - ~~○ [Supply Chain Management](#)~~
- Concentrations:
 - ~~○ [Business Data Analytics](#)~~
 - [Corporate Governance & International Business](#)
 - ~~○ [Information Technology & Control](#)~~
 - [Leadership and Organizational Management](#)
 - ~~○ [Marketing](#)~~
 - ~~○ [Supply Chain Management](#)~~
- ~~• Certificates~~
 - ~~○ [Digital Marketing, GCRT \(online\)](#)~~
 - ~~○ [Entrepreneurship & Strategic Innovation, GCRT \(online\)](#)~~
 - ~~○ [Financial Management, GCRT \(online\)](#)~~
 - ~~○ [Global Challenges in Business, GCRT \(online\)](#)~~
 - ~~○ [Healthcare Innovation, Design, and Entrepreneurship, GCRT](#)~~
 - ~~○ [Managerial Economics & Business Analysis, GCRT \(online\)](#)~~
 - ~~○ [Mergers & Acquisitions GCRT \(online\)](#)~~
 - ~~○ [Strategic Leadership Management, GCRT \(online\)](#)~~
 - ~~○ [Value Chain Management, GCRT \(online\)](#)~~

Graduate Degree Programs in Marketing

- Concentrations:
 - [Marketing](#)

CAMPUS WORKFLOW NOTIFICATION

Jeffrey Loewenstein Jeffrey Loewenstein 08/03/2026
Sponsor Name and Signature

W. Brooke Elliott 08/03/2026
College Contact Name and Signature (if applicable) Date

Wojtek Chodzko-Zajko 08/03/2026
Graduate College Contact Name and Signature (if applicable) Date

Brooke Newell 08/17/2026
Provost Office Contact Name and Signature Date

1. Unit Objectives and Contributions

Describe specific objectives and measurable contributions the unit will make to the university's mission, paying particular attention to the unit's consistency with the university's focus statement and priorities. Is the unit to be involved in instruction and, if so, to what extent?

The proposal is to make the Marketing area, currently located within the Department of Business Administration at the Gies College of Business, its own Department. The Department of Marketing will take full responsibility for what the Marketing area within the Department of Business Administration has largely already been doing in collaboration with the Department of Business Administration. Marketing's primary activities are advancing research and overseeing and contributing to educational programs in Marketing. These will not fundamentally change. The change in structure from an area to a department is not adding entirely new objectives and contributions or calling for substantial new resources. It is, at root, about enabling a thriving and important group to govern itself and to be more visible.

Marketing's activities are similar to what is done in Departments of Marketing found in nearly every major business school, including every Big 10 business school and globally at institutions such as London Business School and INSEAD. There are longstanding academic journals, academic societies and conferences, and tenure and promotion norms for Marketing faculty. Thus, it is routine here at Illinois to have to explain to faculty candidates, doctoral student candidates, external letter writers, and so forth that we do not have a Department of Marketing but a Marketing area within a Department of Business Administration. Our colleagues in the field routinely expect Marketing to be its own department, given this the case at nearly every other major business school. This proposal is to make it so.

To summarize its objectives and contributions, we use the University of Illinois' Boldly Illinois strategic plan's four overarching goals:

Foster scholarship, discovery, and innovation. Marketing faculty conduct research addressing foundational marketing issues, with particular expertise in marketing in developing economies, consumer rituals, cross-cultural consumer behavior, improving customer relationships, and creating effective models to predict the effects of marketing and retailing-related decisions. The Marketing faculty publish in and serve in editorial roles for major journals (i.e., those highlighted in tenure and promotion cases) at the forefront of academic research on these topics, such as *Journal of Marketing*, *Journal of Consumer Research*, and *Journal of Consumer Psychology*. The group has also long trained doctoral students and so supported scholarship and innovation in that way as well. Its faculty routinely engage with major societies and conferences, such as the American Marketing Association (AMA, more than 30,000 members globally). Recent national honors include American Marketing Association Fellow, Marketing Science Institute Young Scholar, AMA TechSIG Young Scholar, and endowed professorships, all of which reinforce Illinois' ability to recruit and retain exceptional faculty while enhancing the University's national and

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international reputation. Marketing's measurable achievements (as indicated in prior accreditation and assessment efforts) include faculty publishing records, faculty field positions and recognitions, and successful doctoral students. These indicators will continue to show its scholarly impact.

Provide transformative learning experiences. Marketing faculty teach an array of marketing topics including consumer behavior, market research, pricing, brand management, new product development, and digital marketing to undergraduate students, master's students, MBA students, Doctoral students, and non-degree students. This includes serving over 325 students participating in the undergraduate major in marketing, ranked 9th nationally by U.S. News & World Report. Recent honors include the Distinguished Teacher Award from the Society for Marketing Advances, the Student Success Impact Award from the University of Illinois, Poets & Quants Top 50 Undergraduate Professors, and Marketing Management Association's Master Teacher Award. Marketing was also crucial to the launch of the Illinois MakerLab, the world's first 3D printing lab in a business school. Marketing is a central function and concern for any business and so central to business education. One indication is that every undergraduate major, every MBA student, every Master's of Management student, and every Master's of Technology Management student at Gies is required to take core courses taught by Marketing. A second indication is that in a given academic year, Marketing faculty teach over 20,000 IUs across over 6,000 student enrollments. In addition to teaching undergraduate majors and core courses, this teaching also includes overseeing and making substantial contributions to minors, concentrations, and certificates in Marketing, Digital Marketing; Global Business; Healthcare Innovation, Design and Entrepreneurship; and Value Chain Management. The quality and scale of Marketing's teaching contributions will continue to show its educational impact.

Make a significant and visible societal impact. Marketing faculty efforts, including some of their research and teaching efforts, make notable societal impact. Faculty scholarship helps organizations adopt new technologies responsibly, strengthen customer relationships, and effectively engage global consumers. Research on retail analytics, platform strategy, and marketing effectiveness contribute directly to the competitiveness of Illinois businesses across multiple sectors. Research on e-scooters informs transportation planning and public safety decisions facing municipalities throughout Illinois, while studies of retail resilience, consumer trust, and digital infrastructure help businesses remain competitive in an increasingly digital economy. Teaching innovations further address statewide workforce needs by preparing graduates with the analytical, technological, and communication skills sought by Illinois employers. About 7 out of 10 publications by Gies faculty address UN Sustainable Development Goals, and this includes those by Marketing faculty. Marketing is a focus in about 150 action learning projects at Gies per year, thereby providing services for organizations both in the local community (such as for the Champaign School District, the City of Urbana, and the WCIA local television affiliate) as well as for national and international organizations (such as for the American Cancer Society, Morningstar, and the Canadian Imperial Bank of Commerce). Marketing teaching also has societal impact, such as through Marketing faculty courses on Coursera, which have enrolled over 1.7 million learners in courses on digital marketing and other

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marketing topics. In addition, the Illinois MakerLab engages in community outreach locally through a variety of workshops and summer programs and has engaged in partnerships with UI Extension to reach communities in South Chicago and in Southern Illinois. And the Gies College of Business hosts and provides training for the American Marketing Association's Diversity Leadership Institute, a national leadership program that expands access to professional development opportunities for undergraduate marketing students from historically underrepresented backgrounds, supporting the development of a more diverse and representative marketing workforce.

Steward current resources and generate additional support. Marketing has long shown responsible management of resources. Becoming its own department is intended to increase faculty self-governance and so make the running of Marketing programs and the administration of its concerns simpler and more efficient. Consistent with other departments at Gies and similar to Departments of Marketing at other business schools, Marketing generates resources primarily through its teaching efforts and contributions to college efforts, while only more modestly doing so through unit-level donations, sponsorships, and grants. Still, as its own department, it will have greater ability to engage in unit-level outreach.

2. Need

Explain how the unit will meet regional and state needs and priorities. What is the demand for the unit's services? What clients or population will the unit serve? Identify similar units of administration, research, or public service in the state, at both public and private colleges and universities. Compare the proposed unit with these units and discuss potential impact upon them.

The new Department of Marketing will ensure the existing demands and services provided by the Marketing area within the Department of Business Administration will continue to contribute to the College, University, region and state through research and teaching in the area of Marketing.

Every business, and indeed most organizations, require expertise in marketing. The scale of Marketing's teaching contributions just noted in the prior question (over 6,000 enrollments in degree program courses in a given year, and a record of engagement with over 1.7 million non-degree students) indicate how widely its expertise contributes to needs in the region, the state, the country, and the world. The Gies Office of Career and Professional Engagement links employers with students and last year saw several thousand jobs posted in Marketing. Given this kind of demand, over 95% of Marketing undergraduate majors reported successful post-graduation outcomes (over 85% employed, with the remainder pursuing additional education), with starting salaries averaging over \$71,000. These are indications of the need for, and high value of, the students Marketing is educating.

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The proposed Department of Marketing is broadly similar to areas and departments at business schools throughout Illinois, including the Department of Marketing at UIC's business school, the Department of Marketing at Northwestern's Kellogg School of Management, the Marketing Area at the University of Chicago's Booth School of Business, the Department of Marketing at Loyola's Quinlan School of Business, and the Department of Marketing at DePaul's Driehaus College of Business. Like many of these other departments, the Department of Marketing at Gies will oversee the undergraduate major in marketing and contribute core and elective marketing coursework central to MBA, Master's of Management, and further graduate business programs. As Marketing has been operating for a long time and so has co-existed with these other units for a long time, the proposed change will not have a major impact on those units. The primary change is expected to be making Marketing easier to identify and engage with by others in the ecosystem of related departments across Illinois. This will also help in enhancing the reputation of Marketing's distinctive contributions, such as in global marketing, digital marketing, and consumer behavior.

Marketing has longstanding ties with the Department of Advertising in the College of Media. For example, several faculty have courtesy appointments across the two departments. In addition, Marketing worked with the Department of Advertising and the College of Media to launch the online MS in Strategic Brand Communication, and several marketing faculty continue to teach in the program. A Department of Marketing will enable more direct engagement with the Department of Advertising, supporting their longstanding ties.

3. Organization

Describe the proposed unit's organizational structure. Explain how the unit is organized to meet its stated objectives. Attach the unit's bylaws (or equivalent governing document) and briefly outline the process used to establish them.

The new Department of Marketing will operate consistently with the practices within the Marketing area and the BA Department. There is currently an area chair, area committees, and area faculty meetings, and so becoming a department means the Marketing faculty can rely on their chair, committees, and faculty meetings to be determinative.

The Department of Marketing will take full responsibility for the undergraduate major and other coursework it currently offers within the Department of Business Administration. It appoints an academic leader of its undergraduate major and will have an undergraduate studies committee to oversee and review proposals for changes to the program. The Marketing faculty will continue taking responsibility for Marketing doctoral students. Once a new departmental doctoral program is created (in a separate proposal process once the department is established), its doctoral students can be brought fully within its administrative responsibility. Its graduate

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studies committee will oversee and review proposals for changes to the doctoral program. The college has identified a staffing plan to support the new department, and the expectation is that some staff from the BA Department will move to the new Department of Marketing. The BA Department's budget can be readily divided by faculty area, and budget planning is already underway using the proposed new departments.

The current chair of the Marketing area, with department and college support, has been leading faculty discussions about, and planning for, becoming a department. Discussions have also occurred within the Department of Business Administration as a whole to understand what it would mean to restructure the department and to form a Department of Marketing. The Marketing discussions will continue through the 2026-27 academic year to assure a smooth transition to the new department launching in the 2027-2028 academic year. The bylaws submitted here are a minimal modification of the BA Department bylaws, as the new department will operate in a continuous fashion. The process for making changes to these bylaws has been set and the college's faculty dean will consult as needed to ensure good progress and fair processes throughout.

The Marketing faculty will continue meeting in the 2026-27 academic year to make further arrangements. Rather than having everything settled now, ongoing work is necessary. Partly this is because some department decision making is linked to college decision making, and so discussions need to happen in concert. For example, the college bylaws will adapt to accommodate new departments and yet it is sensible to adapt them only after new departments are approved. Thus, approvals for the restructuring are being sought early enough so that after their approval, there will be time to make further changes within the college to accommodate the new departments and so the departments and the college can be ready to operate in a new way in Fall 2027.

Accordingly, an incoming Department Head for the Department of Marketing will be identified in Fall 2026 and this person will take up the leadership of the faculty governance process for making any further departmental bylaws or policy updates, lead the process of forming a department staff team, and lead the process of identifying department and college committee members necessary for the running the department, running departmental programs, and assisting in the running of the college. The incoming Head will be assisted in these tasks both by college leadership and the Department of Marketing's incoming Departmental Advisory Committee.

4. Unit Outcomes

Identify what targets have been set to assess the proposed unit's success in achieving its objectives. Among others, specific performance measures might include: expected research and/or public service products; ratio of external to internal funding for unit; impact of this unit on national, state,

regional, and local area organizations, businesses, or communities; and collaborative research product that promotes the Illinois economy.

The Department of Marketing will be new, but Marketing has been evaluated for many years as part of department and college assessment and AACSB accreditation reviews, and the marketing undergraduate major is also regularly reviewed. It will continue to seek to make outstanding research contributions to the field of Marketing. It will also continue to oversee and contribute to educational programs at Gies that impact organizations locally, nationally, and globally.

Metrics for these concerns are already being captured for Marketing faculty, as they are captured for all faculty in the Gies College of Business and the Department of Business Administration. Current tracking identifies faculty serving in editorial or editorial review board roles for the Financial Times 50 journals (a listing of influential business academic journals), identifies individual faculty publications, citations, and citation metrics, identifies proportions of departmental faculty producing intellectual contributions, identifies the types of intellectual contributions made by faculty (discovery scholarship, applied scholarship, pedagogical scholarship), and identifies proportions of faculty meeting or exceeding expectations. Aggregating these data according to the new departments, including the Department of Marketing, will provide baselines for setting concrete goals for future performance.

Such goals are already in place at the program level for the marketing major. Every program has learning goals as well as measures used for assessment, enrollment goals, and program outcome goals (like the placement and salary data indicated in the response to Question 2). These can continue without change. The undergraduate major has detailed learning objectives, including specific disciplinary competencies as well as more general training in critical thinking, teamwork and communication. Each is mapped to specific courses and assessments where they are addressed and measured. Annual internal reviews and regular external reviews lead to updates and improvements.

5. Quality Assurance Processes

Briefly describe the processes that will yield evidence to demonstrate the quality of the unit. Address the following elements: evidence that the unit supports the university's mission and statewide goals; evidence that the unit's product or outcomes achieve stated objectives; determination of organizational effectiveness; faculty and staff qualifications and reward structures; determination of adequate support staff, equipment, and other resources; and use of results from evaluations to improve the unit's effectiveness.

The new Department of Marketing will participate in University assessment and AACSB accreditation efforts consistent with what has already been done for Marketing faculty and the

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marketing major when operating within the Department of Business Administration and Gies College of Business as a whole. Faculty and staff annual reviews, as well as doctoral student annual reviews, will continue with the same care and rigor as is provided currently, as will multi-year reviews. The major will similarly continue to undergo rigorous annual and multi-year reviews.

For example, the faculty annual review process will continue to include faculty updating college information systems on fostering research scholarship and impact, providing innovative and transformative learning experiences, and providing service contributions to the unit, the college, the university, and the relevant scholarly field. It will continue to include faculty providing narrative accounts of their accomplishments in each of these areas as well as goals in each of these areas for the upcoming year. The Department of Marketing's Advisory Committee will undertake an evaluation of these reviews to track whether and how faculty are exceeding, meeting, or failing to meet expectations in each area, as well as to generate individual feedback to provide to faculty.

The Department will work with the College to ensure staffing, administrative support, and resource support are appropriate for it to accomplish its goals. The Gies College of Business operates with a collaborative model whereby Department goals and needs are aligned with college goals and needs (which are in turn aligned with campus goals and needs), and then staffing, administrative support, and resource support are applied. This interdependence between Departments and the College will ease the transition through the department restructuring and will ensure going forward that Department outcomes have oversight and support from the College.

6. Facilities (space, equipment, instructional materials)

Describe the available facilities and equipment to develop and maintain high quality in this unit of administration, research, or public service including buildings, classrooms, office space, laboratories and equipment, and other instructional technologies. Summarize information about library resources including a list of key academic journals and other publications that will support this unit and be used by faculty, students, and staff.

The new Department of Marketing will use existing facilities at Gies and on campus, nearly all of which are currently committed to the Marketing area and the Department of Business Administration. Faculty offices and equipment are already allocated and need not change, as this is organized individually or under college-wide policies rather than by being department-specific responsibilities. Doctoral student space also need not change for similar reasons. Department of Business Administration staff office space is currently divided into two areas in Wohlers Hall, and a third area within Wohlers Hall is able to be repurposed, enabling the Department of Marketing

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to be assured a nearby location for its staff group. There will be modest one-time costs of moving some staff into new offices and introducing new signage for new department staff office spaces, including for the Department of Marketing staff. As the change of Marketing becoming a department does not introduce or remove faculty, programs, or courses, there are no new burdens placed on classrooms, laboratories, or other resources, and no new burdens placed on library resources.

7. Resources

Indicate the number of students, businesses, industries, and/or other clients to be served by this unit. Include a description of faculty participation and student involvement in the unit if applicable. Provide a narrative budget statement explaining the data in the associated Budget Table. Include detail describing revenues from governmental grants and contracts private gifts and grants, endowment/investment income, sales and services, and other sources; and expenditures including salaries of faculty, administrative staff, benefits, and other personnel related expenses for the proposed unit; library resources, services, equipment, and facilities.

The new Department of Marketing will continue to serve a great number of students and contribute to the community, state, country, and world as already described. It will use resources nearly entirely in line with the Marketing area's resource use within the BA Department and Gies College of Business. The college budget model integrates tuition and other revenues across the college and allocates resources across units to fulfill strategic priorities and serve the College's mission. Thus, the change of Marketing from an area to a department introduces little change in itself. Notable resource changes occurring in the future would be due to underlying changes in programs or faculty group opportunities, rather than because of the department change, per se. To accomplish its goals, Marketing primarily relies on expenditures for faculty, as well as for staff and for supplies, services and equipment.

There is one increase generated by the department change, which is there is the possibility of a net increase of one FTE in staff support (for Marketing; across the whole restructuring effort that might be one per new Department and so three total). In adjusting from one BA Department staff team to three separate department staff teams, including a Department of Marketing staff team, there will be some shifting away from specializing. Department of Marketing staff are likely to be called upon to do a wider array of tasks than is necessary for BA Department staff currently. It may be that the same total FTE in staff will be sufficient for the new departments, or it might require additional hiring to attain the expertise needed to meet all department functions. The staff increase is modeled in the estimated budget table.

8. A Thriving Illinois: Higher Education Paths to Equity, Sustainability, and Growth

IBHE is charged to develop a strategic plan to address the present and future aims and needs and requirements of higher education in Illinois (110 ILCS 205/6) (from Ch. 144, par. 186) Sec. 6).

Illinois Administrative Code: 1050.30(a)(6): A) *The unit of instruction, research or public service is educationally and economically justified based on the educational priorities and needs of the citizens of Illinois*

Respond to the following questions about how the proposed unit will support the three goals of **A Thriving Illinois: Higher Education Paths to Equity, Sustainability, and Growth Strategic Plan**.

- Equity: Close the equity gaps for students who have historically been left behind
- Sustainability: Build a stronger financial future for individuals and institutions
- Growth: Increase talent and innovation to drive economic growth

Responses to each question in this section should be separate and reference the question number to which the response pertains.

Equity

1. Describe plans to implement systemic solutions that will increase access and opportunities for service to underserved communities and the implications for the proposed unit of administration. Explain how progress will be monitored. [See Equity Strategy #1 and #2]
2. Explain institutional strategies being implemented to increase and retain faculty, staff, and administrators of color and the implications for the proposed unit. Explain how progress will be monitored. [See Equity Strategy #3]

Sustainability

3. For this new unit of administration, describe how the institution plans to maximize effectiveness and efficiencies in its administrative structure and operations while avoiding unnecessary or existing duplication.
4. Explain further how the new unit will capitalize and build collaborative synergies on campus and within and outside of the state; support future-ready learning, research, or public service approaches; and ensure that the unit is a good steward of its financial resources.

Growth

5. As one of the Core Principles, demonstrate how the proposed unit will reinforce and promote public good in the state (e.g., civic engagement, exposure to arts and humanities, and solutions to society's challenges).
6. Describe how the unit plans to contribute to research, innovation, and economic development by leveraging the Illinois Innovation Network. [See Growth Strategy #1]
7. Explain how the new unit engaged with business and industry in its development and how it will spur the state's economy by leveraging partnerships with local, regional, and state industry, business leaders and employers. [See Growth Strategy #3]
8. Describe how the proposed unit will expand access and opportunities for students regarding high- impact practices including research opportunities, internships, apprenticeships, career pathways, and other field experiences.

[See Growth Strategy #6]

9. Explain how the proposed unit of administration will expand its models of teaching and learning, research, and/or public service and outreach that provide opportunity for students to succeed in the work of the future. [See Growth Strategy #6]

For more information about each of the three goals of the A Thriving Illinois: Higher Education Paths to Equity, Sustainability, and Growth Strategic Plan, go to the [IBHE website](#).

Question 1. Equity. Describe plans to implement systemic solutions that will increase access and opportunities for service to underserved communities and the implications for the proposed unit of administration. Explain how progress will be monitored.

System and Institution-level plans: Access, progression, completion, and attainment

At the System level, the University of Illinois prioritizes closing equity gaps among the citizens across Illinois, within our urban and rural communities, and beyond. While the fundamental needs that will drive greater economic vitality vary greatly across zip codes in the state, closing equity gaps among our citizens remains crucial to achieving the mission of the University of Illinois System.

The UI System's Access 2030 Strategic Plan is a comprehensive initiative supportive of IBHE's A Thriving Illinois plan and aligning its Equity Strategy #2. Access 2030 will strengthen the University of Illinois' bedrock commitment to the public good, ensuring that as we work to improve life in our state, we are not leaving communities behind. It will build upon ongoing efforts to create more opportunities for Illinoisans of all backgrounds. The initiative is being tooled to close equity gaps throughout the pipeline, working from K-12 through college, including our community colleges. Access 2030 embodies Equity Strategy #2 of A Thriving Illinois, providing a framework for and supporting the three institutions' equity plans.

In addition to Access 2030, the University of Illinois System is engaged in various programs and supports aimed at student recruitment and retention. One such program is Salute to Academic Achievement (SAA). SAA has run for over 40 years, and targets first generation students as well as students from low-income households and school districts, and low-sending high schools and counties in Illinois. Eligibility is determined by academic performance through a combination of GPA and ACT or SAT score or through nomination by a high school counselor (must meet minimum GPA and eligibility requirements). Participants are recognized for academic achievements, and can meet with college, admissions, financial aid, and housing representatives from all three UI System universities at a college-fair type event. Participants also receive fee waivers for future admissions applications for each university along with an individualized Certificate of Academic Achievement. We are currently expanding the number of students who receive invitations.

The President's Award Program (PAP) and PAP Honors provide financial support for students admitted to one of the UI System's three institutions. The PAP award is a merit-based scholarship program that assists the University of Illinois System in making college affordable and enriching the experience of the student body. Students with excellent academic achievement who are first-generation college students, from a low-income background, or from a low-sending high school or county may be eligible for this \$5,000 renewable award. The highest achieving students are eligible for the PAP Honors Program, a \$10,000 renewable award. Over \$359.1 million has been distributed between 2006 and 2024 to student recipients of these award programs

A third example of System level support is the UI System Transfer Guarantee Program, which aligns with Growth Strategy #8. Cognizant that a diverse group of students begin their higher education journeys at community colleges, this program guarantees admission to students who apply to any of the three campuses if they graduated from an Illinois high school, attended an Illinois community college, and attained 36 graded credit hours and a minimum 3.0 GPA. We are currently developing program enhancements to expand the guarantee to all students who graduated from Illinois high schools and who have maintained the academic criteria noted above for Fall 2025.

At the institution level, the University of Illinois Urbana-Champaign's equity work continues focusing on closing the achievement gap among different student groups and building a campus climate where all students feel they belong.

The university is investing in expanding current initiatives and deliberately understanding the campus climate. To address the equity gaps between different undergraduate students, the campus work focuses on four areas:

1. PreK-12 Engagement
2. Undergraduate Recruitment and Enrollment
3. Undergraduate Retention and Completion
4. Campus Climate and Culture

The **PreK-12 Engagement** is the newest area of work at the institution level and represents an intentional framing that includes the centralization of programs, the development of partnerships, and the enhancement of opportunities across the state to increase college awareness and readiness. In addition to continued investment in current financial aid programs such as Illinois Promise and Illinois Commitment, as part of the Equity Plan, the university will also be investing in new initiatives such as the Digital Innovation for Equity and Excellence in College Admissions (DIEECA) work.

Strengthening the University of Illinois Urbana-Champaign connection to school districts has been a core accomplishment. The Chancellor's office initiated and expanded formal partnerships with a wide range of districts and schools—spanning urban, suburban, and rural communities. These include the following districts Champaign Unit 4, Urbana 116, Rantoul Elementary/Middle 137, Danville 118, Decatur 61, Homewood-Flossmoor 233, Leyden 212, East St. Louis 189, Rantoul High School 193, as well as Ogden International High School, Dyett High School for the Arts, Chicago High School for Agricultural Sciences and Wyvetter Young Middle School. These relationships are foundational to the university's efforts to build community-driven pathways to college access and career readiness. Additionally, these efforts also chart the way for increasing university engagement with other secondary school districts statewide.

The Brown v. Board 75th Anniversary Call-to-Action Symposium Series brought together diverse voices across seven events to explore equity in education. The events are outlined below:

- Finishing the Unfinished Work of Brown v. Board of Education (May 2024)

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- Keynote: Gloria Ladson-Billings – Justice before Social Justice Proposition (July 2024)
- Constitution Day- Brown at 70: The Making of a Miracle (September 2024)
- Brown v. Board Musicology Experience: Its Impact on Society (December 2024)
- Donna Rae Pearson’s Traveling Exhibit: The Women of Brown v. Board of Education (January 2025)
- Opening Doors and Breaking Down Barriers: Impact of Brown v. Board (February 2025)
- Impact of Brown v. Board on Women – A Fireside Chat – Dr. Barbara Suggs-Mason and Ms. Angela Rivers moderated by Dr. Marlee Bunch (March 2025)
- The Illinois Junior Academy of Science Symposium welcomed more than 1,500 high-achieving STEM students and approximately 4500 parents, volunteers and staff to campus, strengthening the pathway for future scholars. (May 2025)

Also in 2024-2025, the university deepened public engagement through innovative programming. The Assistant Chancellor for PreK-12 Initiatives co-hosted events with the Forum on the Future of Public Education that tackled urgent issues such as climate education and the integration of generative AI in classrooms. The Chancellor’s Office is leading preparations to host the 2027 Science Olympiad National Tournament, a high-profile initiative that has already attracted legislative and community support and will continue to elevate the university’s standing as a national leader in STEM education.

The TEACH Academy Planning Committee supports professional development learning experiences for educators in Champaign County. The academy focuses on providing educators with cutting edge pedagogical methods to use in their classrooms with an emphasis on implementing culturally relevant techniques. One example is Building Thinking Classrooms in Math – getting students out of their seats and engaging with their work at whiteboards. The TEACH Academy also uses an AVID framework to help bring joy back into teaching and the classroom, impacting approximately 18,000 students in Champaign, Urbana, and Rantoul school districts.

The Assistant Chancellor for PreK-12 Engagement collaborated with the Forum on the Future of Public Education housed within the College of Education and co-hosted the following events:

- The Forum on the Future of Illinois Education, for which the keynote was State Representative Carol Ammons.
- A forum for the 70th Anniversary of the Brown v. Board of Education decision entitled A Forum on the future of Public Education: Finishing the Unfinished Business of Brown v. Board. Dr. Evelyn Underwood, a local civil rights leader, was the keynote speaker; with a panel discussion between education historian scholars Dr. James Anderson, Dr. Dionne Danna, and constitutional lawyer and scholar Dr. Jason Mazzone.
- A forum on the Future of AI in Education engaged campus faculty, staff, and students in a panel discussion with Professors Chad Lane, Xinran Zhu, and Tawnya Means discussing policy implications for PreK-12, the University of Illinois Urbana-Champaign, and Illinois

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State Board of Education related to the use of and policy development guiding the use of AI in education.

- A follow-up event to the Forum on the Future of AI in Education was focused on PreK-12 Educators entitled “Using Generative AI Tools in Your Future Classrooms.” This event was targeted to PreK-12 educators and focused on equipping teachers to apply AI tools that augment teachers’ unit plans, writing lesson plans and designing formative and summative class assignments utilizing generative AI.
- The Climate and Sustainability Education Summit discussed curricular and education police initiatives at the University of Illinois designed to address climate change.

Plans for upcoming 2025-2026 year’s PreK-12 engagement will build upon current relationships, engage with low sending and low visibility school districts statewide, and create pathway events for students to visit campus to explore their future possibilities upon high school graduation. This will include a collaboration with the U of I System office to visit and bring high schools from across the state to campus for us to learn more about them and the students to learn about the University of Illinois Urbana-Champaign and the educational possibilities the university offers. As an example, the Joy of Math Project will involve designing and building 3-AI robots to provide math tutoring, mental health, and breast cancer support to area women and youth collaboration between Dr. Ruby Mendenhall, Champaign and Urbana School Districts, and the Chancellor’s office.

Retention and Completion requires intentional, coordinated work. [Student Success @ Illinois](#) has become a permanent, funded area to lead in the review and interrogation of policies and practices that are often considered barriers for success for specific groups of students. Additionally, the university is investing in expanded support for first generation students such as the [NASPA First Scholars Network](#) and growth of bridge/early move-in programs.

Tutoring & Academic Services provides students with confidence, self-sufficiency, and effective learning strategies necessary to succeed in the academically challenging atmosphere of the university and to assist them in achieving their personal learning goals. By offering individualized student-centered assistance, the program is instrumental in demystifying academic culture and equalizing the educational landscape. By filling the gaps in pre-existing knowledge and strengthening the competencies, Tutoring & Academic Services means better student success and overall academic success, especially in gateway courses such as math, biology, economics, and physics. One of the primary ways students receive academic support is with The Jeffries Center, which provides in-person and, more recently, online tutoring. This is a significant addition as it allows for 24/7 online tutoring through a specially designed platform that is integrated within Canvas LMS and features NetTutor, a service that connects students with professionally trained and educationally credentialed tutors in more than 350 courses and disciplines. These tutors are taught to create a virtual environment that is welcoming and inclusive, encouraging students to become confident, independent learners and learn the way that best fits their lives and schedules. Regardless of whether it is after hours, late at night, or when tutoring centers are closed, students have access to the timely, high-quality help they

need, through NetTutor, exactly when they need it. The key purpose of this model of support is to scaffold academics in such a way that it not only supports performance and progression through a course but also encourages help-seeking habits. When resources are accessible, free for every student, barriers for accessing learning are moved, making way for equity, access, and student success. Equally important, through the standardization of tutoring, the program is intended to promote academic resilience, enhance success, and, in the end, continued persistence and enhanced retention. Finally, for students who participate in tutoring, tutoring can also build pathways for taking advantage of supplementary high-impact educational experiences, such as undergraduate research, internships, and study abroad.

The First-Generation Student Initiatives (FGSI) team is committed to helping first-generation students thrive in a holistic manner that promotes academic success, personal development, and community. Through their various institutional networks of support, FGSI works together to provide students with the knowledge, confidence, and capacity to succeed in college. This infrastructure allows Illinois the chance to raise awareness and visibility around first gen identity across the university, and work towards inclusive excellence. One way in which FGSI amplifies the strengths of first gen students is in partnership with the network of campus cheerleaders and champions. Through these various partnerships, FGSI offers wrap-around services, such as mental health resource referrals, life skills training and resource fairs focused on non-academic barriers that are more likely to be experienced by first-generation students. Those first-generation students who actively participate with the unit benefit from focused advising sessions and community-building programs that seek to fight isolation. FGSI also provides targeted support through first generation identity-based initiatives including access to study abroad, engaging and training faculty, research opportunities through federal work-study, and college transition workshops. Direct and practical support, alumni integration, and family webinars also assist learners in mapping their academic paths to future careers, so first-generation students are not just retained but set up for success. FGSI efforts are central to elevating social mobility for themselves, their families, and their extended communities as well as achieving educational equity by bridging gaps in access, retention, and degree attainment.

Finally, the Office of the Vice Chancellor for Access, Civil Rights & Community continues to develop and grow the [Illinois Scholars Program](#) (ISP), a summer bridge experience as required by the Bridge Program for Underrepresented Students Act (110 ILCS 170/1). Designed to serve residents of the state of Illinois, including disadvantaged and first-generation college students, ISP guides undergraduate students' transition to the University of Illinois Urbana-Champaign by providing a wide range of educational, personal, social, and cultural opportunities. ISP begins with a four-week intensive summer bridge experience for incoming first-year students, and ISP continues to provide support and community for Illinois Scholars during their undergraduate years. Since the program's inception in 2018, 338 students have completed their summer bridge experience. The 2024 Summer Cohort had a 100% retention rate from their first to second term, compared to a 95% campus retention rate for all and a 93% campus retention rate for underrepresented minority students during the same period. As of July 2025, 81 ISP students have graduated with their bachelor's and 3 have obtained their master's degrees at the University of Illinois Urbana-Champaign. The six-year graduation rate for the ISP 2018 and

2019 cohorts is 87%, compared to 85% for the entire campus and 76% for underrepresented minorities during the same time. With the hiring of a full-time Illinois Scholar Program coordinator, the Illinois Scholars Program expanded from 25 students to 75 students per cohort in Summer 2023. Current academic support includes math, writing, and undergraduate research.

Related to **Campus Climate and Culture**, the Office of the Vice Chancellor for Access, Civil Rights & Community in collaboration with the Office of the Provost, Student Affairs, Illinois Human Resources, Office of the Vice Chancellor for Research & Innovation, and many other units collaborated during 2023-2025 to assess the climate on campus. In fall 2023, the institution administered a campus-wide climate assessment instrument to understand the degree to which students feel safe, accepted, and valued. In the summer of 2024, the campus received preliminary reports from the survey. These reports and data were reviewed, delivered, and socialized to campus stakeholders in the fall of 2024. During the Spring 2025 semester, the campus hosted a series of critical discussions on the All-Campus Climate Survey data. The series included four sessions inviting campus leaders to explore specific findings in the climate data. In May 2025, the campus hosted a summit reflecting on the data analysis and looking towards strategies for addressing climate gaps at the University of Illinois Urbana-Champaign. Sessions were open to all members of the university community, including students, staff and faculty. Plans to continue working with academic and non-academic units to review and socialize additional data to address issues that affect the climate on campus are underway for the incoming academic year.

The institution is committed to continuing to assess its values - collaboration, inclusion, and empowerment as described in the university's Boldly Illinois Strategic Framework - by conducting ongoing assessments on students' perceptions of the quality of their interactions with peers, faculty members, and administrators, including their sense of the campus as a place where they belong and are treated with respect.

Other critical efforts on the campus surround activities also relate to closing the graduation gap and increasing student success. The university is an active participant in the [American Talent Initiative](#) (ATI). ATI seeks to substantially expand access and opportunity for talented, low- and moderate-income students at the nation's colleges and universities with the highest graduation rates. A new Learning Accelerator program at the University of Illinois Urbana-Champaign has been selected for funding through ATI's IDEAS Fund in support of the university's first campuswide, dual-credit program for prospective students leading to first-time entry into four-year degree programs. The program will serve students at lower-income Illinois public high schools. With this \$250,000 grant, the university joins 15 other institutions receiving IDEAS Fund support totaling \$5 million. IDEAS is also funded by Bloomberg Philanthropies and administered jointly by the Aspen Institute College Excellence Program and Ithaka S+R. Through the Learning Accelerator program, college partners will design high-quality online courses for high school students in general education areas unavailable at lower-income Illinois public high schools. The program also focuses on improving degree attainment for underserved

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populations and connecting students to the University of Illinois Urbana-Champaign while preparing them for college and providing access to both college and high school credit.

As a leader in the Association of Public and Land Grant Universities Powered by Publics (APLU PxP) initiative, the university served through 2025 as the lead in the Big Ten Academic Alliance Cluster. The goals of [APLU PxP](#) were to produce several hundred thousand more degrees by 2025; to eliminate the achievement gap for disadvantaged and first-generation students; and to expand access to higher education for students from all backgrounds. Since 2018, 130 universities and state systems participated in 16 transformation “clusters.” The Big Ten Academic Alliance Cluster studied retention and persistence starting with a focus on foundational course “DFW” rates to determine barriers faced by students pursuing degree advancement and align best practices to address those challenges. The group’s work is outlined in this [learning memo](#).

The university is using these data to examine foundational course curriculum and determine additional supports needed for students in these courses. In Spring, 2023, this culminated in a project called the Inclusive Course Redesign Initiative (ICRI). Building on the APLU “DFW” data and focusing on high-enrollment courses with significant performance gaps between students who come from historically underrepresented populations and those who do not, a list of courses that is refreshed each semester is created. Instructors in these courses are invited by the Vice Provost for Undergraduate Education to participate in the initiative. Instructors are offered support for redesigning their courses provided by the Center for Innovation in Teaching and Learning (CITL) along with a \$3,000 grant from the provost’s office, renewable for two additional semesters, and either a negotiated one-section teaching buyout or funding for a 50% Graduate Assistant for the initial semester of participation. To date, nine courses have participated in ICRI, implementing strategies such as active learning, assessment reform, early feedback and consistent monitoring, incorporation of study skills, teaching assistant support, and improved course design. Outcomes include improved student performance and engagement, greater student satisfaction with the courses and activities, and notable reductions in DFW rates in several demographics.

Aligned with the goals of the APLU work is the campus’ [Student Success @ Illinois](#) (SS@I) work. Known as the Student Success Initiative when it kicked off in 2019, goals are increasing access by reducing cost of attendance, increasing aid, and considering time to degree; increasing retention and graduation rates; and improve the Illinois experience by abandoning a “sink or swim” mentality, identifying and broadening campus programs, support services, and opportunities for engagement. Recognizing that Student Success is ongoing work, what was known as the “Student Success Initiative” became SS@I in 2023. A variety projects emerged from SS@I that have enabled the university to provide greater focus on student success efforts. Some examples of key efforts this past year include:

- [Student Success Symposia](#): The 4th Annual Student Success Symposium in February 2025 drew more than 350 participants. As part of the Symposia, campus recognizes individuals and teams based on their contributions to Student Success @ Illinois with Student Success Champion Awards and the Impact Awards.

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- Early Alert and Outreach: An advisory group has been meeting since 2022 to research and recommend appropriate early alert markers to connect students with relevant resources early in the semester. Starting with the Spring, 2023 semester, a select group of instructors engaged in a pilot effort to utilize Canvas Learning Management System data to detect early warning signs of academic issues. The data portion of the pilot continued through the Fall 2024 and Spring 2025 semesters to ensure validity and design the reporting structure. The Early Alert Advisory group has provided continued feedback in this development. Based on these efforts an advisor pilot will be launching in Fall 2025.
- Policies: In Fall 2024, two policies were reviewed and identified as needing improvement by the Policy and Issues Group. The Policy and Issues group was representative of academic colleges and units that support students academically at Illinois. Through conversations, substantial archival work and benchmarking, the group submitted two policy changes for campus approval. One for the removing the long misunderstood ABS grading option. ABS grades are calculated the same as an F grade and were often confusing to both faculty and students. In addition, a proposal to improve language regarding our incomplete (I grade) processing. Both policy changes will support better student navigation and understanding while removing ambiguity and challenging administrative processing. In Spring 2025, the university approved revisions to the student code. Effective starting in the Fall, 2025 semester, faculty will no longer have an option to select ABS as a grading option and those with an approved undergraduate incomplete will have until the 8th week of the semester regardless of enrollment status.
- Two additional Policy and Issues Group convened in Spring 2025. One to examine the intercollegiate transfer (ICT) process throughout campus and one to explore the dates of our current drop with W deadline. Both groups included representatives from across campus and administrative units. The ICT Policy and Issues Group discussed how best to support students who are exploring other alternatives and the challenges that impact navigating processes across campus. The Deadline Policy and Issues Group explored options for dropping courses with a W and provided exploratory groundwork for a future policy change with benchmarking.
- Academic Advising: Cognizant that academic advisors are key to students' retention and experience, SS@I is focusing on supporting the university's advising community to advance efforts to create a sustainable and equitable advising experience for students and a professional advising community for academic advisors and those in advising adjacent roles. SS@I hosts the Advisor Series, a monthly professional development opportunity for advisors. In addition, a group with representation from academic

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advising and student support units across campus came together regularly to develop
an academic advising mission and guiding principles for the advising community.

System and Institution-level high-impact and wraparound support services

Access 2030 demonstrates the University of Illinois' commitment to supporting "the ongoing learning renewal of students and systemic implementation of evidence-informed student support practices." This equity-focused plan includes emphasis on the three universities' summer bridge programs, proactive advising, and high-impact practices to support retention and to ensure equitable access and success.

In addition to Access 2030, the System supports students through the President's Research Travel Award Program. The program has been established to stimulate and support interest in the study of representation. Open to all, this competitive award provides a certificate and funding, not to exceed \$600, for students to travel to a professional conference. These conference travel awards are intended to support student candidates who will be presenting papers, posters, or creative work at conferences related to issues of representation in service to the University's interest in promoting an inclusive learning community for all.

At the institution level, the University of Illinois Urbana-Champaign prides itself on the array of high-impact practices and services offered to students. These student support practices support the ongoing learning renewal of students and systemic implementation of evidence-informed student practices, which align with Equity Strategy 1 of A Thriving Illinois. The Counseling Center, Office of the Dean of Students, McKinley Health Center, and Student Assistance Center are accessible to all students via in-person or remote options to facilitate student wellness and retention. All students are encouraged to participate in workshops hosted by the university's Writer's Workshop and are eligible to receive assistance on writing projects through their writing assistants. For students with disabilities, [Disability Resources & Educational Services](#) (DRES) has helped thousands of students earn college degrees and Urbana-Champaign has been recognized as a national leader in the area of post-secondary education for persons with disabilities. Indeed, as the oldest post-secondary disability support program in the world, DRES has been associated with many programmatic innovations including:

- The seminal research which led to the development of the first architectural accessibility standards that would become the American National Standards Institute Standards;
- The first wheelchair-accessible fixed route bus system;
- The first accessible university residence halls;
- The first university service fraternity and advocacy group comprised of students with disabilities, Delta Sigma Omicron; and
- The first university to receive the Barrier-Free America Award from the Paralyzed Veterans of America (2012).

Additionally, poised at the crossroads of academic and student affairs, the [Michael L. Jeffries, Sr. Center for Access and Academic Support](#) is one of the oldest and most comprehensive student support programs in the nation. The Jeffries Center has embodied the University of

Illinois Urbana-Champaign's land-grant mission by championing access for all students and providing a comprehensive array of college preparatory and support services to bolster students' success since its inception. Programs such as A&M (Advising and Mentoring), First Generation Student Initiatives and Tutoring and Academic Services the Center also align with A Thriving Illinois Equity Strategy 8 with the use of staff as advisors/coaches as well as peer and near-peer tutoring. The Jeffries Center currently houses nine departments. A more comprehensive list of Jeffries Center programs is provided in Addendum E.

In 2022, the University of Illinois Urbana-Champaign was recognized as one of 53 institutions in the National Association of Student Affairs Professionals' (NASPA) First Gen Forward 2022-2023 cohort. First-Gen Forward was the first program to acknowledge higher education institutions for their commitment to the success of first-generation students. As a NASPA First-Gen Forward institution, the university applied and was accepted into NASPA's First Scholars Network. This membership signifies the university's competency and commitment to the success of first-generation students. Through the network, the university receives tools, resources, and expert guidance, including data, peer networks, evidence-based approaches, and data-driven continuous improvement. The university established a First-Generation Steering Committee in January 2023 to work with the Center for First-Generation Student Success to establish goals, identify barriers, and create improvement projects to enhance the experience of first-generation students on campus. In the 2023-2024 academic year, this Steering Committee launched their Insights Tool, which is a comprehensive diagnostic self-assessment in which members of the community share information about institutional efforts to support first-generation students. They also joined the Postsecondary Data Partnership, which provides insights into students' academic progress and outcomes across participating institutions. In the fall of 2023, the Jeffries Center hired the inaugural Director of First-Generation Student Initiatives to lead programming and service delivery to the undergraduate first-generation student community. After many years of focused improvement, in March of 2025, Illinois was one of 32 institutions in the country to be recognized as a FirstGen Forward "Network Champion." To date, only 429 institutions of higher education have entered the Network.

Student Affairs houses the university's cultural and resource centers (see Addendum F) and a variety of high-impact programs. A more comprehensive list of programs is detailed in Addendum F. Veteran support is provided through the Chez Veterans Center out of the College of Applied Health Sciences in partnership with Student Affairs, which includes individualized academic and career coaching to support progress and address barriers, peer and professional mentoring to foster community and networking, and health and wellness services to promote psychosocial adjustments and well-being.

The [Career Center](#) offers coaching and support students and connects them to opportunities, as they make career decisions and learn lifelong career management skills. They serve as leaders of the university's career services community. The Career Center in partnership with the Jeffries Center sponsors the FOCUS program, an intensive semester program created to eliminate the gap in post-graduation outcomes and starting salaries between first-generation students and their peers. Its aim is to positively impact their career trajectory, earnings potential, and

economic security for years to come. Through a series of workshops, this program provides transformative learning experiences for students in and out of the classroom. Those selected to participate receive a \$1,000 scholarship.

An additional service for graduate students is the [Summer Predoctoral Programs](#) for incoming doctoral students who have accepted their offer of admission. The 9 weeklong Summer Predoctoral Institute provides an advanced opportunity for graduate students to become quickly prepared for the rigors, culture and expectations of graduate school during the summer prior to the start of their graduate studies. The Institute offers an orientation, a series of seminars, and time to work with a research adviser in the student's academic unit. The Summer Emerging PhD Program is a shorter, 2.5 week program to learn about graduate school culture and the campus.

Unit-level plans

The proposed Department of Marketing will support Campus and System ongoing commitments to expanding access to high-quality education by strengthening the organizational foundation for academic programs in disciplines that are increasingly important to Illinois' economy and workforce. Establishing the department will enable focused academic leadership and strategic planning for undergraduate, graduate, doctoral, online, and professional education offerings in the teaching areas to which Marketing contributes while preserving the multiple educational pathways through which learners engage with these fields.

The Department of Marketing will continue Marketing, Department of Business Administration, and Gies College of Business efforts to support instructional innovation, interdisciplinary collaboration, and flexible educational opportunities that broaden access to education in information systems, operations management, supply chain management, and business analytics. These efforts will help prepare learners from a wide range of educational backgrounds for careers requiring analytical, technological, and managerial expertise.

Marketing, as part of the Gies College of Business, will continue to contribute to a collection of programs and resources aimed at supporting student equity, such as through teaching workshops, engaging with students, or advising on program content and direction:

- The Emerging Business Leaders (EBL) Program expands access to business education by introducing high-achieving, under-resourced rising high school seniors to the academic, professional, and personal opportunities available through a business degree. Through a week-long residential experience, participants engage with Gies faculty, students, alumni, and industry professionals, explore business disciplines, develop leadership and communication skills, and experience college life firsthand. By reducing barriers to college access through mentorship, admissions support, scholarships, and early exposure to higher education, EBL helps broaden participation in business education

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and creates pathways for talented students from historically underserved communities to pursue college and future business careers.

- The Gies Business Early Arrival Program helps incoming undergraduate students make a successful transition to college by providing an early opportunity to build community, connect with faculty, staff, peer mentors, and campus resources before the start of the academic year. Designed to support students who may face additional barriers to navigating the college environment, the program fosters a strong sense of belonging, familiarizes participants with academic expectations and support services, and establishes relationships that contribute to long-term success. By easing the transition to college and connecting students with a network of support from day one, the Early Arrival Program strengthens persistence and promotes equitable student outcomes.
- The Business Pathways Academy (BPA) expands access to business education by providing a structured, high-touch support program for promising undergraduate students who may benefit from additional academic and community resources during their transition to college. Through proactive coaching, peer mentoring, tutoring, cohort-based learning, career exploration, and connections to faculty and campus resources, BPA helps students build the academic skills, sense of belonging, and professional networks needed to persist and succeed. By intentionally reducing barriers to student success and connecting learners with opportunities they might otherwise miss, BPA strengthens educational outcomes for first-generation, under-resourced, and other historically underserved students while supporting timely degree completion and long-term career readiness.
- The Gies Business Success Lab serves as a centralized hub for academic, personal, and professional support, helping all undergraduate business students navigate challenges that can impede college success. By providing free peer advising and tutoring, academic success workshops, resource navigation, lending libraries for textbooks and technology, and connections to counseling and campus services, the Success Lab reduces financial, academic, and social barriers to persistence. Through proactive, accessible support and early intervention, the Success Lab fosters belonging, strengthens student well-being, and promotes equitable outcomes—particularly for students who are first-generation, under-resourced, or otherwise face disproportionate barriers to academic success.

Progress on Marketing efforts will be monitored through existing University and College assessment processes, including enrollment and completion trends, student success measures, periodic academic program review, and continuous improvement activities conducted through Gies College strategic planning and AACSB accreditation processes. Part of monitoring is disaggregation of data for consideration of specific demographic subgroups, including women, historically underrepresented minorities, internationals, and first-generation students, extending practices in place already by the Department of Business Administration. These

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established mechanisms will enable the Department of Marketing to evaluate how effectively it supports learner access, success, and educational quality over time.

Question 2. Equity. Explain institutional strategies being implemented to increase and retain faculty, staff, and administrators of color and the implications for the proposed unit. Explain how progress will be monitored.

System and Institution-level plans

The campus actively supports faculty recruitment and retention through a number of programs. The Distinguished Faculty Recruitment Program is designed to enhance faculty excellence by supporting the recruitment of individuals who bring a range of perspectives, experiences, and backgrounds to the academic community. The Public Voices Fellowship is a year-long program open to tenured faculty who join a cohort of leaders with the intent of improving representation in the field and providing them with extraordinary support, leadership skills, and knowledge to ensure their ideas shape not only their fields, but also the greater public conversations of our age. The Leadership Initiative for Women Faculty brings together women faculty from across the UI System who are leaders and/or potential leaders to identify barriers to and facilitators for advancement of women. Finally, the System will also be providing funding in support of each university's faculty recruitment plans which will also emphasize attracting candidates who contribute to the academic mission through diverse perspectives, experiences, and scholarly excellence. The [President's Executive Leadership Program](#) is a professional development opportunity and experience for senior-level faculty and administrators from across the UI System. Consisting of seminars held during the academic year, the objective of the leadership program is to broaden participants' understanding of higher education issues and strengthen their skill sets in leading and managing a public institution at the university or system level. The Board of Trustees supports the program as a mechanism for identifying and developing a diverse group of potential future university and system leaders.

As a campus, the University of Illinois Urbana-Champaign is committed to investing in strategic hiring of faculty to meet its land grant mission of enhancing the lives of citizens in Illinois, across the nation and around the world through our leadership in learning, discovery, engagement, and economic development. Investments from the [Office of the Provost](#) in faculty hiring, retention, and development are critical to maintaining and enhancing the academic excellence of our campus, especially at a time when the competition for top talent is intense. The University remains committed to investing in targeted initiatives to recruit faculty who will enhance our global reputation through their contributions to a wide spectrum of research and innovation and while meeting evolving academic interests and needs of students.

Retention efforts include programming and development activities for executive officers and faculty members across ranks. Programming and resources for unit executive officers (EOs) equip them with the knowledge and skills necessary for leadership including ways to enhance their ability to support and mentor faculty within their units. The [Office of the Provost](#) also coordinates several leadership development programs to increase the pool of potential academic leaders on campus to explore campus leadership and administrative roles. The university continues to be a strong partner in the Big Ten Academic Alliance's Academic Leadership Development Programs, with numerous faculty and staff from the university participating as fellows.

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The [Office of the Provost](#) also invests in faculty development. From recruitment to onboarding, through promotion, and retirement, faculty members have access to programming and resources designed to meet them and address their careers needs. The office also supports a range of institutional memberships to external resources that provide faculty with access to high-quality professional development resources, tailored to support their individual career advancement goals.

Unit-level plans

The proposed Department of Marketing will participate in and support the University of Illinois' and Gies College of Business' established strategies to recruit, develop, retain, and advance outstanding faculty, staff, and academic leaders from a broad range of backgrounds, experiences, and perspectives. Establishing Marketing as a distinct academic department will provide faculty with greater opportunity to participate directly in departmental governance, mentoring, strategic planning, and faculty development while continuing to benefit from college-wide policies, resources, and support.

The department will continue practices that promote inclusive faculty governance, transparent evaluation and promotion processes, professional development, and mentoring for both tenure-system and specialized faculty. As an independent department, Marketing will be better positioned to align faculty leadership, mentoring, and annual review processes with the disciplinary expertise and academic priorities of its faculty while remaining fully integrated within the broader goals and policies of Gies College of Business and the University. It will also remove a frequent initial task, which can sometimes be a hindrance in recruiting faculty and students, which is explaining why Marketing is not its own department.

To foster a diverse faculty body that reflects student diversity, the Department of Marketing will continue practices from the Department of Business Administration in placing advertisements for positions in publications and websites noted for their diverse audience. For example, by leveraging relationships with external diversity recruitment initiatives, such as the PhD Project that attracts and supports scholars from historically underrepresented groups, the Department of Business Administration has attracted greater interest from diverse faculty and staff. In addition, the Department of Business Administration appoints a diversity advocate to every search committee and all members attend a campus diversity training for search committee members. In addition, the College-level Office of Access and Community provides support, including organizing affinity groups for faculty and staff. These are practices that will continue in the Department of Marketing and the College.

Progress will be monitored through existing University and College processes related to faculty recruitment, retention, promotion, climate assessment, and annual review, together with ongoing assessment conducted through departmental, college, and University governance and planning processes.

Question 3. Sustainability. For this new unit of administration, describe how the institution plans to maximize effectiveness and efficiencies in its administrative structure and operations while avoiding unnecessary or existing duplication.

The proposed Department of Marketing is intended to improve organizational effectiveness and reduce complexity by aligning academic leadership and faculty governance with the disciplines it serves. An increase in effectiveness was explicitly noted as a reason for restructuring the Department of Business Administration by the External Review Committee Report in 2025:

“A once efficient structure may now be cumbersome and an obstacle to faculty empowerment. ... Area chair roles, in turn, are currently disempowered and are positions with much responsibility and no authority since they cannot shape department strategy and have no budget. The areas themselves do not vote on tenure and promotion cases. ... The department executive committee also has to oversee 95 annual performance reviews - a staggering number.”

A Department of Marketing offers a more efficient structure. It empowers Marketing leadership by granting authority together with responsibility. It enables Marketing faculty to be the consequential first vote on Marketing tenure and promotion cases. It limits performance reviews to just those for Marketing faculty, which is both more appropriate a task and a substantial reduction to a manageable number (about 20).

The department will continue to rely on College support around functions such as human resources, finance, research administration, information technology, marketing and communications, and academic program administration. The College’s shared-services model minimizes duplication of administrative functions while allowing departmental leadership to focus on academic planning, faculty development, curriculum, and research within its disciplinary areas.

The proposed structure simplifies engagement and collaboration between Marketing and other faculty in the college. Rather than some faculty from other fields being within the same department and so necessitating cross-field engagement when it is not helpful and biasing against some cross-field engagements, the new structure will place each main faculty discipline within its own department in the college. This means all cross-discipline engagement will be consistently across department, and so selected when beneficial and on consistent grounds. College-wide academic programs, interdisciplinary research initiatives, research funding initiatives, shared educational resources, and centralized student services will continue to operate collaboratively across the Gies College of Business. The reorganization therefore represents an alignment of academic governance with disciplinary expertise and reduces administrative burdens and complexities. The proposed organizational structure positions the Department and the College to operate more effectively while maintaining efficient stewardship of institutional resources.

Question 4. Sustainability. Explain further how the new unit will capitalize and build collaborative synergies on campus and within and outside of the state; support future-ready learning, research, or public service approaches; and ensure that the unit is a good steward of its financial resources.

The proposed Department of Marketing will build upon Gies College of Business' existing collaborative relationships across the University, with industry, and with public and private organizations throughout Illinois and beyond. The department's research and teaching lend themselves to interdisciplinary and applied engagements, creating opportunities for continued and new collaboration with programs and researchers in engineering, computer science, data science, healthcare, agriculture, public policy, and other fields where information, analytics, operations, and technology play an important role. For example, Marketing has generated initiatives around the Multicultural Insights Lab (leading multinational studies on political polarization and cultural orientation), generated a conference on multicultural marketing, and edited a special issue on Cultural Influences on Decision Making and Marketing in the Journal of the Association for Consumer Research. The MakerLab engages units across campus, most recently with faculty from the Carle-Illinois College of Medicine and the College of Veterinary Medicine. It also engages with outside organizations, such as in a project with Thera-Solutions for a new product development effort for a new kind of prosthetic device. Marketing has also long been connected to the Department of Advertising in the College of Media, including launching an online MS program in Strategic Brand Communication together, a program for which several Marketing faculty continue to teach. Further engagement has occurred around AI-designed products, consumer creativity, and emerging market innovations, with mini-conferences to bridge academic research with industry trends involving practitioners and scholars. Additional efforts have worked to strengthen corporate partnerships to enhance research on product innovation and branding. Being a department rather than an area within a larger department will make it easier for external partners to find and work with Marketing, while enabling Marketing to take full responsibility over such partnerships.

Marketing will continue to support future-ready teaching, research, and engagement by advancing scholarship and educational programs in Marketing, including integrating changes due to advances in artificial intelligence and digital transformation such as those around social media and influencer marketing or retail platform strategy. Through undergraduate, graduate, and doctoral education, the department will prepare learners to address complex organizational challenges using analytical, technological, and data-informed approaches that are increasingly important across industries and sectors.

The proposed organizational structure represents responsible stewardship of institutional resources. By aligning academic leadership and faculty governance with disciplinary expertise while continuing the benefits of College administrative services and infrastructure, the department strengthens organizational effectiveness without unnecessary duplication of

administrative functions. This approach helps the College better engage in interdisciplinary collaboration, support innovation, and respond effectively to evolving educational, research, and workforce needs while maintaining efficiency and responsible use of resources.

Question 5. Growth. As one of the Core Principles, demonstrate how the proposed unit will reinforce and promote public good in the state (e.g., civic engagement, exposure to arts and humanities, and solutions to society's challenges).

The proposed Department of Marketing will reinforce the University's commitment to serving the public good by advancing research, education, and engagement in disciplines that address many of the complex organizational and societal challenges facing Illinois and beyond. It is in the state's interests for the business school as its flagship research university to have a Department of Marketing much as every other major business school has. The department's scholarship and educational programs contribute to helping firms better understand customer engagement, consumer creativity, brand authenticity and loyalty, digital trust, and consumer decision making, practices and concerns that cut across the public, private, and nonprofit sectors.

For example, Marketing is a significant contributor to Gies Action Learning projects, as about 60% of the projects address a marketing concern. These projects are student consulting efforts for both local (60%) as well as national and international (40%) organizations. While these organizations are not charged for the student work, similar student consulting services offered by Illinois Business Consulting would charge about \$15,000 per engagement for such work and companies indicate the market rate is about \$50,000 per engagement for such work. Thus, the annual impact is between two and seven million dollars of pro bono consulting efforts, most of which supports organizations in Illinois.

Research is also critical in advancing competitiveness and supporting Illinois organizations. Work on retail analytics provides evidence for improving omnichannel operations, inventory management, pricing strategies, and customer experience. Research on platform businesses, AI adoption, and digital marketing helps organizations make strategic decisions based on rigorous empirical evidence. Faculty have also served as public experts, providing timely analysis of topics such as Super Bowl advertising, AI trust, digital marketing, and emerging technologies that informs business leaders, policymakers, and the broader public.

By preparing future leaders and advancing knowledge that supports better organizations and stronger communities, the proposed department contributes to the University's land-grant mission of applying research and education to improve the quality of life and economic vitality of Illinois.

Question 6. Growth. Describe how the unit plans to contribute to research, innovation, and economic development by leveraging the Illinois Innovation Network.

The proposed Department of Marketing will contribute to the University of Illinois' research and innovation ecosystem through scholarship, interdisciplinary collaboration, and engagement with industry, government, and community partners. The department's discipline is vital to innovation, firm success, and consumer well-being across Illinois.

The department will build upon existing collaborations across the University while pursuing new opportunities to partner with researchers, public agencies, and industry through interdisciplinary initiatives, including those supported by the Illinois Innovation Network and other University-sponsored research and innovation programs. These collaborations include contributions to the healthcare innovation certificate in partnership with the Carle-Illinois College of Medicine, and curriculum material development with the University of Illinois-Deloitte Foundation Center for Business Emerging Technologies. These and further collaborations facilitate the application of research to real-world organizational challenges while strengthening connections among faculty, students, employers, and communities throughout the state.

Through research, educational programs, and collaborative engagement, the department will prepare graduates who contribute to innovation across sectors, support the development and adoption of new products and services, and generate knowledge that enhances the competitiveness and reach of Illinois organizations and industries.

Question 7. Growth. Explain how the new unit engaged with business and industry in its development and how it will spur the state's economy by leveraging partnerships with local, regional, and state industry, business leaders and employers.

The proposed Department of Marketing builds upon longstanding relationships between Gies College of Business and employers, industry organizations, alumni, and corporate partners that have informed the department's educational programs, research priorities, and experiential learning opportunities. While the proposal to establish Marketing as an academic department emerged through the University's faculty governance processes, it is consistent with the importance of the department's discipline to organizations throughout Illinois and the demand for graduates with expertise in Marketing. Prior responses noted the demand for marketing coursework and for graduates of the marketing undergraduate major as well as the impact of Marketing contributions to action learning project contributions to Illinois organizations.

The department will continue to strengthen partnerships with business and industry through activities such as collaborative research, transdisciplinary conferences, employer engagement, internships, experiential learning opportunities, executive and professional education, alumni engagement, and affiliates programs. For example, companies including Caterpillar, P&G, Intel support in-person events and online courses in support of the MakerLab's outreach, including over 100 workshops annually. Such partnerships will help ensure that curricula remain

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responsive to evolving organizational needs while providing students with meaningful opportunities to apply classroom learning in professional settings.

By preparing graduates with expertise in marketing, advancing research that improves organizational performance, and sustaining strong partnerships with employers across Illinois, the proposed department will contribute to workforce development, organizational innovation, and the long-term competitiveness of the state's economy.

Question 8. Growth. Describe how the proposed unit will expand access and opportunities for students regarding high- impact practices including research opportunities, internships, apprenticeships, career pathways, and other field experiences.

The proposed Department of Marketing will strengthen opportunities for students to engage in high-impact educational practices by aligning academic leadership, faculty expertise, and industry engagement within a single disciplinary unit. Building upon existing strengths, the department will continue to expand opportunities for undergraduate, graduate, and doctoral students to participate in faculty research, internships, experiential learning, applied projects, industry engagement, and other educational experiences that connect classroom learning with professional practice. For example, Marketing's online graduate courses have tremendous scale, supporting access. Currently in progress are efforts to expand online undergraduate courses so as to enhance access at that level. The department's close relationships with employers, alumni, and industry partners will continue to support internships, guest speakers, mentoring, corporate engagement, and experiential learning opportunities that prepare students for careers in marketing. Faculty-led research, interdisciplinary collaboration, and engagement with industry provide students with opportunities to apply marketing research and analytics skills to crucial organizational challenges. Marketing's senior faculty are well known in the field, with a record of leadership roles in international societies and top journals, which supports company outreach.

By aligning faculty governance and academic planning within a dedicated department, Marketing will be well positioned to sustain and enhance these high-impact educational experiences while ensuring that academic programs remain responsive to evolving workforce needs and emerging career pathways.

Question 9. Growth. Explain how the proposed unit of administration will expand its models of teaching and learning, research, and/or public service and outreach that provide opportunity for students to succeed in the work of the future.

The proposed Department of Marketing will strengthen the University's ability to prepare learners for our global business environment, digital economy, and demanding pace of innovation. Building upon established strengths in teaching, research, and industry engagement, the department will continue to evolve its curricula, educational experiences, and

scholarly activities to reflect emerging technologies, organizational practices, and workforce needs.

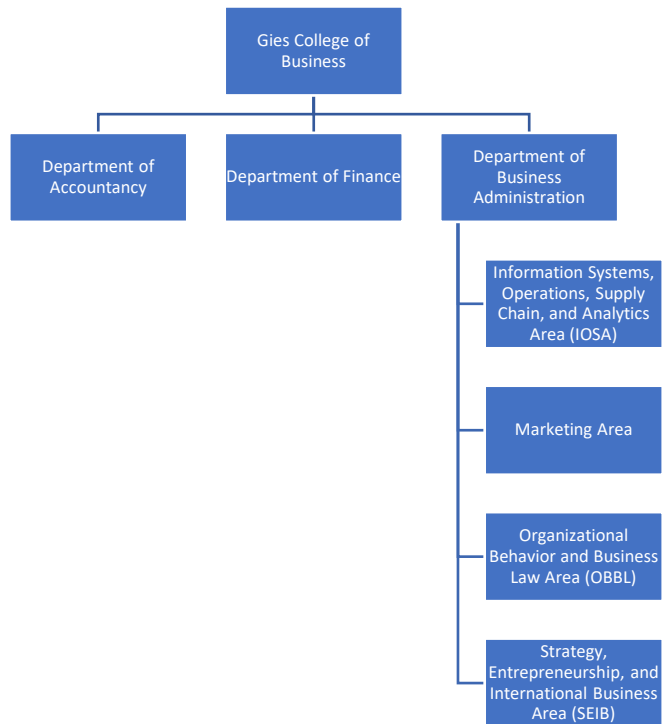
The department will support a range of educational models—including undergraduate, graduate, doctoral, and professional education—that provide learners with multiple pathways to develop analytical, technological, and managerial capabilities throughout their academic and professional careers. Faculty research and ongoing engagement with employers and industry partners will continue to inform curriculum development, ensuring that educational programs remain current, relevant, and responsive to rapidly evolving professional environments.

Marketing also participates in innovative online and stackable curricula at the Gies College of Business. Marketing courses contribute to enabling a variety of majors, minors, and non-degree learners to develop in degree programs and in lifelong learning efforts. These innovations enable Marketing to have impact at multiple scales, including scales rarely achieved in higher education prior to the last decade and that remain uncommon at peer business schools.

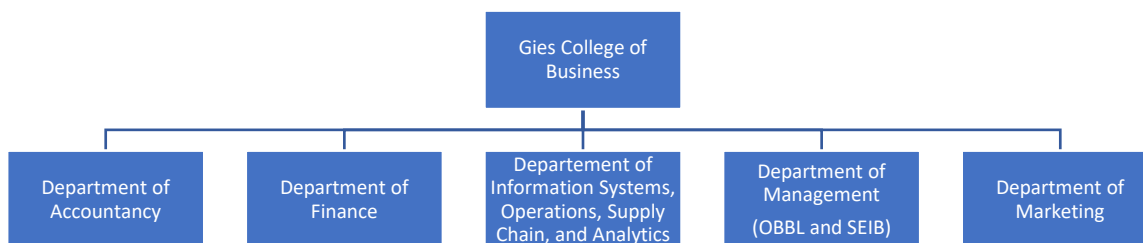
By aligning disciplinary expertise, academic leadership, and educational innovation within a dedicated department, Marketing will be well positioned to prepare graduates who are capable of adapting to technological change, leading organizational innovation, and contributing to the future workforce of Illinois and beyond.

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Addendum A: Visual of organizational design change

Current Structure of Academic Departments



Proposed Structure of Academic Departments



Addendum B: Bylaws

The bylaws submitted here are a minimal modification of the Department of Business Administration bylaws, as the new department will operate in a continuous fashion. Faculty will be deliberating and engaging in voting processes to make updates in the coming academic year (2026-2027) to ensure alignment with expected changes to the college's bylaws and any new policies and procedures.

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

Department of Marketing

DEPARTMENTAL BYLAWS

I. NAME

The name of the department shall be the Department of Marketing, an academic unit of the Gies College of Business at the University of Illinois at Urbana- Champaign.

II. MISSION

The Department of Marketing shall have as its central mission the creation of knowledge about how business organizations create value for themselves and society. This knowledge shall be disseminated to students and practitioners in businesses, public, and other not-for-profit organizations through teaching, consulting, and writing.

III. VOTING FACULTY

For governance purposes, the term voting faculty, as used in these Bylaws, shall include individuals who hold at least a nine-month contract, with no less than a 75% non-visiting appointment in the Department, and who are:

1. Tenured faculty;
2. Receiving probationary credit toward tenure; or
3. Senior instructors, senior lecturers, clinical and teaching assistant professors, clinical and teaching associate professors, and clinical and teaching full professors.

Faculty holding other appointments may, on an individual basis, be granted voting faculty status by a majority vote of the Department's voting faculty at a meeting of the Department's faculty (as defined in Article V), or by mail or electronic ballot, at the discretion of the Department's Chief Executive Officer.

A distinct definition of voting faculty applies to hiring, promotion, and tenure assessments:

1. For votes on tenure-system hiring, the voting faculty consists of tenure-system faculty with no less than a 75% non-visiting appointment in the Department. For votes on tenure-system promotion and tenure, the voting faculty consists of the subset of these tenure-system faculty holding the rank under consideration or a

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higher rank. Actual votes are cast by the subset of those faculty on the relevant hiring, promotion, or tenure review committees.

2. For votes on specialized faculty hiring, the voting faculty consists of specialized and tenure-stream faculty with no less than a 75% non-visiting appointment. For votes on specialized faculty promotions, the voting faculty consists of the subset of these specialized and tenure-system faculty who hold the rank under consideration or a higher rank. For this purpose, the senior instructor and senior lecturer ranks are considered equal to the associate professor rank. Actual votes are cast by the subset of those faculty on the relevant hiring or promotion review committees.

IV. DEPARTMENT OFFICERS AND ORGANIZATIONAL STRUCTURE

A. Chief Executive Officer

The Department of Marketing shall be organized with a Head. The Head shall be the chief executive officer of the Department and shall be appointed in accordance with the University of Illinois Board of Trustees Statutes, Article IV, Section 3, and have the duties as described in such Section. The Head shall hold the rank of professor, be tenured, have a full-time appointment in the Department, and be on duty in residence. In the event of leave, incapacity, or resignation of the Head, an acting or replacement department head will be appointed by the Dean of the College with the counsel of the Department faculty as specified by the University Statutes.

B. Other Executive Officers

At the discretion of the Head and after consultation with the Departmental Advisory Committee, the Head may appoint other executive officers to participate in the administration of the Department. These officers may include Assistant Head(s) of the Department and Associate Head(s) of the Department. The Head may appoint, and assign duties to these officers. Other executive officers shall be voting faculty and be on duty in residence.

C. Administrative Officers

At the discretion of the Head and after consultation with the Departmental Advisory Committee, the Head may appoint other officers to participate in the administration of the Department and its programs. Administrative officers shall be voting faculty and be on duty in residence.

V. COMMITTEES

A. Departmental Advisory Committee

In accordance with the University of Illinois Board of Trustee Statutes, Article IV, Section 3, a Departmental Advisory Committee (DAC) shall be elected by the voting faculty, shall be chaired by the Head of the Department, and shall advise the Head on departmental decisions.

The composition of the DAC shall include three tenured members, as well as one

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specialized faculty holding the titles senior instructor, senior lecturer, or clinical or teaching associate or full professor, elected from the Department as a whole. The term of office will begin on the first day of fall semester classes. The tenured faculty shall be elected to staggered two-year terms, with half, or the closest number to a half, of the members being elected each year. The specialized faculty shall also be elected to two-year terms. The members shall have full-time appointments in the Department, be on duty in residence, and not be members of the College Executive Committee, or Executive Officers of the Department, the College or the University during the period in which they serve as members of the DAC.

The Head may appoint other executive officers as defined in Article III, Section B, as ex officio members of the DAC. As ex officio members, these individuals shall have the same rights and privileges as elected members, with the exception that they shall not vote on matters considered by the DAC.

To elect the DAC, the names of all eligible faculty members shall be placed on a paper or electronic ballot to be distributed within 30 days of the end of spring semester. Tenure-system faculty and specialized faculty will be listed separately. Each voting faculty member will cast one vote for each open position. The largest vote getters within each faculty type will be the Department's faculty representatives on the DAC. Ties will be settled by a runoff vote. If there is a lack of returning DAC members, the highest vote-getting member(s) will serve two years and the next highest will serve one year. If a vacancy on the DAC should occur during the academic year, an election shall be held immediately, according to the procedures above, to fill the position.

The Departmental Advisory Committee shall meet as needed and advise the Head on departmental policies and personnel matters including annual review, tenure and promotion. The DAC is responsible for reviewing and voting on policies. Specialized faculty will not vote on policies that only affect the actions of tenure-stream faculty (e.g., policies on the review and promotion of tenure-stream faculty). A vote of at least two-thirds of the DAC members is required to approve policies. The tenure-system faculty on the DAC handle annual reviews for and vote on promotion and tenure cases for tenure-system faculty. The full DAC handles annual reviews for and votes on promotion cases for specialized faculty. If the elected Departmental Advisory Committee contains faculty members with a rank below that of a promotion in question, a special election must be held to replace each ineligible faculty member with an eligible faculty member. This election will be held by the same procedures as used for initial elections of DAC members. These members, and any eligible DAC members, will then serve as the tenure and promotion committee for all cases during that academic year.

B. Academic Integrity Committee

The Department shall elect an Academic Integrity Committee composed of three

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members of the Department's voting faculty who will (a) be on duty in residence and (b) not be on the College Executive Committee or the Departmental Advisory Committee, or be Executive Officers of the Department, the College, or the University during the period in which they serve as members of the committee. The members of the committee will elect a member to serve as the chair. Committee members shall be elected to staggered two-year terms, with one or two members being elected each year. If there is a lack of returning committee members, the highest vote getting member will serve two years and the remainder will serve one year.

The Head may appoint ex officio members of the committee to assist in its functioning. As ex officio members, these individuals shall have the same rights and privileges as elected members with the exception that they shall not vote on matters considered by the Academic Integrity Committee.

One function of this committee shall be to serve as the capricious grading committee required by the Rule on Academic Integrity of the *Code on Campus Affairs and Handbook of Policies and Regulations Applying to All Students*.

C. Undergraduate Studies Committee

The Undergraduate Studies Committee shall be composed of at least three faculty appointed by the Head in consultation with the Departmental Advisory Committee. The Department Head may appoint one or more undergraduate students to serve on the Committee. The members of the committee will elect a member to serve as the chair. The term of committee members will be one year beginning on the first day of fall semester classes. The Committee shall meet as needed to consider undergraduate course and curriculum matters.

D. Graduate Studies Committee

The Graduate Studies Committee shall be composed of at least three faculty appointed by the Head in consultation with the Departmental Advisory Committee. The Department Head may appoint one or more graduate students to the Committee. The members of the committee will elect a member to serve as the chair. The term of committee members will be one year beginning on the first day of fall semester classes. The Committee shall meet as needed to consider graduate course and curriculum matters.

E. Standing Committees

The Department shall have standing committees composed of individuals appointed by the Head. The committees shall be granted responsibility for overseeing aspects of the Department's activities and shall provide annual reports to the Head on the year's activities and future plans.

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F. Ad Hoc Committees

The Head, in consultation with the DAC, may call for the creation of such additional, non-standing committees as may be necessary for orderly administration of the Department and appoint individuals to serve on those committees.

VI. MEETINGS

The Head shall call at least one regular meeting of the faculty during each Fall and Spring academic semester. The Head shall provide each faculty member timely written notice, and when appropriate, a specific agenda for such a meeting. Meetings of the faculty may be called by written petition of eight members of the voting faculty or by resolution made and passed by majority vote in a previous meeting of that faculty. Written petitions for meetings shall be presented to the Head, who shall endeavor to schedule the meeting to occur within seven days of receipt of the petition, and shall provide written notice and an agenda to all members of the faculty at least three working days before such a scheduled meeting. All faculty with appointments in the Department may attend and have voice at meetings.

Votes may be held at a meeting if more than one-half of the Department's voting faculty members are present, or may be gathered by paper or electronic ballot, at the discretion of the Department's Chief Executive Officer. Votes are considered passed if they receive a majority of the votes submitted by more than one-half of the Department's voting faculty unless explicitly stated otherwise. Minutes of the meeting shall be distributed to the faculty within seven working days after the meeting is concluded.

VII. REVIEW, PROMOTION, AND TENURE OF FACULTY MEMBERS

A. Tenure-System Faculty

Annual review of tenure-system faculty shall occur in accordance with the Policy on Faculty Annual Review (Attachment 3).

The procedures used by this Department in matters relating to appointment, promotion, tenure, and issuance of terminal contracts for tenure-system faculty shall follow the guidelines established by the Office of the Provost and by the Dean of the Gies College of Business. Procedural steps shall be adhered to in matters relating to promotion and tenure in accord with Provost's Communication #9. Further specifics are provided in the Policy on Tenure-Track Faculty Tracks, Ranks, and Promotion (Attachment 4).

B. Specialized Faculty

Annual review of specialized faculty shall occur in accordance with the Policy on Faculty Annual Review (Attachment 3).

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The procedures used by this Department in matters relating to appointment, promotion, and issuance of contracts for specialized faculty shall follow the guidelines established by Provost's Communications #25 and #26, as well as the College's Policies on Appointment and Promotion of Specialized Faculty and the Policy on Specialized Faculty Tracks, Ranks, and Promotion (Attachment 5).

C. Faculty Grievances

A faculty member who believes he or she has been aggrieved by the application of the Department's annual review or other procedures may petition the College Faculty Grievance Committee for redress, pursuant to the procedures outlined in the College Bylaws. Before filing a formal grievance, the faculty member should first try to resolve the issue with the Head. As provided by the University Statutes, a faculty member may always consult the University's Faculty Advisory Committee. More generally, petition procedures and rights of faculty, students and staff members shall be upheld as outlined in the Student Code, the University Statutes, and other official College, campus and University documents.

VIII. RELATIONSHIP OF THESE BYLAWS TO OTHER GUIDING DOCUMENTS

These Bylaws are intended to be in compliance with the University of Illinois Statutes in all respects. Should any conflict arise, the University of Illinois Statutes shall prevail. These documents are also intended to be consistent with and in support of the Student Code and the College Bylaws.

IX. AMENDMENTS

These Bylaws may be amended by a vote of at least two-thirds of the Department's voting faculty, subject to the guidelines of the University Statutes. Such voting may be conducted at a meeting of the faculty (as defined in Article V.) or by paper or electronic ballot, at the discretion of the Department's Chief Executive Officer.

Addendum C: Proposed Public Hearing Documentation

The following is a description of what we intend to do, as the proposal process began over the summer and it was desirable to hold the public hearing after classes resume in Fall 2026. This can be updated once the public hearing is held.

We expect the public hearing to be held on zoom, to be advertised in eWeek, and that the Office of the Senate will be notified.

An announcement along the following lines will be used for the advertisement:

Proposals to Establish Marketing, Management, and IOSA Departments

Gies Business is holding a public hearing starting at [[time]] on [[date]], regarding proposals to restructure the Department of Business Administration in the Gies College of Business so as to establish a Department of Marketing, a Department of Information Systems, Operations, Supply Chain, and Analytics (IOSA), and to rename the remainder of Business Administration as Management. Proposals are available for Marketing [[link]], IOSA [[link]], and Management [[link]]. Those wishing to submit written comments may do so using a short survey [[link]].

The proposals will be made available, and a brief survey to gather open-ended comments will be generated.

Minutes of the public hearing will be generated.

The following summary the proposals will be made publicly available.

Establishing Departments of Marketing, Management, and IOSA

Three interrelated proposals are being advanced to restructure the Department of Business Administration at the Gies College of Business into a Department of Marketing, a Department of Management, and Department of Information Systems, Operations, Supply Chain, and Analytics (IOSA), effective August 2027. Together with the existing Department of Accountancy and Department of Finance, this would make the department structure at the Gies College of Business similar to that used at most of our peer institutions. There would be one department for each major faculty group, rather than having three groups within one department and two groups in their own departments.

These proposals are to change how faculty at Gies are organized. It is not a proposal to add a new faculty group or to remove an existing faculty group. No programs or curriculum content are being materially changed; there may simply be some new names attached to them. For example, the new Department of Marketing would house the Marketing undergraduate major

Administrative, Research or Public Service Unit Application

and the Department of Management would house the Management undergraduate major, rather than both majors being housed within one broad Department of Business Administration.

These proposals are based on multiple reports and faculty votes. The top recommendation in the report from an external review of the Department of Business Administration by a Provost Review Committee in Spring 2025 was to restructure the department. An internal Department of Business Administration task force report in Fall 2025 concurred and its top recommendation was to form Departments of Marketing, Management, and IOSA. These assessments indicated that simplifying how faculty are organized at Gies would improve the college's functioning, increase faculty governance, and enhance the reputation and the performance of each faculty group and the College. Votes of the Department of Business Administration faculty and Gies College of Business faculty in Spring 2026 strongly supported the recommendation.

This change will be achieved through (1) a proposal for a new Department of Marketing, (2) a proposal for a new Department of Information Systems, Operations, Supply Chain, and Analytics (IOSA), and (3) a proposal to rename what remains of the Department of Business Administration to the Department of Management.

Accompanying this change, through further efforts beyond the three proposals, will be a change to course rubrics that will occur in 2028. Rather than marketing, management, and IOSA coursework all being offered using the BADM rubric, Marketing coursework will be offered under a new MKTG rubric, Management coursework under a new MGMT rubric, and IOSA coursework under a new IOSA rubric. Complete cross walks mapping each BADM course to a new IOSA, MGMT, or MKTG course and its course number will facilitate this change as students first register with the new rubrics in Spring 2028 for courses in Fall 2028. The intention is to make more apparent what kinds of courses students are taking and how each faculty group contributes to business education at Gies. All courses taught recently and all arrangements to enable students access to those courses will continue using the new rubrics.

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Addendum D: Letters of Acknowledgement

Acknowledgement was requested from the library, 13 deans, and the 28 departments with programs that include a BADM course.

A sample email body is below. These also included a table of program-specific information showing BADM course(s) used by their specific unit and the section of the cross walk to the new rubric(s). There were six attachments: an executive summary of the changes, near final drafts of the three department change proposals, the complete cross walk from BADM to IOSA, MGMT, and MKTG, and a sample acknowledgement letter.

I am writing to notify you of a proposed academic unit restructuring currently under development within Gies College of Business and to request a letter of acknowledgment to support the campus review process. For your convenience, a draft letter of acknowledgment is attached. You are receiving this email based on your role as Department Head in CIM. If others should receive this message, please share it with them or reply to this email with additional or new contacts.

Gies Business is preparing proposals to restructure the current Department of Business Administration (BADM) into three academic departments:

- Information Systems, Operations, Supply Chain, and Analytics (IOSA)
- Management (MGMT)
- Marketing (MKTG)

This will be achieved via (1) a proposal for a new Department of Marketing, (2) a proposal for a new Department of Information Systems, Operations, Supply Chain, and Analytics, and (3) a proposal to rename what remains of the Department of Business Administration to the Department of Management. Attached you will find three drafted proposals as well as a comprehensive executive summary of this effort.

Briefly, the proposed restructuring follows recommendations arising from a recent academic program review and extensive faculty consultation. The proposed structure will strengthen faculty governance, improve departmental administration, and provide clearer disciplinary identities while maintaining continuity in academic programs, teaching, and research activities. The anticipated timeline for this new structure to take effect is August 2027.

Because your department currently offers programs, courses, or curricular pathways that reference or interact with BADM courses, we also want to make you aware that Gies Business anticipates a future transition from the BADM course rubric to new IOSA, MGMT, and MKTG rubrics. The rubric change does not change our commitments to offer our courses in your programs; it is simply a revision of the course rubric.

This rubric migration will occur through established campus curriculum processes and will involve additional communication and coordination with affected units. New rubrics are anticipated to take effect for Academic Year 2028 – 2029 requiring student communication and course

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registration beginning in Spring 2028. Included at the conclusion of this email is a table which details the BADM courses listed in the Course Catalog for programs under your department as well as the expected new rubric for each course. In addition, a complete crosswalk of all BADM courses is included attached for your reference.

At this stage, we are requesting acknowledgment of the proposed departmental restructuring and inviting any questions, comments, or concerns regarding potential impacts on your department, programs, students, or curricular requirements.

If you have no concerns regarding the proposal, we would appreciate a brief letter acknowledging the proposed restructuring and rubric change which will accompany our proposals. A brief draft letter of acknowledgment is attached in the event you find it helpful. **Receipt of your acknowledgement by Noon on Friday, July 31 will allow us to maintain our timeline.**

Thank you for your time and partnership. We are committed to working collaboratively with affected units throughout this process.

The following table details the units (colleges, schools, and departments) from which letters of acknowledgment were requested with status of each. For those from whom acknowledgment has been received, the letter or email reply is included below the table.

Unit (college, school, department)	Status
University Library	received
Carle Illinois College of Medicine	received
College of Agricultural, Consumer & Environmental Sciences (ACES)	received
College of Applied Health Sciences	received
College of Education	received
College of Fine & Applied Arts (FAA)	received
College of Law	received
College of Liberal Arts & Sciences (LAS)	received
College of Media	received
College of Veterinary Medicine	received
Grainger College of Engineering	received
School of Information Sciences (iSchool)	received
School of Labor & Employment Relations	received
School of Social Work	received
Department of Accountancy	received
ACES Administration	received
Department of Advertising	included with College of Media
Department of Aerospace Engineering	received
Department of Agricultural & Biological Engineering	received
Department of Agricultural & Consumer Economics	received
Department of Agricultural Leadership, Education, and Communications (unit pending approval)	received

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Department of Bioengineering	received
Department of Carle Illinois College of Medicine	received
Department of Chemical & Biomolecular Engineering	received
Department of Civil & Environmental Engineering	received
Department of Electrical & Computer Engineering	received
Engineering Administration	received
Department of Finance	received
Department of Food Science & Human Nutrition	received
Department of Geography & Geographic Information Science	received
Department of Global Studies	received
Department of Industrial & Enterprise Systems Engineering	received
Department of Information Sciences	received
Department of Labor & Employment Relations	included with School of Labor & Employment Relations
LAS Administration	awaited
Department of Law	received
Department of Mathematics	awaited
Department of Mechanical Science & Engineering	received
Department of Political Science	received
Department of Siebel School for Computer and Data Science	received
Department of Social Work	received
Department of Statistics	received

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UNIVERSITY LIBRARY

Juanita J. & Robert E. Simpson
Dean of Libraries & University Librarian
230 Main Library, MC-522
1408 W. Gregory Drive
Urbana, IL 61801

W. Brooke Elliott

Josef and Margot Lakonishok Professor in Business and Dean, Gies College of Business

July 20, 2026

Dear Brooke,

On behalf of the University Library, I offer my support for the Gies College of Business' proposed reorganization as a college of five departments. The proposal involves splitting the Department of Business Administration into two new departments and renaming the remaining Department of Business Administration. The University Library's faculty value their long history of engagement with Gies' faculty and students and see both the rationale and opportunities inherent in this shift.

As we understand it, splitting the Department of Business Administration involves (1) a proposal for a new Department of Marketing; (2) a proposal for a new Department of Information Systems, Operations, Supply Chain, and Analytics (IOSA); and (3) a proposal to rename what remains of the Department of Business Administration to the Department of Management. Following University governance protocol, each of these proposals includes a request for a letter from the University Library. I anticipate that this will fulfill those requirements.

Based on conversations with Jeff Lowenstein, Amanda Brantner, Rebecca Smith, and Tom Teper, it is our understanding that these proposed changes do not impact the addition or removal of any faculty groups, programs, or courses. It is merely an organizational change to how the faculty groups are organized within Gies. The University Library agrees that this structural reorganization will not impact current library resources or services.

Should future library resources be needed because of programmatic changes within the College, we anticipate that the Library will have the same opportunities to consult and collaborate with Gies Business as those situations arise.

The University Library's faculty look forward to continued collaboration as you make this transition within your college.

Sincerely,

A handwritten signature in black ink, appearing to read 'M Stewart'.

M. Claire Stewart

Juanita J. and Robert E. Simpson Dean of Libraries and University Librarian

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

217.333.0790

Administrative, Research or Public Service Unit Application

Cc: Amanda Brantner, Senior Director of Content and Educational Portfolio Strategy,
Academic Programs, Gies College of Business
Jeff Loewenstein, Area Chair, Business Administration
Carissa Phillips, Associate Professor, University Library
Rebecca Smith, Associate Professor, University Library
Thomas Teper, Associate Dean, University Library

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217.333.0790

Administrative, Research or Public Service Unit Application

Carle Illinois
COLLEGE OF MEDICINE



OFFICE OF THE DEAN

Medical Sciences Building
506 S Mathews Ave
Urbana, Illinois 61801

TO: Jeff Loewenstein
Gies College of Business

FROM: Mark S. Cohen, MD, FACS, FSSO, FAIMBE, MAMSE
Dean, Carle Illinois College of Medicine

DATE: August 3, 2026

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The Carle Illinois College of Medicine acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Yours Sincerely,

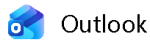
A handwritten signature in brown ink that reads "Mark S. Cohen MD".

Mark S. Cohen, MD, FACS, FSSO, FAIMBE, MAMSE
Dean, Carle Illinois College of Medicine
Senior Vice President and Chief Academic Officer, Carle Health
Professor of Surgery, Biomedical and Translational Sciences, Carle Illinois College of Medicine
Founder Professor of Bioengineering, Grainger College of Engineering
Professor, Beckman Institute for Advanced Science and Technology
University of Illinois Urbana-Champaign

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217.300.5700 | medicine@illinois.edu | medicine.illinois.edu

Administrative, Research or Public Service Unit Application



Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (ACES)

From Bollero, German A <gbollero@illinois.edu>
Date Sun 8/2/2026 5:24 PM
To Brantner, Amanda M <amandab@illinois.edu>
Cc Elliott, W Brooke <wbe@illinois.edu>; Loewenstein, Jeff <jloew@illinois.edu>

Dear Amanda,

My apologies for the delayed response.

Thank you for sharing the proposed restructuring and the supporting materials. I appreciate the opportunity to review the proposal. I have no concerns regarding the proposed departmental restructuring or the planned course rubric changes and acknowledge the proposal in support of the campus review process.

Best wishes as you move this important effort forward.

Sincerely,

GB

GERMÁN A BOLLERO
Professor and Dean
Robert A. Easter Chair

College of Agricultural, Consumer and Environmental Sciences (ACES)
227 Mumford Hall
1301 West Gregory Drive | MC-710
Urbana, IL 61801
217.333.9475 | gbollero@illinois.edu
www.aces.illinois.edu



College of ACES



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Under the Illinois Freedom of Information Act any written communication to or from university employees regarding university business is a public record and may be subject to public disclosure.

Administrative, Research or Public Service Unit Application

From: Brantner, Amanda M <amandab@illinois.edu>
Date: Monday, July 20, 2026 at 3:26 PM
To: Bollero, German A <gbollero@illinois.edu>
Cc: Elliott, W Brooke <wbe@illinois.edu>; Loewenstein, Jeff <jloew@illinois.edu>
Subject: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (ACES)

Dear Dean Bollero,

I am writing on behalf of Dean Brooke Elliott (copied) while she is out of the office to notify you of a proposed academic unit restructuring currently under development within Gies College of Business and to request a letter of acknowledgment to support the campus review process. For your convenience, a draft letter of acknowledgment is attached.

Gies Business is preparing proposals to restructure the current Department of Business Administration (BADM) into three academic departments:

- Information Systems, Operations, Supply Chain, and Analytics (IOSA)
- Management (MGMT)
- Marketing (MKTG)

This will be achieved via (1) a proposal for a new Department of Marketing, (2) a proposal for a new Department of Information Systems, Operations, Supply Chain, and Analytics, and (3) a proposal to rename what remains of the Department of Business Administration to the Department of Management. Attached you will find three drafted proposals as well as a comprehensive executive summary of this effort.

Briefly, the proposed restructuring follows recommendations arising from a recent academic program review and extensive faculty consultation. The proposed structure will strengthen faculty governance, improve departmental administration, and provide clearer disciplinary identities while maintaining continuity in academic programs, teaching, and research activities. The anticipated timeline for this new structure to take effect is August 2027.

In conjunction with the departmental restructuring, we anticipate a transition from the existing BADM course rubric to new IOSA, MGMT, and MKTG rubrics. The rubric change does not change our commitments to offer our courses in your programs, it is simply a revision of the course rubric.

Additional campus consultation regarding rubric changes will occur as those efforts move forward including notifications to Department Heads within your college should they be impacted. New rubrics are anticipated to take effect for Academic Year 2028 – 2029 requiring student communication and course registration beginning in Spring 2028. Included at the conclusion of this email is a table which details the BADM courses listed in the Course Catalog for programs within your college as well as the expected new rubric for each course. In addition, a complete crosswalk of all BADM courses is included attached for your reference.

At this stage, we are seeking acknowledgment of the proposed departmental restructuring and inviting any comments regarding potential impacts on your college, its academic programs, faculty, staff, or students.

If you have no concerns regarding the proposal, we would appreciate a brief letter or email acknowledging the proposed restructuring and rubric change which will accompany our proposals. A brief draft letter of acknowledgment is attached in the event you find it helpful. **Receipt of your acknowledgement by Noon on Friday, July 31 will allow us to maintain our timeline.**

Thank you for your consideration. We would be pleased to provide additional information or meet if further discussion would be helpful.

Administrative, Research or Public Service Unit Application

Sincerely,

AMANDA BRANTNER

Senior Director of Content & Educational Portfolio Strategy

Academic Program	Academic Program Code	Course Rubric	NEW RUBRIC
Agricultural Leadership, Education, & Communications: Organizational & Community Leadership, BS	10KL5737BS	BADM 310	MGMT 310
Agricultural Leadership, Education, & Communications: Organizational & Community Leadership, BS	10KL5737BS	BADM 313	MGMT 313
Engineering Technology & Management for Agricultural Systems, BS	10KL6028BS	BADM 300	MGMT 300
Engineering Technology & Management for Agricultural Systems, BS	10KL6028BS	BADM 310	MGMT 310
Engineering Technology & Management for Agricultural Systems, BS	10KL6028BS	BADM 311	MGMT 311
Engineering Technology & Management for Agricultural Systems, BS	10KL6028BS	BADM 312	MGMT 312
Engineering Technology & Management for Agricultural Systems, BS	10KL6028BS	BADM 313	MGMT 313
Engineering Technology & Management for Agricultural Systems, BS	10KL6028BS	BADM 314	MGMT 314
Engineering Technology & Management for Agricultural Systems, BS	10KL6028BS	BADM 320	MKTG 301
Engineering Technology & Management for Agricultural Systems, BS	10KL6028BS	BADM 340	MGMT 305
Engineering Technology & Management for Agricultural Systems: Agricultural Production & Processing, BS	6002	BADM 300	MGMT 300
Engineering Technology & Management for Agricultural Systems: Agricultural Production & Processing, BS	6002	BADM 310	MGMT 310
Engineering Technology & Management for Agricultural Systems: Agricultural Production & Processing, BS	6002	BADM 311	MGMT 311
Engineering Technology & Management for Agricultural Systems: Agricultural Production & Processing, BS	6002	BADM 312	MGMT 312
Engineering Technology & Management for Agricultural Systems: Agricultural Production & Processing, BS	6002	BADM 313	MGMT 313
Engineering Technology & Management for Agricultural Systems: Agricultural Production & Processing, BS	6002	BADM 314	MGMT 314
Engineering Technology & Management for Agricultural Systems: Agricultural Production & Processing, BS	6002	BADM 320	MKTG 301
Engineering Technology & Management for Agricultural Systems: Agricultural Production & Processing, BS	6002	BADM 340	MGMT 305

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Engineering Technology & Management for Agricultural Systems: Construction Management, BS	6003	BADM 300	MGMT 300
Engineering Technology & Management for Agricultural Systems: Construction Management, BS	6003	BADM 300	MGMT 300
Engineering Technology & Management for Agricultural Systems: Construction Management, BS	6003	BADM 310	MGMT 310
Engineering Technology & Management for Agricultural Systems: Construction Management, BS	6003	BADM 310	MGMT 310
Engineering Technology & Management for Agricultural Systems: Construction Management, BS	6003	BADM 311	MGMT 311
Engineering Technology & Management for Agricultural Systems: Construction Management, BS	6003	BADM 312	MGMT 312
Engineering Technology & Management for Agricultural Systems: Construction Management, BS	6003	BADM 313	MGMT 313
Engineering Technology & Management for Agricultural Systems: Construction Management, BS	6003	BADM 314	MGMT 314
Engineering Technology & Management for Agricultural Systems: Construction Management, BS	6003	BADM 320	MKTG 301
Engineering Technology & Management for Agricultural Systems: Construction Management, BS	6003	BADM 320	MKTG 301
Engineering Technology & Management for Agricultural Systems: Construction Management, BS	6003	BADM 340	MGMT 305
Engineering Technology & Management for Agricultural Systems: Digital & Precision Agriculture, BS	6004	BADM 300	MGMT 300
Engineering Technology & Management for Agricultural Systems: Digital & Precision Agriculture, BS	6004	BADM 310	MGMT 310
Engineering Technology & Management for Agricultural Systems: Digital & Precision Agriculture, BS	6004	BADM 311	MGMT 311
Engineering Technology & Management for Agricultural Systems: Digital & Precision Agriculture, BS	6004	BADM 312	MGMT 312
Engineering Technology & Management for Agricultural Systems: Digital & Precision Agriculture, BS	6004	BADM 313	MGMT 313
Engineering Technology & Management for Agricultural Systems: Digital & Precision Agriculture, BS	6004	BADM 314	MGMT 314
Engineering Technology & Management for Agricultural Systems: Digital & Precision Agriculture, BS	6004	BADM 320	MKTG 301

Administrative, Research or Public Service Unit Application

Engineering Technology & Management for Agricultural Systems: Digital & Precision Agriculture, BS	6004	BADM 340	MGMT 305
Engineering Technology & Management for Agricultural Systems: Energy & the Environment, BS	6005	BADM 300	MGMT 300
Engineering Technology & Management for Agricultural Systems: Energy & the Environment, BS	6005	BADM 310	MGMT 310
Engineering Technology & Management for Agricultural Systems: Energy & the Environment, BS	6005	BADM 311	MGMT 311
Engineering Technology & Management for Agricultural Systems: Energy & the Environment, BS	6005	BADM 312	MGMT 312
Engineering Technology & Management for Agricultural Systems: Energy & the Environment, BS	6005	BADM 313	MGMT 313
Engineering Technology & Management for Agricultural Systems: Energy & the Environment, BS	6005	BADM 314	MGMT 314
Engineering Technology & Management for Agricultural Systems: Energy & the Environment, BS	6005	BADM 320	MKTG 301
Engineering Technology & Management for Agricultural Systems: Energy & the Environment, BS	6005	BADM 340	MGMT 305
Environmental Economics & Law Minor	4061	BADM 300	MGMT 300
Hospitality Management, BS	10KL6143BS	BADM 300	MGMT 300
Hospitality Management, BS	10KL6143BS	BADM 310	MGMT 310
Hospitality Management, BS	10KL6143BS	BADM 320	MKTG 301
International Minor in Agricultural, Consumer, & Environmental Sciences, UG	4031	BADM 380	MGMT 330
International Minor in Agricultural, Consumer, & Environmental Sciences, UG	4031	BADM 381	MGMT 331
International Minor in Agricultural, Consumer, & Environmental Sciences, UG	4031	BADM 382	MKTG 314
Leadership Studies Minor	5317	BADM 310	MGMT 310
Leadership Studies Minor	5317	BADM 311	MGMT 311
Leadership Studies Minor	5317	BADM 314	MGMT 314
Public Policy and Law, BS	10KL6340BS	BADM 303	MGMT 321

Amanda Brantner

Senior Director of Content & Educational Portfolio Strategy

281 Wohlers Hall, 1206 S. Sixth Street | Champaign, IL 61820

(217) 244-8497 | amandab@illinois.edu



Administrative, Research or Public Service Unit Application



**Gies College
of Business**

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

Under the Illinois Freedom of Information Act any written communication to or from university employees regarding university business is a public record and may be subject to public disclosure.

Administrative, Research or Public Service Unit Application



College of Applied Health Sciences

Office of the Dean
1008 Huff Hall, MC-586
1206 S. Fourth St.
Champaign, IL 61820

TO: Jeff Loewenstein
Gies College of Business

FROM: Cheryl Hanley-Maxwell, PhD
College of Applied Health Sciences

DATE: 7/31/2026

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The College of Applied Health Sciences and its departments of Health and Kinesiology; Recreation, Sport, and Tourism; and Speech and Hearing Science acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that if there are any courses currently used in our programs of study, they will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

My department heads and I sincerely hope these changes will elevate the visibility of the newly created departments and encourage meaningful collaboration with faculty and programs throughout other colleges on campus.

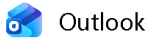
Sincerely,

A handwritten signature in blue ink that reads 'Cheryl Hanley-Maxwell'.

Cheryl Hanley-Maxwell, PhD.
Dean, College of Applied Health Sciences

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217.333.2131 • ahs.illinois.edu

Administrative, Research or Public Service Unit Application



Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (FAA)

From Pinholster, Jacob D <jakepin@illinois.edu>
Date Tue 7/21/2026 12:31 PM
To Brantner, Amanda M <amandab@illinois.edu>
Cc Elliott, W Brooke <wbe@illinois.edu>; Loewenstein, Jeff <jloew@illinois.edu>

Hello Amanda:

I have no objections and am fully in support of this proposal.

Warm regards,
Jake

Jake Pinholster, Dean
College of Fine and Applied Arts
University of Illinois Urbana-Champaign
jakepin@illinois.edu
m: (917) 903-6210
faa.illinois.edu

Pronouns: he/him/his

The University of Illinois Urbana-Champaign sits on the lands of the Peoria, Kaskaskia, Piankashaw, Wea, Miami, Mascoutin, Odawa, Sauk, Mesquaki, Kickapoo, Potawatomi, Ojibwe, and Chickasaw Nations. It is necessary for us to acknowledge these Native Nations and for us to work with them as we move forward as an institution. Over the next 150 years, we will be a vibrant community inclusive of all our differences, with Native peoples at the core of our efforts.

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From: Brantner, Amanda M <amandab@illinois.edu>
Sent: Monday, July 20, 2026 4:36 PM
To: Pinholster, Jacob D <jakepin@illinois.edu>
Cc: Elliott, W Brooke <wbe@illinois.edu>; Loewenstein, Jeff <jloew@illinois.edu>
Subject: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (FAA)

Dear Dean Pinholster,

I am writing on behalf of Dean Brooke Elliott (copied) while she is out of the office to notify you of a proposed academic unit restructuring currently under development within Gies College of Business and to request a letter

Administrative, Research or Public Service Unit Application

of acknowledgment to support the campus review process. For your convenience, a draft letter of acknowledgment is attached.

Gies Business is preparing proposals to restructure the current Department of Business Administration (BADM) into three academic departments:

- Information Systems, Operations, Supply Chain, and Analytics (IOSA)
- Management (MGMT)
- Marketing (MKTG)

This will be achieved via (1) a proposal for a new Department of Marketing, (2) a proposal for a new Department of Information Systems, Operations, Supply Chain, and Analytics, and (3) a proposal to rename what remains of the Department of Business Administration to the Department of Management. Attached you will find three drafted proposals as well as a comprehensive executive summary of this effort.

Briefly, the proposed restructuring follows recommendations arising from a recent academic program review and extensive faculty consultation. The proposed structure will strengthen faculty governance, improve departmental administration, and provide clearer disciplinary identities while maintaining continuity in academic programs, teaching, and research activities. The anticipated timeline for this new structure to take effect is August 2027.

In conjunction with the departmental restructuring, we anticipate a transition from the existing BADM course rubric to new IOSA, MGMT, and MKTG rubrics. New rubrics are anticipated to take effect for Academic Year 2028 – 2029 requiring student communication and course registration beginning in Spring 2028. At this time, your college does not offer any programs for which BADM courses are part of the program of study listed in the Course Catalog. For your awareness, a complete crosswalk of all BADM courses and their proposed new rubric is included attached for your reference.

At this stage, we are seeking acknowledgment of the proposed departmental restructuring and inviting any comments regarding potential impacts on your college, its academic programs, faculty, staff, or students.

If you have no concerns regarding the proposal, we would appreciate a brief letter or email acknowledging the proposed restructuring and rubric change which will accompany our proposals. A brief draft letter of acknowledgment is attached in the event you find it helpful. **Receipt of your acknowledgement by Noon on Friday, July 31 will allow us to maintain our timeline.**

Thank you for your consideration. We would be pleased to provide additional information or meet if further discussion would be helpful.

Sincerely,

Amanda

Amanda Brantner

Senior Director of Content & Educational Portfolio Strategy

281 Wohlers Hall, 1206 S. Sixth Street | Champaign, IL 61820
(217) 244-8497 | amandab@illinois.edu



**Gies College
of Business**

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

Administrative, Research or Public Service Unit Application



College of Education
Office of the Dean
38 Education Building, MC-708
1310 S. Sixth St.
Champaign, IL 61820

TO: Jeff Loewenstein
Gies College of Business

FROM: Chrystalla Mouza
College of Education

DATE: August 3, 2026

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The College of Education acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Sincerely,

A handwritten signature in blue ink that reads 'C. Mouza'.

Chrystalla Mouza
Dean, College of Education

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN
217.244.0960 • education.illinois.edu

Administrative, Research or Public Service Unit Application



COLLEGE OF LAW

504 East Pennsylvania Avenue
Champaign, IL 61820

TO: Jeff Loewenstein
Gies College of Business

FROM: College of Law

DATE: August 3, 2026

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The College of Law acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jamelle Sharpe', with a stylized flourish at the end.

Jamelle C. Sharpe
Dean, Professor & Guy Raymond Jones Faculty Scholar

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

217.333.0931 • (f) 217.244-1478 • law.illinois.edu

Administrative, Research or Public Service Unit Application



College of Liberal Arts & Sciences

2090 Lincoln Hall, MC-448
702 S. Wright St.
Urbana, IL 61801

TO: Jeff Loewenstein <jloew@illinois.edu>
Gies College of Business

FROM: Venetria Patton, Harry E. Preble Dean
College of Liberal Arts & Sciences

DATE: July 23, 2026

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The College of Liberal Arts & Sciences supports the proposals to restructure the Gies College of Business Department of Business Administration and implement the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to be reorganized into three distinct departments: (1) the Department of Information Systems, Operations, Supply Chain, and Analytics; (2) the Department of Management; and (3) the Department of Marketing.

I am aware that BADM 310, a course currently required in the Bachelor of Liberal Studies (BLS) program, will be assigned the new subject rubric MGMT as part of the restructuring. We have no concerns regarding this rubric change or the reassignment of any other BADM courses that LAS students may take as an electives, concentration requirements, or supporting coursework to the new IOSA, MGMT, or MKTG rubrics.

Accordingly, the College of Liberal Arts & Sciences supports the proposed departmental reorganization and associated subject code changes.

Sincerely,

A handwritten signature in black ink, appearing to read 'Venetria K. Patton'.

Venetria K. Patton
Harry E. Preble Dean
College of Liberal Arts & Sciences

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

217.333.1350 • las.illinois.edu

Administrative, Research or Public Service Unit Application



College of Media
Office of the Dean
119 Gregory Hall, MC-462
810 S. Wright St.
Urbana, IL 61801

July 21, 2026

Jeff Loewenstein
Gies College of Business

Dear Jeff,

I am writing to acknowledge that the College of Media and its departments are aware of the proposal to restructure the Department of Business Administration into three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing and of the associated changes to the BADM course rubric.

In particular, the leadership of the Charles H. Sandage Department of Advertising understands that BADM 320 (Principles of Marketing), which is currently required for its major, will receive a new subject rubric and, potentially, a new course number.

As per my exchange with Dean Elliott, as these changes are implemented, we look forward to conversations between our associate deans and the department heads of Advertising and Marketing to discuss how best to help prospective students understand the distinctions and connections between these disciplines.

Best wishes on this important restructuring.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tracy Sulkin', with a stylized flourish at the end.

Tracy Sulkin
Dean

cc: Michelle Nelson, Professor and Head, Charles H. Sandage Department of Advertising
Stephanie Craft, Professor and Associate Dean for Academic and Faculty Affairs
Katie Clark, Associate Dean for Student Services

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN
217.333.2350 • (f) 217.333.9882 • media-info@illinois.edu • media.illinois.edu

Administrative, Research or Public Service Unit Application



College of Veterinary Medicine

3505 Veterinary Medicine Basic Sciences Building, MC-002
2001 S. Lincoln Ave.
Urbana, IL 61802-6178

TO: Jeff Loewenstein
Gies College of Business

FROM: Peter Constable
College of Veterinary Medicine

DATE: Monday, August 8, 2026

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The College of Veterinary Medicine acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Sincerely,

A handwritten signature in black ink, appearing to read 'P. Constable'.

Peter D. Constable
Dean

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

217.333.2760 • vetmed.illinois.edu

Administrative, Research or Public Service Unit Application



THE GRAINGER COLLEGE OF ENGINEERING

Office of the Dean
306 Engineering Hall, MC-266
1308 W. Green St.
Urbana, IL 61801

TO: Jeff Loewenstein
Gies College of Business

FROM: Rashid Bashir
The Grainger College of Engineering

DATE: August 4, 2026

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The Grainger College of Engineering acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Sincerely,

A handwritten signature in black ink, appearing to read 'Rashid Bashir', written over a horizontal line.

Dean, The Grainger College of Engineering,
Vice Chancellor for Strategic Partnerships Chicago,
Grainger Distinguished Chair in Engineering, Professor of Bioengineering,
University of Illinois at Urbana-Champaign

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

217.333.2150 • grainger.illinois.edu

Administrative, Research or Public Service Unit Application



School of Information Sciences

501 E. Daniel St., MC-493
Champaign, IL 61820-6211

July 28, 2026

TO: Jeff Loewenstein
Gies College of Business

FROM: Emily Knox, Interim Dean and Professor
School of Information Sciences

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The School of Information Sciences acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1) Department of Information Systems, Operations, Supply Chain, and Analytics, 2) Department of Management, and 3) Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Finally, I hope we can further discuss possible joint programs with the degrees that will be offered in these departments.

Sincerely,

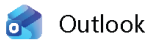
A handwritten signature in black ink, appearing to read 'Emily Knox'.

Emily Knox
Interim Dean and Professor

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

217.333.3280 • ischool@illinois.edu • ischool.illinois.edu

Administrative, Research or Public Service Unit Application



Acknowledgement of Gies College of Business Department of Business Administration Restructuring

From Restubog, Simon <simonldr@illinois.edu>

Date Fri 7/31/2026 12:18 PM

To Loewenstein, Jeff <jloew@illinois.edu>

Cc Brantner, Amanda M <amandab@illinois.edu>; Barker, Elizabeth A <ebarker@illinois.edu>

Dear Jeff,

The School of Labor and Employment Relations (LER) acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration, and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: a) Department of Information Systems, Operations, Supply Chain, and Analytics, b) Department of Management, and c) Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

LER supports these proposed changes and looks forward to continuing our strong collaboration with our colleagues in Gies to ensure a smooth transition for our students.

Sincerely,
Simon

SIMON RESTUBOG, PHD
Interim Dean and Professor

University of Illinois Urbana-Champaign
School of Labor and Employment Relations
504 E. Armory Avenue
Room 147 | 504
Champaign, IL 61820
(217) 333-1480 | simonldr@illinois.edu
www.ler.illinois.edu
[Web profile](#)



Under the Illinois Freedom of Information Act any written communication to or from university employees regarding university business is a public record and may be subject to public disclosure.

Administrative, Research or Public Service Unit Application



School of Social Work
1010 W. Nevada Drive, MC-082
Urbana, IL 61801-3813

Letter of Support Proposed Restructuring of the Department of Business Administration Gies College of Business

The School of Social Work supports the proposed restructuring of the Department of Business Administration within the Gies College of Business and the associated transition to the Information Systems, Operations, Supply Chain, and Analytics (IOSA), Management (MGMT), and Marketing (MKTG) course rubrics.

As an academic unit that incorporates Gies College of Business coursework into the Doctor of Social Work curriculum, we reviewed the proposal with attention to its impact on our students, curriculum, and ongoing partnership with Gies. We understand that the restructuring is intended to reorganize the academic structure of the college while maintaining continuity in academic programs, existing instructional commitments, and the courses relied upon by collaborating units across campus.

The proposed rubric changes affecting the Doctor of Social Work program, including the transition of BADM 509 to MGMT 512 and BADM 589 to IOSA 589, preserve the academic content and instructional role of these courses within our curriculum while providing clearer alignment with the reorganized academic departments. We appreciate the advance consultation regarding these changes and the implementation timeline, which provides sufficient opportunity to update curriculum documentation, advising materials, and student communications before the new rubrics take effect.

Our review identified no concerns regarding the proposal's impact on the School of Social Work. We believe the proposed restructuring preserves the strong collaborative relationship between our colleges and provides continued stability for the interdisciplinary educational experiences shared by our students.

Accordingly, the School of Social Work supports the proposed restructuring of the Department of Business Administration and the associated course rubric changes.

Sincerely,

A handwritten signature in black ink, appearing to read 'Benjamin J. Lough'.

Benjamin J. Lough
Dean, School of Social Work
University of Illinois Urbana-Champaign

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

217.333.2261 • (f) 217.244.5220 • socialwork.illinois.edu

Administrative, Research or Public Service Unit Application



College of ACES

Office of Academic Programs
123 Mumford Hall, 1301 W. Gregory Drive | Urbana, IL 61801
217-333-3380

TO: Jeff Loewenstein
Gies College of Business

FROM: Debra Korte
College of Agricultural, Consumer and Environmental Sciences

DATE: July 22, 2026

RE: Acknowledgement of Gies College of Business Department of Business
Administration Restructuring

The College of Agricultural, Consumer and Environmental Sciences acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Sincerely,

Debra Korte
Assistant Dean for Learning Innovation

Administrative, Research or Public Service Unit Application



**Gies College
of Business**

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

Department of Accountancy
360 Wohlers Hall
1206 S. Sixth St. | Champaign, IL 61820
217-333-0857

July 29, 2026

Jeff Loewenstein
Gies College of Business

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The Department of Accountancy acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Sincerely,

Michael P. Donohoe, PhD, CFE, CPA
Head, Department of Accountancy
Irwin Jecha Distinguished Professor in Accountancy

giesbusiness.illinois.edu/accountancy | accy@illinois.edu

Administrative, Research or Public Service Unit Application



**COLLEGE OF AGRICULTURAL, CONSUMER
& ENVIRONMENTAL SCIENCES**
THE GRAINGER COLLEGE OF ENGINEERING

Department of Agricultural & Biological Engineering
338 Agricultural Engineering Sciences Building, MC-644
1304 W. Pennsylvania Ave.
Urbana, IL 61801

TO: Jeff Loewenstein
Gies College of Business

FROM: Ronaldo Maghirang
Department of Agricultural and Biological Engineering

DATE: August 1, 2026

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The Department of Agricultural and Biological Engineering acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: (1) Department of Information Systems, Operations, Supply Chain, and Analytics, (2) Department of Management, and (3) Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Maghirang', written over a horizontal line.

Ronaldo G. Maghirang
Professor and Head
Department of Agricultural and Biological Engineering

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN
217.333.3570 • abe.illinois.edu

Administrative, Research or Public Service Unit Application



College of ACES

Department of Agricultural & Consumer Economics
326 Mumford Hall, 1301 W. Gregory Drive | Urbana, IL 61801
217-333-1810

TO: Jeff Loewenstein
Gies College of Business

FROM: Dr. Sarah Low
Department of ACE

DATE: 07/29/2026

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The Department of ACE acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Sincerely,

Sarah A. Low, PhD
Professor and Department Head, Agricultural and Consumer Economics
SarahLow@illinois.edu
217-333-6829 (office)

ace.illinois.edu | ace-aces@illinois.edu

Administrative, Research or Public Service Unit Application



College of ACES

Agricultural Leadership, Education & Communications
174 Bevier Hall, 905 S. Goodwin Ave. | Urbana, IL 61801
217-333-3165

TO: Jeff Loewenstein
Gies College of Business

FROM: Anna Ball
Agricultural Leadership Education and Communications

ADATE: 8/22/26

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The Agricultural Leadership Education and Communications program acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Sincerely,

Anna L. Ball, PhD
Acting Director, Agricultural Leadership Education and Communications

Administrative, Research or Public Service Unit Application



The Grainger College of Engineering

Department of Bioengineering
1102 Everitt Laboratory, MC-278
1406 W. Green St.
Urbana, IL 61801

TO: Jeff Loewenstein
Gies College of Business

FROM: Shuming Nie
Department of Bioengineering
DATE: 7/23/26

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The Department of Bioengineering acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Sincerely,

A handwritten signature in blue ink that reads 'Shuming Nie'.

Shuming Nie, PhD
Interim Head, Department of Bioengineering
Grainger Distinguished Chair in Engineering

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

217.333.1867 • bioengineering.illinois.edu

Administrative, Research or Public Service Unit Application

Carle Illinois
COLLEGE OF MEDICINE



Department of Academic Affairs

Medical Sciences Building
506 S Mathews Ave
Urbana, Illinois 61801

TO: Jeff Loewenstein
Gies College of Business

FROM: Victoria E. Richards
Carle Illinois College of Medicine (CICOM)

DATE: July 27, 2026

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The Carle Illinois College of Medicine (CICOM) acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Sincerely,

A handwritten signature in dark ink, reading "Victoria E. Richards". The signature is fluid and cursive, with the first name "Victoria" being more prominent.

Victoria E. Richards, PhD
Assistant Dean for Curriculum, Assessment, Evaluation and Enrollment

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

217.300.5700 | medicine@illinois.edu | medicine.illinois.edu

Administrative, Research or Public Service Unit Application



Christopher V. Rao
Ray and Beverly Mentzer Professor
Professor and Head
Chemical & Biomolecular Engineering
(217) 244-2247 • Email: cvrao@illinois.edu

TO: Jeff Loewenstein
Gies College of Business

FROM: Christopher Rao
Department of Chemical & Biomolecular Engineering

DATE: August 3, 2026

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The Department of Chemical & Biomolecular Engineering acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

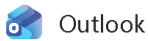
Sincerely,

A handwritten signature in blue ink, appearing to read 'Ch Rao'.

Christopher V. Rao
Ray and Beverly Mentzer Professor and Head
Chemical and Biomolecular Engineering

University of Illinois at Urbana-Champaign
114 Roger Adams Laboratory, Box C-3, MC-712 • 600 S. Mathews Ave. • Urbana, IL 61801

Administrative, Research or Public Service Unit Application



Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change(CEE)

From Guest, Jeremy <jsguest@illinois.edu>

Date Fri 7/31/2026 2:48 PM

To Brantner, Amanda M <amandab@illinois.edu>

Cc Olson, Scott Michael <olsonsc@illinois.edu>; Popovics, John S <johnpop@illinois.edu>; Loewenstein, Jeff <jloew@illinois.edu>

Hello, Amanda.

Apologies for the delay. We acknowledge receipt and have no concerns. I will try and get you signed letter as well, but please feel free to use this email if you do not have a more formal communication from me by Monday morning.

Thanks!

- Jeremy

Please excuse brevity. This email was sent from my mobile device.

JEREMY GUEST (he, him)

Department Head

Professor and David C. Crawford Faculty Scholar

Department of Civil & Environmental Engineering

Professor (by courtesy)

Department of Chemical & Biomolecular Engineering

The Grainger College of Engineering

University of Illinois Urbana-Champaign

1114 Newmark Civil Engineering Laboratory

205 N. Mathews Ave | M/C 250 | Urbana, IL, 61801-2352

217-244-9247 | jsguest@illinois.edu

Under the Illinois Freedom of Information Act any written communication to or from university employees regarding university business is a public record and may be subject to public disclosure.

On Jul 31, 2026, at 3:23 PM, Brantner, Amanda M <amandab@illinois.edu> wrote:

Administrative, Research or Public Service Unit Application

Hello. When time permits, we look forward to receiving your response to the below and are glad to address any questions you may have. We aim to secure a letter of acknowledgment from you to include with our proposals. We are targeting submission early next week and so, if possible, your response in support of that timeline would be wonderful.

An email acknowledgment will suffice if that reduces the burden.

Amanda

From: Brantner, Amanda M <amandab@illinois.edu>
Sent: Tuesday, July 21, 2026 4:23 PM
To: Olson, Scott Michael <olsonsm@illinois.edu>; Popovics, John S <johnpop@illinois.edu>; Guest, Jeremy <jsguest@illinois.edu>
Cc: Loewenstein, Jeff <jloew@illinois.edu>
Subject: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change(CEE)

Dear Scott, John, & Jeremy:

I am writing to notify you of a proposed academic unit restructuring currently under development within Gies College of Business and to request a letter of acknowledgment to support the campus review process. For your convenience, a draft letter of acknowledgment is attached. You are receiving this email based on your role as Department Head in CIM. If others should receive this message, please share it with them or reply to this email with additional or new contacts.

Gies Business is preparing proposals to restructure the current Department of Business Administration (BADM) into three academic departments:

- Information Systems, Operations, Supply Chain, and Analytics (IOSA)
- Management (MGMT)
- Marketing (MKTG)

This will be achieved via (1) a proposal for a new Department of Marketing, (2) a proposal for a new Department of Information Systems, Operations, Supply Chain, and Analytics, and (3) a proposal to rename what remains of the Department of Business Administration to the Department of Management. Attached you will find three drafted proposals as well as a comprehensive executive summary of this effort.

Briefly, the proposed restructuring follows recommendations arising from a recent academic program review and extensive faculty consultation. The proposed structure will strengthen faculty governance, improve departmental administration, and provide clearer disciplinary identities while maintaining continuity in academic programs, teaching, and research activities. The anticipated timeline for this new structure to take effect is August 2027.

Because your department currently offers programs, courses, or curricular pathways that reference or interact with BADM courses, we also want to make you aware that Gies Business anticipates a future transition from the BADM course rubric to new IOSA, MGMT, and MKTG rubrics. The rubric change does not change our commitments to offer our courses in your programs; it is simply a revision of the course rubric.

This rubric migration will occur through established campus curriculum processes and will involve additional communication and coordination with affected units. New rubrics are anticipated to take effect for Academic Year

Administrative, Research or Public Service Unit Application

2028 – 2029 requiring student communication and course registration beginning in Spring 2028. Included at the conclusion of this email is a table which details the BADM courses listed in the Course Catalog for programs under your department as well as the expected new rubric for each course. In addition, a complete crosswalk of all BADM courses is included attached for your reference.

At this stage, we are requesting acknowledgment of the proposed departmental restructuring and inviting any questions, comments, or concerns regarding potential impacts on your department, programs, students, or curricular requirements.

If you have no concerns regarding the proposal, we would appreciate a brief letter acknowledging the proposed restructuring and rubric change which will accompany our proposals. A brief draft letter of acknowledgment is attached in the event you find it helpful. **Receipt of your acknowledgement by Noon on Friday, July 31 will allow us to maintain our timeline.**

Thank you for your time and partnership. We are committed to working collaboratively with affected units throughout this process.

Sincerely,

AMANDA BRANTNER

Senior Director of Content & Educational Portfolio Strategy

Academic Program	Academic Program Code	Course Rubric	NEW RUBRIC
Smart Mobility, M.Eng.	1181	BADM 573	IOSA 573

Amanda Brantner

Senior Director of Content & Educational Portfolio Strategy

281 Wohlers Hall, 1206 S. Sixth Street | Champaign, IL 61820
(217) 244-8497 | amandab@illinois.edu

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Under the Illinois Freedom of Information Act any written communication to or from university employees regarding university business is a public record and may be subject to public disclosure.

Administrative, Research or Public Service Unit Application



The Grainger College of Engineering
Department of Electrical & Computer Engineering
2120 Electrical & Computer Engineering Building, MC-702
306 N. Wright St.
Urbana, IL 61801-2991

TO: Jeff Loewenstein
Gies College of Business

FROM: Nikita Borisov
Department of Electrical and Computer Engineering

DATE: August 11, 2026

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The Department of Electrical and Computer Engineering acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Sincerely,

A handwritten signature in black ink, appearing to read 'Nikita Borisov'.

Nikita Borisov
Associate Head for Undergraduate Programs
Department of Electrical and Computer Engineering

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN
217.333.2300 • ece.illinois.edu

Administrative, Research or Public Service Unit Application



THE GRAINGER COLLEGE OF ENGINEERING
Office of the Associate Dean for Undergraduate Programs
206 Engineering Hall, MC-272
1308 W. Green St.
Urbana, IL 61801

TO: Jeff Loewenstein
Gies College of Business

FROM: Jonathan J. Makela
Engineering Administration

DATE: July 23, 2026

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

Engineering Administration acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

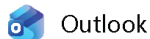
Sincerely,

A handwritten signature in black ink, appearing to read 'J. Makela', written over a light blue horizontal line.

Jonathan J. Makela
Associate Dean for Undergraduate Programs, The Grainger College of Engineering
Abel Bliss Professor of Engineering, Department of Electrical and Computer Engineering
University of Illinois Urbana-Champaign

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN
217.333.2280 • grainger.illinois.edu

Administrative, Research or Public Service Unit Application



Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (FIN)

From Chan, Kuo Chi <l-chan2@illinois.edu>
Date Mon 8/3/2026 9:18 AM
To Brantner, Amanda M <amandab@illinois.edu>; Richmond, Hanna C <hrichmnd@illinois.edu>
Cc Loewenstein, Jeff <jloew@illinois.edu>

Hello Amanda - as Chair of the Department of Finance, Gies College of Business, I acknowledge receipt of your email dated July 21 e3026. The department supports the proposed restructuring and the associated rubric changes which will accompany your proposals.

Regards,
Louis

From: Brantner, Amanda M <amandab@illinois.edu>
Sent: Friday, 31 July 2026 14:24:12
To: Chan, Kuo Chi <l-chan2@illinois.edu>; Richmond, Hanna C <hrichmnd@illinois.edu>
Cc: Loewenstein, Jeff <jloew@illinois.edu>
Subject: Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (FIN)

Hi Louis. + [@Richmond, Hanna C](#)

When time permits, we look forward to receiving your response to the below and are glad to address any questions you may have. We aim to secure a letter of acknowledgment from you to include with our proposals. We are targeting submission early next week and so, if possible, your response in support of that timeline would be wonderful.

An email acknowledgment will suffice if that reduces the burden.

Amanda

From: Brantner, Amanda M <amandab@illinois.edu>
Sent: Tuesday, July 21, 2026 4:23 PM
To: Chan, Kuo Chi <l-chan2@illinois.edu>
Cc: Loewenstein, Jeff <jloew@illinois.edu>
Subject: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (FIN)

Dear Louis,

Administrative, Research or Public Service Unit Application

I am writing to notify you of a proposed academic unit restructuring currently under development within Gies College of Business and to request a letter of acknowledgment to support the campus review process. For your convenience, a draft letter of acknowledgment is attached. You are receiving this email based on your role as Department Head in CIM. If others should receive this message, please share it with them or reply to this email with additional or new contacts.

Gies Business is preparing proposals to restructure the current Department of Business Administration (BADM) into three academic departments:

- Information Systems, Operations, Supply Chain, and Analytics (IOSA)
- Management (MGMT)
- Marketing (MKTG)

This will be achieved via (1) a proposal for a new Department of Marketing, (2) a proposal for a new Department of Information Systems, Operations, Supply Chain, and Analytics, and (3) a proposal to rename what remains of the Department of Business Administration to the Department of Management. Attached you will find three drafted proposals as well as a comprehensive executive summary of this effort.

Briefly, the proposed restructuring follows recommendations arising from a recent academic program review and extensive faculty consultation. The proposed structure will strengthen faculty governance, improve departmental administration, and provide clearer disciplinary identities while maintaining continuity in academic programs, teaching, and research activities. The anticipated timeline for this new structure to take effect is August 2027.

Because your department currently offers programs, courses, or curricular pathways that reference or interact with BADM courses, we also want to make you aware that Gies Business anticipates a future transition from the BADM course rubric to new IOSA, MGMT, and MKTG rubrics. The rubric change does not change our commitments to offer our courses in your programs; it is simply a revision of the course rubric.

This rubric migration will occur through established campus curriculum processes and will involve additional communication and coordination with affected units. New rubrics are anticipated to take effect for Academic Year 2028 – 2029 requiring student communication and course registration beginning in Spring 2028. Included at the conclusion of this email is a table which details the BADM courses listed in the Course Catalog for programs under your department as well as the expected new rubric for each course. In addition, a complete crosswalk of all BADM courses is included attached for your reference.

At this stage, we are requesting acknowledgment of the proposed departmental restructuring and inviting any questions, comments, or concerns regarding potential impacts on your department, programs, students, or curricular requirements.

If you have no concerns regarding the proposal, we would appreciate a brief letter or email acknowledging the proposed restructuring and rubric change which will accompany our proposals. A brief draft letter of acknowledgment is attached in the event you find it helpful. **Receipt of your acknowledgement by Noon on Friday, July 31 will allow us to maintain our timeline.**

Thank you for your time and partnership. We are committed to working collaboratively with affected units throughout this process.

Sincerely,

AMANDA BRANTNER

Senior Director of Content & Educational Portfolio Strategy

Academic Program	Academic Program Code	Course Rubric	NEW RUBRIC

Administrative, Research or Public Service Unit Application

Finance, BS	10KM0075BS	BADM 210	IOSA 210
Finance, BS	10KM0075BS	BADM 211	IOSA 211
Finance, BS	10KM0075BS	BADM 275	IOSA 275
Finance, BS	10KM0075BS	BADM 300	MGMT 300
Finance, BS	10KM0075BS	BADM 310	MGMT 310
Finance, BS	10KM0075BS	BADM 320	MKTG 301
Finance, BS	10KM0075BS	BADM 449	MGMT 449
Finance + Data Science, BS	10KM6076BS	BADM 275	IOSA 275
Finance + Data Science, BS	10KM6076BS	BADM 300	MGMT 300
Finance + Data Science, BS	10KM6076BS	BADM 310	MGMT 310
Finance + Data Science, BS	10KM6076BS	BADM 320	MKTG 301
Finance + Data Science, BS	10KM6076BS	BADM 449	MGMT 449

Amanda Brantner

Senior Director of Content & Educational Portfolio Strategy

281 Wohlers Hall, 1206 S. Sixth Street | Champaign, IL 61820

(217) 244-8497 | amandab@illinois.edu



**Gies College
of Business**

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

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Administrative, Research or Public Service Unit Application



**COLLEGE OF AGRICULTURAL, CONSUMER
& ENVIRONMENTAL SCIENCES**

Department of Food Science & Human Nutrition
260 Bevier Hall, MC-182
905 S. Goodwin Ave.
Urbana, IL 61801

TO: Jeff Loewenstein Gies College of Business

FROM: Nicki Engeseth, Department of Food Science & Human Nutrition

DATE: July 28, 2026

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The Department of Food Science & Human Nutrition acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Sincerely,

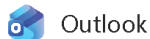
A handwritten signature in black ink that reads 'Nicki J. Engeseth'.

Nicki J. Engeseth, Ph.D.
Professor and Department Head

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

217.244.4498 • fshn.illinois.edu

Administrative, Research or Public Service Unit Application



RE: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (GGIS)

From Cidell, Julie L <jcidell@illinois.edu>
Date Tue 8/4/2026 10:02 AM
To Brantner, Amanda M <amandab@illinois.edu>

Hi Amanda,

My apologies for the delay. I acknowledge the proposed restructuring and rubric change and don't see any issues or concerns.

Sincerely,
Julie Cidell

Professor and Department Head
Department of Geography & GIS
University of Illinois at Urbana-Champaign
1301 W. Green St., MC-150
Urbana, IL 61820
217-244-4665

From: Brantner, Amanda M <amandab@illinois.edu>
Sent: Friday, July 31, 2026 1:38 PM
To: Cidell, Julie L <jcidell@illinois.edu>
Cc: Loewenstein, Jeff <jloew@illinois.edu>
Subject: Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (GGIS)

Hi Julie. When time permits, we look forward to receiving your response to the below and are glad to address any questions you may have. We aim to secure a letter of acknowledgment from you to include with our proposals. We are targeting submission early next week and so, if possible, your response in support of that timeline would be wonderful.

An email acknowledgment will suffice if that reduces the burden.

Kindly,

Amanda

From: Brantner, Amanda M <amandab@illinois.edu>
Sent: Tuesday, July 21, 2026 5:00 PM

Administrative, Research or Public Service Unit Application

To: Cidell, Julie L <jjcidell@illinois.edu>

Cc: Loewenstein, Jeff <jloew@illinois.edu>

Subject: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (GGIS)

Dear Julie,

I am writing to notify you of a proposed academic unit restructuring currently under development within Gies College of Business and to request a letter of acknowledgment to support the campus review process. For your convenience, a draft letter of acknowledgment is attached. You are receiving this email based on your role as Department Head in CIM. If others should receive this message, please share it with them or reply to this email with additional or new contacts.

Gies Business is preparing proposals to restructure the current Department of Business Administration (BADM) into three academic departments:

- Information Systems, Operations, Supply Chain, and Analytics (IOSA)
- Management (MGMT)
- Marketing (MKTG)

This will be achieved via (1) a proposal for a new Department of Marketing, (2) a proposal for a new Department of Information Systems, Operations, Supply Chain, and Analytics, and (3) a proposal to rename what remains of the Department of Business Administration to the Department of Management. Attached you will find three drafted proposals as well as a comprehensive executive summary of this effort.

Briefly, the proposed restructuring follows recommendations arising from a recent academic program review and extensive faculty consultation. The proposed structure will strengthen faculty governance, improve departmental administration, and provide clearer disciplinary identities while maintaining continuity in academic programs, teaching, and research activities. The anticipated timeline for this new structure to take effect is August 2027.

Because your department currently offers programs, courses, or curricular pathways that reference or interact with BADM courses, we also want to make you aware that Gies Business anticipates a future transition from the BADM course rubric to new IOSA, MGMT, and MKTG rubrics. The rubric change does not change our commitments to offer our courses in your programs; it is simply a revision of the course rubric.

This rubric migration will occur through established campus curriculum processes and will involve additional communication and coordination with affected units. New rubrics are anticipated to take effect for Academic Year 2028 – 2029 requiring student communication and course registration beginning in Spring 2028. Included at the conclusion of this email is a table which details the BADM courses listed in the Course Catalog for programs under your department as well as the expected new rubric for each course. In addition, a complete crosswalk of all BADM courses is included attached for your reference.

At this stage, we are requesting acknowledgment of the proposed departmental restructuring and inviting any questions, comments, or concerns regarding potential impacts on your department, programs, students, or curricular requirements.

If you have no concerns regarding the proposal, we would appreciate a brief letter acknowledging the proposed restructuring and rubric change which will accompany our proposals. A brief draft letter of acknowledgment is attached in the event you find it helpful. **Receipt of your acknowledgement by Noon on Friday, July 31 will allow us to maintain our timeline.**

Thank you for your time and partnership. We are committed to working collaboratively with affected units throughout this process.

Sincerely,

Administrative, Research or Public Service Unit Application

AMANDA BRANTNER

Senior Director of Content & Educational Portfolio Strategy

Academic Program	Academic Program Code	Course Rubric	NEW RUBRIC
Computer Science + Geography & Geographic Information Science, BSLAS	10KV5676BSLA	BADM 205	IOSA 205

Amanda Brantner

Senior Director of Content & Educational Portfolio Strategy

281 Wohlers Hall, 1206 S. Sixth Street | Champaign, IL 61820
(217) 244-8497 | amandab@illinois.edu



**Gies College
of Business**

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

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Administrative, Research or Public Service Unit Application



PROGRAM IN GLOBAL STUDIES
College of Liberal Arts and Sciences
801 S. Wright St., 132 Coble Hall, MC-402
Urbana, IL 61801

TO: Jeff Loewenstein
Gies College of Business

FROM: Tim Wedig, Associate Director
LAS Global Studies

DATE: 7/24/26

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

LAS Global Studies acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Sincerely,

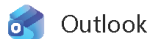
A handwritten signature in black ink, appearing to read 'Tim Wedig', with a stylized flourish at the end.

Timothy Wedig, PhD
Associate Director, LAS Global Studies
University of Illinois at Urbana-Champaign
801 South Wright Street, 132 Coble Hall, MC-402
Champaign, IL 61820

t: (217) 333-0178
e: twedig@illinois.edu

<https://globalstudies.illinois.edu/> • (217) 333-0178 • globalstudies@illinois.edu

Administrative, Research or Public Service Unit Application



Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (IESE)

From Shamma, Jeff <jshamma@illinois.edu>
Date Tue 8/11/2026 3:02 PM
To Brantner, Amanda M <amandab@illinois.edu>
Cc Craddock, Heidi <hcraddoc@illinois.edu>; Beck, Carolyn L <beck3@illinois.edu>

Dear Amanda,

Thank you for the reminder. The proposed restructuring and changes have ISE's support.

Best regards,
-Jeff

Jeff S. Shamma
Department Head, Industrial and Enterprise Systems Engineering
Professor and Jerry S. Dobrovolsky Chair
University of Illinois Urbana-Champaign
<https://ise.illinois.edu>
<http://jshamma.web.illinois.edu>

From: Brantner, Amanda M <amandab@illinois.edu>
Date: Tuesday, August 11, 2026 at 2:27 PM
To: Craddock, Heidi <hcraddoc@illinois.edu>; Shamma, Jeff <jshamma@illinois.edu>
Subject: Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (IESE)

Hi Heidi and Jeff. Our request for a letter of acknowledgment related to the proposed BADM Department Restructuring & Rubric Change remains. As possible, your **response by no later than this Friday (8/14) at Noon** is valued. Our proposals will be transmitted to the Senate by the Provost's Office the week of August 17.

For your convenience, I have attached the original email request with attachments to this message. An email acknowledgment will suffice if that reduces the burden.

Best,

Amanda

From: Brantner, Amanda M <amandab@illinois.edu>
Sent: Friday, July 31, 2026 2:22 PM
To: Craddock, Heidi <hcraddoc@illinois.edu>; Shamma, Jeff <jshamma@illinois.edu>
Cc: Loewenstein, Jeff <jloew@illinois.edu>
Subject: Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (IESE)

Administrative, Research or Public Service Unit Application

Hi Heidi and Jeff. When time permits, we look forward to receiving your response to the below and are glad to address any questions you may have. We aim to secure a letter of acknowledgment from you to include with our proposals. We are targeting submission early next week and so, if possible, your response in support of that timeline would be wonderful.

An email acknowledgment will suffice if that reduces the burden.

Amanda

From: Brantner, Amanda M <amandab@illinois.edu>
Sent: Tuesday, July 21, 2026 4:34 PM
To: Craddock, Heidi <hcraddoc@illinois.edu>; Shamma, Jeff <jshamma@illinois.edu>
Cc: Loewenstein, Jeff <jloew@illinois.edu>
Subject: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (IESE)

Dear Heidi & Jeff,

I am writing to notify you of a proposed academic unit restructuring currently under development within Gies College of Business and to request a letter of acknowledgment to support the campus review process. For your convenience, a draft letter of acknowledgment is attached. You are receiving this email based on your role as Department Head in CIM. If others should receive this message, please share it with them or reply to this email with additional or new contacts.

Gies Business is preparing proposals to restructure the current Department of Business Administration (BADM) into three academic departments:

- Information Systems, Operations, Supply Chain, and Analytics (IOSA)
- Management (MGMT)
- Marketing (MKTG)

This will be achieved via (1) a proposal for a new Department of Marketing, (2) a proposal for a new Department of Information Systems, Operations, Supply Chain, and Analytics, and (3) a proposal to rename what remains of the Department of Business Administration to the Department of Management. Attached you will find three drafted proposals as well as a comprehensive executive summary of this effort.

Briefly, the proposed restructuring follows recommendations arising from a recent academic program review and extensive faculty consultation. The proposed structure will strengthen faculty governance, improve departmental administration, and provide clearer disciplinary identities while maintaining continuity in academic programs, teaching, and research activities. The anticipated timeline for this new structure to take effect is August 2027.

Because your department currently offers programs, courses, or curricular pathways that reference or interact with BADM courses, we also want to make you aware that Gies Business anticipates a future transition from the BADM course rubric to new IOSA, MGMT, and MKTG rubrics. The rubric change does not change our commitments to offer our courses in your programs; it is simply a revision of the course rubric.

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Administrative, Research or Public Service Unit Application

conclusion of this email is a table which details the BADM courses listed in the Course Catalog for programs under your department as well as the expected new rubric for each course. In addition, a complete crosswalk of all BADM courses is included attached for your reference.

At this stage, we are requesting acknowledgment of the proposed departmental restructuring and inviting any questions, comments, or concerns regarding potential impacts on your department, programs, students, or curricular requirements.

If you have no concerns regarding the proposal, we would appreciate a brief letter or email acknowledging the proposed restructuring and rubric change which will accompany our proposals. A brief draft letter of acknowledgment is attached in the event you find it helpful. **Receipt of your acknowledgement by Noon on Friday, July 31 will allow us to maintain our timeline.**

Thank you for your time and partnership. We are committed to working collaboratively with affected units throughout this process.

Sincerely,

AMANDA BRANTNER

Senior Director of Content & Educational Portfolio Strategy

Academic Program	Academic Program Code	Course Rubric	NEW RUBRIC
Industrial Engineering, BS	10KP0127BS	BADM 310	MGMT 310
Industrial Engineering, BS	10KP0127BS	BADM 312	MGMT 312
Industrial Engineering, BS	10KP0127BS	BADM 357	IOSA 357
Systems Engineering & Design, BS	10KP5532BS	BADM 303	MGMT 321
Systems Engineering & Design, BS	10KP5532BS	BADM 310	MGMT 310
Systems Engineering & Design, BS	10KP5532BS	BADM 310	MGMT 310
Systems Engineering & Design, BS	10KP5532BS	BADM 310	MGMT 310
Systems Engineering & Design, BS	10KP5532BS	BADM 311	MGMT 311
Systems Engineering & Design, BS	10KP5532BS	BADM 311	MGMT 311
Systems Engineering & Design, BS	10KP5532BS	BADM 312	MGMT 312
Systems Engineering & Design, BS	10KP5532BS	BADM 312	MGMT 312
Systems Engineering & Design, BS	10KP5532BS	BADM 313	MGMT 313
Systems Engineering & Design, BS	10KP5532BS	BADM 320	MKTG 301
Systems Engineering & Design, BS	10KP5532BS	BADM 320	MKTG 301
Systems Engineering & Design, BS	10KP5532BS	BADM 322	MKTG 302
Systems Engineering & Design, BS	10KP5532BS	BADM 323	MKTG 312
Systems Engineering & Design, BS	10KP5532BS	BADM 325	MKTG 303
Systems Engineering & Design, BS	10KP5532BS	BADM 327	MKTG 334
Systems Engineering & Design, BS	10KP5532BS	BADM 352	IOSA 352
Systems Engineering & Design, BS	10KP5532BS	BADM 353	IOSA 353
Systems Engineering & Design, BS	10KP5532BS	BADM 375	IOSA 375
Systems Engineering & Design, BS	10KP5532BS	BADM 380	MGMT 330
Systems Engineering & Design, BS	10KP5532BS	BADM 380	MGMT 330
Systems Engineering & Design, BS	10KP5532BS	BADM 381	MGMT 331
Systems Engineering & Design, BS	10KP5532BS	BADM 382	MKTG 314
Systems Engineering & Design, BS	10KP5532BS	BADM 420	MKTG 401
Systems Engineering & Design, BS	10KP5532BS	BADM 445	MGMT 410

Administrative, Research or Public Service Unit Application

Systems Engineering & Design, BS	10KP5532BS	BADM 446	MGMT 420
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Amanda Brantner

Senior Director of Content & Educational Portfolio Strategy

281 Wohlers Hall, 1206 S. Sixth Street | Champaign, IL 61820
(217) 244-8497 | amandab@illinois.edu



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Administrative, Research or Public Service Unit Application



School of Information Sciences

501 E. Daniel St. MC-493
Champaign, IL 61820-6211

TO: Nerissa Brown
Executive Associate Dean of Academic Programs
Gies College of Business

FROM: Brandon Batzloff
Interim Associate Dean for Academic Affairs
Teaching Assistant Professor
School of Information Sciences

DATE: August 11, 2026

RE: New departments within Gies College of Business

The School of Information Sciences acknowledges the intent to form three departments within the Gies College of Business, Information Systems, Operations, Supply Chain, and Analytics (IOSA), Management (MGMT), and Marketing (MKTG). Further, we acknowledge the associated formation of three new rubrics, IOSA, MGMT, and MKTG.

iSchool faculty value existing collaborations with Gies and we look forward to further partnerships. We are particularly interested in areas of cooperation with Information Systems faculty.

Sincerely,

A handwritten signature in black ink, appearing to read 'Brandon Batzloff'.

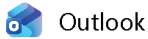
Brandon Batzloff

Interim Associate Dean for Academic Affairs
Teaching Assistant Professor
School of Information Sciences

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

217.333.3180 • ischool@illinois.edu • ischool.illinois.edu

Administrative, Research or Public Service Unit Application



Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (Law)

From Pahre, Jennie <jpahre@illinois.edu>
Date Wed 7/22/2026 2:46 PM
To Brantner, Amanda M <amandab@illinois.edu>
Cc Salefski, Kelly J <salefski@illinois.edu>

Thank you, Amanda.

The undergraduate law program at the College of Law acknowledges and has no objections to BADM department's restructuring and rubric change.

All best,
Jennie

JENNIFER N. PAHRE

Teaching Professor of Law
Director of Undergraduate Studies
College of Law
University of Illinois Urbana-Champaign
202 Law Building | M/C 594
Champaign, IL 61820
217.333.0712 | jpahre@illinois.edu
www.law.illinois.edu



As a land-grant institution, the University of Illinois at Urbana-Champaign is responsible for acknowledging the historical context in which it exists. We are currently on the lands of the Peoria, Kaskaskia, Peankashaw, Wea, Miami, Mascoutin, Odawa, Sauk, Mesquaki, Kickapoo, Potawatomi, Ojibwe, and Chickasaw Nations. It is necessary for us to acknowledge these Native Nations and for us to work with them as we move forward as an institution.

Under the Illinois Freedom of Information Act, any written communication to or from university employees regarding university business is a public record and may be subject to public disclosure.

From: Brantner, Amanda M <amandab@illinois.edu>
Sent: Wednesday, July 22, 2026 11:00 AM
To: Pahre, Jennie <jpahre@illinois.edu>
Cc: Salefski, Kelly J <salefski@illinois.edu>
Subject: Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (Law)

Hi Jennie. Yes, once the rubric change is official, the program of study will be updated to reflect the change. The anticipated timeline is that new rubrics will take effect for AY28-29.

Administrative, Research or Public Service Unit Application

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From: Pahre, Jennie <jpahre@illinois.edu>
Sent: Wednesday, 22 July 2026 10:19:27
To: Brantner, Amanda M <amandab@illinois.edu>
Cc: Salefski, Kelly J <salefski@illinois.edu>
Subject: Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (Law)

Hello Amanda,

Your note concerning your Request for Acknowledgment has been forwarded to my attention.

We see that you are restructuring your program. The specific impact on the Legal Studies Minor will be that BADM 303 will become MGMT 321.

Would we be able to list the new course rubric (MGMT 321) as an approved class for our Legal Studies Minor?

With thanks for your clarification,

Jennie

JENNIFER N. PAHRE
Teaching Professor of Law
Director of Undergraduate Studies
College of Law
University of Illinois Urbana-Champaign
202 Law Building | M/C 594
Champaign, IL 61820
217.333.0712 | jpahre@illinois.edu
www.law.illinois.edu



As a land-grant institution, the University of Illinois at Urbana-Champaign is responsible for acknowledging the historical context in which it exists. We are currently on the lands of the Peoria, Kaskaskia, Peankashaw, Wea, Miami, Mascoutin, Odawa, Sauk, Mesquaki, Kickapoo, Potawatomi, Ojibwe, and Chickasaw Nations. It is necessary for us to acknowledge these Native Nations and for us to work with them as we move forward as an institution.

Under the Illinois Freedom of Information Act, any written communication to or from university employees regarding university business is a public record and may be subject to public disclosure.

From: Salefski, Kelly J <salefski@illinois.edu>
Sent: Tuesday, July 21, 2026 6:21 PM
To: Pahre, Jennie <jpahre@illinois.edu>
Subject: Fwd: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (Law)

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For you!

Begin forwarded message:

From: "Brantner, Amanda M" <amandab@illinois.edu>
Date: July 21, 2026 at 5:52:53 PM EDT
To: "Salefski, Kelly J" <salefski@illinois.edu>
Cc: "Loewenstein, Jeff" <jloew@illinois.edu>
Subject: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (Law)

Dear Kelly,

I am writing to notify you of a proposed academic unit restructuring currently under development within Gies College of Business and to request a letter of acknowledgment to support the campus review process. For your convenience, a draft letter of acknowledgment is attached. You are receiving this email based on your role as Department Head in CIM. If others should receive this message, please share it with them or reply to this email with additional or new contacts.

Gies Business is preparing proposals to restructure the current Department of Business Administration (BADM) into three academic departments:

- Information Systems, Operations, Supply Chain, and Analytics (IOSA)
- Management (MGMT)
- Marketing (MKTG)

This will be achieved via (1) a proposal for a new Department of Marketing, (2) a proposal for a new Department of Information Systems, Operations, Supply Chain, and Analytics, and (3) a proposal to rename what remains of the Department of Business Administration to the Department of Management. Attached you will find three drafted proposals as well as a comprehensive executive summary of this effort.

Briefly, the proposed restructuring follows recommendations arising from a recent academic program review and extensive faculty consultation. The proposed structure will strengthen faculty governance, improve departmental administration, and provide clearer disciplinary identities while maintaining continuity in academic programs, teaching, and research activities. The anticipated timeline for this new structure to take effect is August 2027.

Because your department currently offers programs, courses, or curricular pathways that reference or interact with BADM courses, we also want to make you aware that Gies Business anticipates a future transition from the BADM course rubric to new IOSA, MGMT, and MKTG rubrics. The rubric change does not change our commitments to offer our courses in your programs; it is simply a revision of the course rubric.

This rubric migration will occur through established campus curriculum processes and will involve additional communication and coordination with affected units. New rubrics are anticipated to take effect for Academic Year 2028 – 2029 requiring student communication and course registration

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beginning in Spring 2028. Included at the conclusion of this email is a table which details the BADM courses listed in the Course Catalog for programs under your department as well as the expected new rubric for each course. In addition, a complete crosswalk of all BADM courses is included attached for your reference.

At this stage, we are requesting acknowledgment of the proposed departmental restructuring and inviting any questions, comments, or concerns regarding potential impacts on your department, programs, students, or curricular requirements.

If you have no concerns regarding the proposal, we would appreciate a brief letter acknowledging the proposed restructuring and rubric change which will accompany our proposals. A brief draft letter of acknowledgment is attached in the event you find it helpful. **Receipt of your acknowledgement by Noon on Friday, July 31 will allow us to maintain our timeline.**

Thank you for your time and partnership. We are committed to working collaboratively with affected units throughout this process.

Sincerely,

AMANDA BRANTNER

Senior Director of Content & Educational Portfolio Strategy

Academic Program	Academic Program Code	Course Rubric	NEW RUBRIC
Legal Studies Minor, UG	1410	BADM 303	MGMT 321

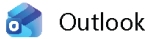
Amanda Brantner

Senior Director of Content & Educational Portfolio Strategy

281 Wohlers Hall, 1206 S. Sixth Street | Champaign, IL 61820
(217) 244-8497 | amandab@illinois.edu

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RE: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (MechSciEng)

From Jacobi, Anthony <a-jacobi@illinois.edu>

Date Fri 7/31/2026 1:45 PM

To Brantner, Amanda M <amandab@illinois.edu>; Ertekin, Elif <ertekin@illinois.edu>; Chamorro Chavez, Leonardo Patricio <lpchamo@illinois.edu>; Brewster, M Quinn <brewster@illinois.edu>

Cc Loewenstein, Jeff <jloew@illinois.edu>

Dear Amanda,

Because this change will only affect the rubrics, I will write without consulting the academic offices.

I acknowledge the change. It will not create any issues for MechSE.

Please note that contrary to your email, I am not a Department Head in CIM. I am Department Head of MechSE in the GCOE.

Best regards,
Tony

From: Brantner, Amanda M <amandab@illinois.edu>

Sent: Friday, July 31, 2026 1:38 PM

To: Jacobi, Anthony <a-jacobi@illinois.edu>; Ertekin, Elif <ertekin@illinois.edu>; Chamorro Chavez, Leonardo Patricio <lpchamo@illinois.edu>; Brewster, M Quinn <brewster@illinois.edu>

Cc: Loewenstein, Jeff <jloew@illinois.edu>

Subject: Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (MechSciEng)

Hello. When time permits, we look forward to receiving your response to the below and are glad to address any questions you may have. We aim to secure a letter of acknowledgment from you to include with our proposals. We are targeting submission early next week and so, if possible, your response in support of that timeline would be wonderful.

An email acknowledgment will suffice if that reduces the burden.

Kindly,

Amanda

Administrative, Research or Public Service Unit Application

From: Brantner, Amanda M <amandab@illinois.edu>

Sent: Tuesday, July 21, 2026 5:00 PM

To: Jacobi, Anthony <a-jacobi@illinois.edu>; Ertekin, Elif <ertekin@illinois.edu>; Chamorro Chavez, Leonardo Patricio <lpchamo@illinois.edu>; Brewster, M Quinn <brewster@illinois.edu>

Cc: Loewenstein, Jeff <jloew@illinois.edu>

Subject: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (MechSciEng)

Dear Anthony, Elif, Leo, & Quinn:

I am writing to notify you of a proposed academic unit restructuring currently under development within Gies College of Business and to request a letter of acknowledgment to support the campus review process. For your convenience, a draft letter of acknowledgment is attached. You are receiving this email based on your role as Department Head in CIM. If others should receive this message, please share it with them or reply to this email with additional or new contacts.

Gies Business is preparing proposals to restructure the current Department of Business Administration (BADM) into three academic departments:

- Information Systems, Operations, Supply Chain, and Analytics (IOSA)
- Management (MGMT)
- Marketing (MKTG)

This will be achieved via (1) a proposal for a new Department of Marketing, (2) a proposal for a new Department of Information Systems, Operations, Supply Chain, and Analytics, and (3) a proposal to rename what remains of the Department of Business Administration to the Department of Management. Attached you will find three drafted proposals as well as a comprehensive executive summary of this effort.

Briefly, the proposed restructuring follows recommendations arising from a recent academic program review and extensive faculty consultation. The proposed structure will strengthen faculty governance, improve departmental administration, and provide clearer disciplinary identities while maintaining continuity in academic programs, teaching, and research activities. The anticipated timeline for this new structure to take effect is August 2027.

Because your department currently offers programs, courses, or curricular pathways that reference or interact with BADM courses, we also want to make you aware that Gies Business anticipates a future transition from the BADM course rubric to new IOSA, MGMT, and MKTG rubrics. The rubric change does not change our commitments to offer our courses in your programs; it is simply a revision of the course rubric.

This rubric migration will occur through established campus curriculum processes and will involve additional communication and coordination with affected units. New rubrics are anticipated to take effect for Academic Year 2028 – 2029 requiring student communication and course registration beginning in Spring 2028. Included at the conclusion of this email is a table which details the BADM courses listed in the Course Catalog for programs under your department as well as the expected new rubric for each course. In addition, a complete crosswalk of all BADM courses is included attached for your reference.

At this stage, we are requesting acknowledgment of the proposed departmental restructuring and inviting any questions, comments, or concerns regarding potential impacts on your department, programs, students, or curricular requirements.

If you have no concerns regarding the proposal, we would appreciate a brief letter acknowledging the proposed restructuring and rubric change which will accompany our proposals. A brief draft letter of acknowledgment is attached in the event you find it helpful. **Receipt of your acknowledgement by Noon on Friday, July 31 will allow us to maintain our timeline.**

Administrative, Research or Public Service Unit Application

Thank you for your time and partnership. We are committed to working collaboratively with affected units throughout this process.

Sincerely,

AMANDA BRANTNER

Senior Director of Content & Educational Portfolio Strategy

Academic Program	Academic Program Code	Course Rubric	NEW RUBRIC
Mechanical Engineering, BS	10KP0133BS	BADM 460	MGMT 460
Mechanical Engineering, BS	10KP0133BS	BADM 461	MGMT 461

Amanda Brantner

Senior Director of Content & Educational Portfolio Strategy

281 Wohlers Hall, 1206 S. Sixth Street | Champaign, IL 61820

(217) 244-8497 | amandab@illinois.edu

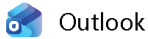


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RE: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (Political Science)

From Rudolph, Thomas J <rudolph@illinois.edu>

Date Wed 7/22/2026 9:09 AM

To Brantner, Amanda M <amandab@illinois.edu>; Prorok, Alyssa Kathleen <aprorok@illinois.edu>; Wong, Cara J <carawong@illinois.edu>

Cc Loewenstein, Jeff <jloew@illinois.edu>

Dear Amanda,

The Department of Political Science acknowledges the proposed changes and restructuring by the College of Business. We have no concerns with the proposed changes.

Best,

Thomas Rudolph
Professor and Head
Department of Political Science

-----Original Message-----

From: Brantner, Amanda M <amandab@illinois.edu>

Sent: Tuesday, July 21, 2026 4:53 PM

To: Prorok, Alyssa Kathleen <aprorok@illinois.edu>; Rudolph, Thomas J <rudolph@illinois.edu>; Wong, Cara J <carawong@illinois.edu>

Cc: Loewenstein, Jeff <jloew@illinois.edu>

Subject: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (Political Science)

Dear Alyssa, Thomas, & Cara:

I am writing to notify you of a proposed academic unit restructuring currently under development within Gies College of Business and to request a letter of acknowledgment to support the campus review process. For your convenience, a draft letter of acknowledgment is attached. You are receiving this email based on your role as Department Head in CIM. If others should receive this message, please share it with them or reply to this email with additional or new contacts.

Gies Business is preparing proposals to restructure the current Department of Business Administration (BADM) into three academic departments:

- * Information Systems, Operations, Supply Chain, and Analytics (IOSA)
- * Management (MGMT)
- * Marketing (MKTG)

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This will be achieved via (1) a proposal for a new Department of Marketing, (2) a proposal for a new Department of Information Systems, Operations, Supply Chain, and Analytics, and (3) a proposal to rename what remains of the Department of Business Administration to the Department of Management. Attached you will find three drafted proposals as well as a comprehensive executive summary of this effort.

Briefly, the proposed restructuring follows recommendations arising from a recent academic program review and extensive faculty consultation. The proposed structure will strengthen faculty governance, improve departmental administration, and provide clearer disciplinary identities while maintaining continuity in academic programs, teaching, and research activities. The anticipated timeline for this new structure to take effect is August 2027.

Because your department currently offers programs, courses, or curricular pathways that reference or interact with BADM courses, we also want to make you aware that Gies Business anticipates a future transition from the BADM course rubric to new IOSA, MGMT, and MKTG rubrics. The rubric change does not change our commitments to offer our courses in your programs; it is simply a revision of the course rubric.

This rubric migration will occur through established campus curriculum processes and will involve additional communication and coordination with affected units. New rubrics are anticipated to take effect for Academic Year 2028 – 2029 requiring student communication and course registration beginning in Spring 2028. Included at the conclusion of this email is a table which details the BADM courses listed in the Course Catalog for programs under your department as well as the expected new rubric for each course. In addition, a complete crosswalk of all BADM courses is included attached for your reference.

At this stage, we are requesting acknowledgment of the proposed departmental restructuring and inviting any questions, comments, or concerns regarding potential impacts on your department, programs, students, or curricular requirements.

If you have no concerns regarding the proposal, we would appreciate a brief letter acknowledging the proposed restructuring and rubric change which will accompany our proposals. A brief draft letter of acknowledgment is attached in the event you find it helpful. Receipt of your acknowledgement by Noon on Friday, July 31 will allow us to maintain our timeline.

Thank you for your time and partnership. We are committed to working collaboratively with affected units throughout this process.

Sincerely,

AMANDA BRANTNER

Senior Director of Content & Educational Portfolio Strategy Academic Program Academic Program Code
Course Rubric NEW RUBRIC Political Science: Civic Leadership, BALAS

5472 <<https://nextcourses.illinois.edu/programadmin/?code=5472>>

BADM 303

MGMT 321

Political Science: Law, Policy, and Institutions, BALAS

1418 <<https://nextcourses.illinois.edu/programadmin/?key=1418>>

BADM 303

MGMT 321

Political Science: Public Policy & Democratic Institutions, BALAS

5661 <<https://nextcourses.illinois.edu/programadmin/?code=5661>>

BADM 303

MGMT 321

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Amanda Brantner
Senior Director of Content & Educational Portfolio Strategy

281 Wohlers Hall, 1206 S. Sixth Street | Champaign, IL 61820
(217) 244-8497 | amandab@illinois.edu <<mailto:amandab@illinois.edu>>

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<<https://www.instagram.com/giesbusiness/>> <<https://www.linkedin.com/school/giesbusiness/>>
<<https://giesbusiness.illinois.edu/>>

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The Grainger College of Engineering
Siebel School of Computing and Data Science
2232 Siebel Center, MC-258
201 N. Goodwin Ave.
Urbana, IL 61801

NANCY M. AMATO

Abel Bliss Professor and Director
2248 Siebel Center
namato@illinois.edu

TO: Jeff Loewenstein
Gies College of Business

FROM: Nancy M. Amato
Siebel School of Computing and Data Science

DATE: August 14, 2026

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The Siebel School of Computing and Data Science acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Overall, we are supportive of your plans and look forward to continuing our successful collaborations.

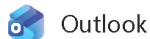
Sincerely,

A handwritten signature in black ink that reads 'Nancy Amato'.

Nancy M. Amato
Abel Bliss Professor and Director
Siebel School of Computing and Data Science

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217.333.3426 • siebelschool.illinois.edu

Administrative, Research or Public Service Unit Application



Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (Social Work)

From Street, Cheryl M <street@illinois.edu>
Date Fri 8/7/2026 1:14 PM
To Brantner, Amanda M <amandab@illinois.edu>
Cc Loewenstein, Jeff <jloew@illinois.edu>

Amanda:

I apologize for my delayed response. Thank you for letting us know of this restructuring and rubric change.

Warm regards,

Cheryl Street, Director of Recruitment & Admissions
University of Illinois, School of Social Work
1010 W. Nevada, Urbana IL MC-082
217-333-2261 (Phone)
217-244-5220 (Fax)
street@illinois.edu
Book an Appointment - <https://scheduler.zoom.us/cheryl-m-street/ssw-recruitment-admissions>

From: Brantner, Amanda M <amandab@illinois.edu>
Sent: Friday, July 31, 2026 2:20 PM
To: Street, Cheryl M <street@illinois.edu>
Cc: Loewenstein, Jeff <jloew@illinois.edu>
Subject: Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (Social Work)

Hi Cheryl. When time permits, we look forward to receiving your response to the below and are glad to address any questions you may have. We aim to secure a letter of acknowledgment from you to include with our proposals. We are targeting submission early next week and so, if possible, your response in support of that timeline would be wonderful.

An email acknowledgment will suffice if that reduces the burden.

Amanda

From: Brantner, Amanda M <amandab@illinois.edu>
Sent: Tuesday, July 21, 2026 4:52 PM

Administrative, Research or Public Service Unit Application

To: Street, Cheryl M <street@illinois.edu>

Cc: Loewenstein, Jeff <jloew@illinois.edu>

Subject: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (Social Work)

Dear Cheryl,

I am writing to notify you of a proposed academic unit restructuring currently under development within Gies College of Business and to request a letter of acknowledgment to support the campus review process. For your convenience, a draft letter of acknowledgment is attached. You are receiving this email based on your role as Department Head in CIM. If others should receive this message, please share it with them or reply to this email with additional or new contacts.

Gies Business is preparing proposals to restructure the current Department of Business Administration (BADM) into three academic departments:

- Information Systems, Operations, Supply Chain, and Analytics (IOSA)
- Management (MGMT)
- Marketing (MKTG)

This will be achieved via (1) a proposal for a new Department of Marketing, (2) a proposal for a new Department of Information Systems, Operations, Supply Chain, and Analytics, and (3) a proposal to rename what remains of the Department of Business Administration to the Department of Management. Attached you will find three drafted proposals as well as a comprehensive executive summary of this effort.

Briefly, the proposed restructuring follows recommendations arising from a recent academic program review and extensive faculty consultation. The proposed structure will strengthen faculty governance, improve departmental administration, and provide clearer disciplinary identities while maintaining continuity in academic programs, teaching, and research activities. The anticipated timeline for this new structure to take effect is August 2027.

Because your department currently offers programs, courses, or curricular pathways that reference or interact with BADM courses, we also want to make you aware that Gies Business anticipates a future transition from the BADM course rubric to new IOSA, MGMT, and MKTG rubrics. The rubric change does not change our commitments to offer our courses in your programs; it is simply a revision of the course rubric.

This rubric migration will occur through established campus curriculum processes and will involve additional communication and coordination with affected units. New rubrics are anticipated to take effect for Academic Year 2028 – 2029 requiring student communication and course registration beginning in Spring 2028. Included at the conclusion of this email is a table which details the BADM courses listed in the Course Catalog for programs under your department as well as the expected new rubric for each course. In addition, a complete crosswalk of all BADM courses is included attached for your reference.

At this stage, we are requesting acknowledgment of the proposed departmental restructuring and inviting any questions, comments, or concerns regarding potential impacts on your department, programs, students, or curricular requirements.

If you have no concerns regarding the proposal, we would appreciate a brief letter acknowledging the proposed restructuring and rubric change which will accompany our proposals. A brief draft letter of acknowledgment is attached in the event you find it helpful. **Receipt of your acknowledgement by Noon on Friday, July 31 will allow us to maintain our timeline.**

Thank you for your time and partnership. We are committed to working collaboratively with affected units throughout this process.

Administrative, Research or Public Service Unit Application

Sincerely,

AMANDA BRANTNER

Senior Director of Content & Educational Portfolio Strategy

Academic Program	Academic Program Code	Course Rubric	NEW RUBRIC
Social Work, DSW (online)	New Proposal	BADM 509	MGMT 512
Social Work, DSW (online)	New Proposal	BADM 589	IOSA 589

Amanda Brantner

Senior Director of Content & Educational Portfolio Strategy

281 Wohlers Hall, 1206 S. Sixth Street | Champaign, IL 61820
(217) 244-8497 | amandab@illinois.edu



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Administrative, Research or Public Service Unit Application



College of Liberal Arts & Sciences

Department of Statistics
156 Computing Application Bldg
605 E. Springfield Ave, MC-374
Champaign, IL 61820

TO: Jeff Loewenstein
Gies College of Business

FROM: Yuguo Chen
Department of Statistics

DATE: July 31, 2026

RE: Acknowledgement of Gies College of Business Department of Business Administration Restructuring

The Department of Statistics acknowledges the proposals to restructure the Gies College of Business, Department of Business Administration and the associated changes to the BADM course rubric.

I understand that the Department of Business Administration is proposed to become three distinct departments: 1. Department of Information Systems, Operations, Supply Chain, and Analytics, 2. Department of Management, and 3. Department of Marketing.

I am aware that courses currently used in our programs of study will be assigned new subject rubrics (IOSA, MGMT, or MKTG) as part of the restructuring. Aside from the change in course subject rubric and in some cases course number, the courses will remain unchanged.

Sincerely,

A handwritten signature in black ink, appearing to read 'Yuguo Chen'.

Yuguo Chen
Professor and Chair
Department of Statistics

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Addendum E: Jeffries Center (formerly OMSA) Programs

TRIO Upward Bound (UB). UB is the oldest Federal TRiO program and funded to serve 102 pre-college students in Champaign and Urbana. UB was created in 1964 by the Economic Opportunities Act to increase secondary graduation rates and prepare first generation, low-income for college success and graduation. The university has successfully administered the UB federal award since 1965.

TRIO Talent Search (TS). TS is a Federal TRiO program funded to serve 500 pre-college students in Champaign, Urbana and Decatur, Illinois. TS was created in 1965 by the Higher Education Act to increase the number for disadvantaged youth completing secondary education, enrolling in and completing post-secondary degrees.

TRIO Student Support Services (SSS). SSS is a Federal TRiO program funded to serve 258 undergraduate students at UIUC. SSS was created in 1968 by an amendment to the Higher Education Act to increase college retention and graduation rates for first generation and low-income students.

TRIO Ronald E. McNair Post-Baccalaureate Achievement Program (McNair). McNair is the Jeffries Center's fourth and final Federal TRiO program funded to serve 36 undergraduates at UIUC. McNair was created in 1986 by an amendment to the Higher Education Act to encourage underrepresented students to pursue doctoral studies and increase their attainment of a Ph.D.

Tutoring and Academic Services (Tutoring). The Jeffries Center's Academic Service Programs assist students with building and sustaining confidence, self-sufficiency, and effective learning strategies necessary to succeed in the academically challenging atmosphere of the University and to assist them in achieving their personal learning goals. By offering individualized student-centered assistance, the program fills the gaps in pre-existing knowledge and strengthens the competencies and is instrumental in demystifying academic culture and equalizing the educational landscape. This skill development is facilitated via 1:1 and online tutoring, review sessions, supplemental instruction, study skills workshops, academic enrichment activities, and by helping students navigate the network of college and departmentally based academic resources on the campus. The tutoring approach also scaffolds academics in such a way that it not only supports performance and progression through a course but also encourages help-seeking habits.

Advising and Mentoring (A&M). Illinois students at all grade levels can take advantage of the Jeffries Center's general advising and mentoring services by making an appointment or by simply dropping-in. Student Success Advisors (SSAs) help with a range of personal, career, financial, and academic issues and refer students to valuable resources throughout the campus and community. SSAs receive training and collaborate with academic advisors to ensure student success. Students are introduced to the SSAs and to other academic support and retention services at a welcome seminar focused on student success. Even when a student is excelling

Administrative, Research or Public Service Unit Application

academically, the Jeffries Center is there to help students reach beyond their coursework to experience all the University has to offer.

First-Generation Student Initiatives (FGSI). The first-generation student initiative is designed to retain first-generation students and to build recognition and community around this salient identity by providing support that will ensure belonging, connection to campus resources and timely graduation. Students can expect to receive advocacy; support; increased awareness of high-impact practices including study abroad, mentorship, and professional internships; and information and referrals where appropriate.

Addendum F: Sample High-Impact Practice Programs, Support, and Services

- **I-Connect Diversity & Inclusion Workshop** is an experiential training designed to help incoming students embrace differences and recognize shared experiences to build a welcoming and engaged campus community. Facilitated by fellow students, I-Connect uses collaborative exercises and engaging discussion to build participants' communication skills and their ability to collaborate, learn, and work in diverse environments. All of us—regardless of our experiences or social group membership—must understand both our similarities and our differences to work and live with one another. I-Connect workshops provide students with an opportunity to begin these important discussions and learn from each other.
- **Housing Division Social Justice and Leadership Education** team coordinates student groups, leadership opportunities, and social justice initiatives in the residence halls. Every hall has a multicultural advocate (MA) who promotes the advancement of multiculturalism and social justice within the residence halls through community and staff development, education, celebration, and dialogue.

African American Student Programs, Support, and Services

- **Bruce D. Nesbitt African American Cultural Center:** The mission of the Bruce D. Nesbitt African American Cultural Center is to provide a network of programs and support services promoting the individual, social, cultural and academic well-being of Illinois' African American students.
- **Black Geek Week:** the Bruce D. Nesbitt African American Cultural Center launched its inaugural "Black Geek Week" as part of Black History Month festivities in 2013. The week's events highlighted the achievements of Africans Americans in academia, STEM (science, technology, engineering and mathematics) and arts that have pushed the boundaries of thought and technology. Moreover, the programs seek to expose the Illinois community to a demographic of "nerds" and "geeks" who are rarely highlighted in pop-culture and contemporary discussions on geek culture (e.g. comics, gadgets, science fiction, computers, etc.).
- **The Black and Latino Summit:** The summit is concentrated in the decolonization of concepts that have impacted and continue to negatively impact Black and Latino communities. Our purpose is to deconstruct narratives, build consciousness as to who we are, and to continue our drive to serve as an agent of positive change in our communities. The summit also provides a space to develop strategies to achieve academic success, professional development, wellness, and awareness of campus resources. The summit aims to create an experience that sparks reflection and ignites action from its participants. Furthermore, we aim to provide a safe space to have deep conversations as well as promote camaraderie, coalition building, and community between Black and Latino participants.
- **Housing Division Men of Impact** is a student organization that is dedicated to serving the needs of Black men. We address the needs and concerns facing Black men in our

Administrative, Research or Public Service Unit Application

community, via education and service activities. Our primary goal is to equip Black men with the necessary tools to overcome the social stigmas facing them in society today.

- **Housing Division Central Black Student Union** is to support African American students in the residence halls, serve and assist Black Student Unions in the residence halls, and meet the needs of supporting organizations and the campus-wide community.

Latino/a Student Programs, Support, and Services

- **Conéctate** is an early move-in program to provide incoming First-Year and Transfer College Students at a predominately white institution (PWI) the opportunity to explore Latinidad by empowering a sense of belonging and identity. The program intends to open up spaces to learn and understand college experiences based on issues pertinent to Latinx students rather than framing one's experience on current dominant narratives. The program consists of three different modules: Sense of belonging, Developing student-faculty relationships, and Balancing responsibilities.
- **The La Casa META Program** is designed for all undergraduate students to forge paths and create networks to achieve academic success and personal growth. Through the META Program, La Casa Cultural Latina promotes retention, service, and achievement to turn today's students into tomorrow's leaders, professionals, and community organizers. The program encourages students to define and set goals and work together, develop strategies and timelines to achieve those goals, and direct students to campus resources.

Additional Student Programs, Services, and Support

- **Asian American Cultural Center:** The University of Illinois Urbana-Champaign has one of the largest and most vibrant Asian American university communities in the Midwest, where 37% of students are of Asian descent. Opened in Fall 2005, the Asian American Cultural Center provides the University of Illinois community with space to gather and share experiences of our diverse and rich cultures. As a unit of Student Success, Inclusion, and Belonging (SSIB), the AACC promotes cross-cultural understanding that supports the academic and personal growth of students, along with learning experiences that help shape a lifetime commitment to ethical and engaged citizenship.
- **Gender & Sexuality Resource Center (GSRC)** is a resource not only for the LGBT community but for the entire University of Illinois community. The Gender & Sexuality Resource Center seeks to help in the efforts to address homophobia, biphobia, transphobia, and heterosexist attitudes and beliefs on the campus, and to work to make the environment safe and affirming for all students, faculty, staff, and LGBT students, faculty, and staff at the University of Illinois Urbana-Champaign in particular.
- **Native American House (NAH)** to create an empowering university context for Native students by promoting cultural, familial, and place-based relationships as unique factors that facilitate Native student success. In keeping with its historical legacy, the NAH strives to positively impact the educational and development outcomes of Native students by fostering a sense of belonging, nurturing wellbeing, and encouraging retention through engagement, academic support, and advocacy. In collaboration with campus and community partners, NAH works to cultivate a more nuanced understanding of

Administrative, Research or Public Service Unit Application

Indigenous cultures and communities as they exist today through our annual events and programming.

- **Women's Resources Center** is a fun, active center on campus where students of all genders can come to learn a new skill, hear a great workshop, enjoy tasty food treats (including vegan options), explore an arts and crafts talent, or participate in a stimulating discussion on a variety of "hot" topics! Women's Resources Center provides students with CONFIDENTIAL support and advocacy services when they are faced with difficult or emotionally traumatic incidents such as harassment, stalking, sexual assault, or abuse within a relationship. Women's Resources Center is responsible for the First Year Campus Acquaintance Rape (FYCARE) program to ensure that all students are aware of issues related to sexual assault and other interpersonal crimes and the resources available to them.

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Additional Materials

What follows is supplemental information for Addenda C and D in all three proposals (to create a Department of IOSA, to create a Department of Marketing, and to rename and restructure the Department of Business Administration as a Department of Management).

Supplement to Addendum C, Public Hearing

The public hearing was held on August 25, 2026 using Zoom. It was announced in Eweek and Grad Links as follows:

Public Hearing: Establishing Marketing, Management, and IOSA Departments

Gies College of Business is holding a public hearing on Zoom regarding proposals to restructure the Department of Business Administration into three departments: a Department of Marketing, a Department of Management, and a Department of Information Systems, Operations, Supply Chain, and Analytics. The Zoom hearing will take place **at 3:30 p.m. Aug. 25**. [Click on this link](#) for more information, to RSVP to attend the hearing, or to provide written comments.

August 25, 3:30 PM • [Register to attend on Zoom](#)

[Jeff Loewenstein](#) • Gies College of Business

This opportunity is available online.

The link in the announcement was to an online form that provided an opportunity to register, a link to an online (Box) folder with the three proposals and an executive summary (the text of which is copied below), and an opportunity to provide comments.

Executive Summary: Establishing Departments of Marketing, Management, and IOSA

Three interrelated proposals are being advanced to restructure the Department of Business Administration at the Gies College of Business into a Department of Marketing, a Department of Management, and Department of Information Systems, Operations, Supply Chain, and Analytics (IOSA), effective August 2027. Together with the existing Department of Accountancy and Department of Finance, this would make the department structure at the Gies College of Business similar to that used at most of our peer institutions. There would be one department for each major faculty group, rather than having three groups within one department and two groups in their own departments.

These proposals are to change how faculty at Gies are organized. It is not a proposal to add a new faculty group or to remove an existing faculty group. No programs or curriculum content are being materially changed; there may simply be some new names attached to them. For example, the new Department of Marketing would house the Marketing undergraduate major and the Department of Management would house the Management undergraduate major, rather than both majors being housed within one broad Department of Business Administration.

These proposals are based on multiple reports and faculty votes. The top recommendation in the report from an external review of the Department of Business Administration by a Provost Review Committee in Spring 2025 was to restructure the department. An internal Department of Business Administration task force report in Fall 2025 concurred and its top recommendation was to form Departments of Marketing, Management, and IOSA. These assessments indicated that simplifying how faculty are organized at Gies would improve the college's functioning, increase faculty governance, and enhance the reputation and the performance of each faculty group and the College. Votes of the Department of Business Administration faculty and Gies College of Business faculty in Spring 2026 strongly supported the recommendation.

This change will be achieved through (1) a proposal for a new Department of Marketing, (2) a proposal for a new Department of Information Systems, Operations, Supply Chain, and Analytics (IOSA), and (3) a proposal to rename what remains of the Department of Business Administration to the Department of Management.

Accompanying this change, through further efforts beyond the three proposals, will be a change to course rubrics that will occur in 2028. Rather than marketing, management, and IOSA coursework all being offered using the BADM rubric, Marketing coursework will be offered under a new MKTG rubric, Management coursework under a new MGMT rubric, and IOSA coursework under a new IOSA rubric. Complete cross walks mapping each BADM course to a new IOSA, MGMT, or MKTG course and its course number will facilitate this change as students first register with the new rubrics in Spring 2028 for courses in Fall 2028. The intention is to make more apparent what kinds of courses students are taking and how each faculty group contributes to business education at Gies. All courses taught recently and all arrangements to enable students access to those courses will continue using the new rubrics.

Public Hearing Minutes

Attendees

Jeffrey Loewenstein (Professor, Gies), Gopesh Anand (Interim Head of the Department of Business Administration, Gies), Amanda Brantner (Senior Director of Content & Educational Portfolio Strategy, Gies), Brian Fulton (Senior Director of Administration of the Department of Business Administration, Gies), Adrienne Logue (Doctoral Program Coordinator of the Department of Business Administration, Gies), Stephanie Overmier (HR Officer of the Department of Business Administration, Gies), Sarah Woodward (Senior Program Coordinator of the Department of Business Administration, Gies), Gina Duello (Assistant Director of Software Engineering, Gies), Sophia Ma (Undergraduate Student, Gies), Laura Mabry (Marketing Associate, Illinois Extension), Nolan Miller (Chair, Senate Committee on Education Policy); Justin Aronoff (Subcommittee Chair, Senate Committee on Education Policy).

Zoom meeting called to order at 3:31pm.

Introductory remarks

Professor Jeffrey Loewenstein explained that the purpose of the meeting was to present and receive comments on the proposals to establish Departments of Marketing; Management; and Information Systems, Operations, Supply Chain, and Analytics (IOSA) in the Gies College of Business. These proposals reorganize existing faculty groups. They do not add or remove faculty groups or change programs or curriculum. The restructuring follows an external review, an internal department committee review, a college-level task force, faculty consultation, departmental and college faculty votes in favor of the restructuring, and unanimous College Executive Committee support. If approved, the departments are expected to become operational in August 2027. Course rubric changes would follow.

Discussion and Clarifications

Organizational numbers: Brian Fulton asked whether renaming Business Administration would affect the ability to obtain new organization numbers. Jeffrey Loewenstein stated that the existing organization number would be retired and new organization numbers created for the new or altered units.

Staffing and hiring: Stephanie Overmier asked about staff hiring and timing. Jeffrey Loewenstein stated that the proposals anticipate three additional hires. Current Business Administration staff are expected to transition to a new department or another suitable college role. Department leaders and head administrators are expected to be identified first, followed by staff-team

assignments and additional searches. This process is beginning in fall 2026 and will continue into spring/summer 2027.

PhD program transition: Adrienne Logue asked about the current Business Administration PhD students, degree and code changes, communications with applicants, and Graduate College coordination. Jeffrey Loewenstein stated that department-specific doctoral program proposals would follow department approval and that current students could remain in the existing program or potentially transfer, subject to rules and individual circumstances. Once all students graduate from the existing doctoral program, it would then sunset. Nolan Miller clarified the program continuity and sunset process and timing.

Accreditation: Adrienne Logue asked about accreditation and doctoral program change. Jeffrey Loewenstein stated that accreditation is largely managed at the college and program level and that existing evaluation processes can be applied to the new departmental structure and any future PhD programs.

Further input: Jeffrey Loewenstein indicated comments could still be submitted to the online form, or sent to him or Amanda Brantner. Nolan Miller noted that the forum fulfilled a requirement under Senate bylaws for proposals establishing new academic units. He added that comments could also be submitted to him or the Senate Committee on Educational Policy.

As the primary comments from the public hearing and the online form were about the Business Administration doctoral program, staff transition, and the positive impact of the change on students, we provide further elaboration on each point beyond what was provided in the public hearing:

On the Business Administration doctoral program

There were questions about students in the Business Administration doctoral program. At present, there is one doctoral program that branches into six concentrations: Marketing (which will follow marketing faculty to the Department of Marketing); Organizational Behavior & Theory, Strategy & Entrepreneurship, and International Business (which will follow management faculty to the Department of Management); Information Systems, and Operations Management (which will follow IOSA faculty to the Department of IOSA). Prospective students apply to and are granted admission to a concentration. Graduates nearly all think of themselves as having graduated with a doctorate in their concentration area (e.g., a Ph.D. in Marketing). This arrangement is familiar, as colleges of business that use area structures rather than department structures (e.g., Carnegie Mellon, MIT, etc.) typically have one doctoral program for the college that is then separated into area concentrations in much the same way as the doctoral program in Business Administration works now.

Students already enrolled in the Business Administration doctoral program will have the opportunity to complete the program. It will be formally administered by the Department of Management, with the concentrations continuing to be run by the relevant faculty group. After new departments are approved, new doctoral programs for the Department of Marketing and the Department of IOSA will be proposed. If current students wish to transfer into the new programs and this can be arranged, they may do so. Otherwise, new students will be admitted to the new programs and existing students will finish the program to which they originally applied. Students applying now will be informed of the likely pending change and the options they will have.

We do not expect the change to make a substantial difference for doctoral students regarding their coursework and research efforts. There is little common coursework and nearly all doctoral student engagement is within their concentration. All doctoral students in the college are housed in the Irwin building and this will continue to be the case going forward. Akin to the department restructuring effort where areas are becoming departments, this future change will enable concentrations to become doctoral programs. The great majority of exchange across doctoral concentrations occurs between those going to the same department (e.g., between information systems and operations; between strategy and organizational theory). We expect a couple new doctoral courses to be generated as a result of the change, and we do not expect existing doctoral courses to be removed as a result of the change. Students will continue to take classes offered by multiple departments and continue to sometimes add faculty committee members from other departments.

On the administrative and staff transition

There were questions about when and how the new departments would be formally established and how administrative responsibilities and staff positions would be phased in. The upcoming academic year provides the opportunity to prepare for and to identify staff positions for new departments. Incoming department leaders and opportunities for Business Administration staff are on track to be identified this fall. If these proposals are approved by early 2027, this will provide about six months to begin working on the transition, such as setting up new organization codes, creating websites, and so on.

On the value of the change for students

There was a comment indicating student support for restructuring. Currently, with multiple distinct majors (e.g., Marketing, Information Systems, Management) being housed within one Department of Business Administration and courses being offered under one course rubric (BADM), students often experience confusion, especially in contrast to Departments of Finance and Accountancy. This comment indicating the value to students for proceeding with the restructuring is consistent with data gathered over the past two years. The restructuring is likely to provide students with helpful clarity and support community around academic programs and the faculty group supporting those programs.

Supplement to Addendum D – Updated Letters of Acknowledgment

Proposals:

1. Establish the Department of Information Systems, Operations, Supply Chain, and Analytics (IOSA) in the Gies College of Business
2. Establish the Department of Marketing in the Gies College of Business
3. Rename and Restructure the Department of Business Administration in the Gies College of Business

The above proposals submitted to the Senate Educational Policy Committee included, in Addendum D, letters of acknowledgment from campus units consulted as part of the proposal process. At the time of submission, acknowledgment from two units remained pending: **LAS Administration** and the **Department of Mathematics**.

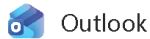
Both outstanding acknowledgments have now been received. This supplemental addendum is provided to update the record and to include those materials with the submitted proposal.

Newly received acknowledgments:

- LAS Administration indicated that the letter from LAS Dean Venetria Patton encompasses LAS Administration.
- Department of Mathematics acknowledged their approval of the proposals.

This supplemental addendum does not modify the substance of the submitted proposal. It supplements Addendum D by documenting receipt of the two acknowledgments that were pending at the time of submission.

Letters or emails of acknowledgement are included below.



Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (LAS Admin)

From Downie, Stephen R <sdownie@illinois.edu>
Date Mon 8/17/2026 8:11 AM
To Brantner, Amanda M <amandab@illinois.edu>

 1 attachment (119 KB)

LAS Acknowledgement Letter BADM Restructuring 7-23-2026.pdf;

Good morning Amanda,

Sorry for the delayed response - I just returned to campus from overseas.

Re the letter, we have already provided one (attached). Because the BADM course cited is included in the college's new Liberal Studies, BLS major, there is no need for another letter. This major is controlled by the college, not any department, and it doesn't make sense to me to provide the same approval letter twice.

FYI, we include Gretchen in the CIM system as I cannot approve a proposal twice (as both LAS Head and Dean) on behalf of the college.

Cheers,

Stephen

On 8/11/26 2:27 PM, Brantner, Amanda M wrote:

Hi Stephen. Per the below Gretchen Pein forwarded our request for a letter of acknowledgment related to the proposed BADM Department Restructuring & Rubric Change from LAS Administration. As possible, your **response by no later than this Friday (8/14) at Noon** is valued. Our proposals will be transmitted to the Senate EPC by the Provost's Office the week of August 17.

For your convenience, I have attached the original email request with attachments to this message. An email acknowledgment will suffice if that reduces the burden.

Best,

Amanda

Amanda

From: Pein, Gretchen M <gpein@illinois.edu>
Sent: Wednesday, July 22, 2026 11:07 AM
To: Brantner, Amanda M <amandab@illinois.edu>
Cc: Loewenstein, Jeff <jloew@illinois.edu>
Subject: RE: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (LAS Admin)

Good morning! While I am the Dept Head in CIM, I've forwarded your email to Stephen Downie (sdownie@illinois.edu) who is responsible for curricular matters in LAS. He will generate the letter for you.

Have a great week,

Gretchen

GRETCHEN M PEIN

Senior Assistant Dean

STUDENT ACADEMIC AFFAIRS OFFICE

COLLEGE OF LIBERAL ARTS & SCIENCES

University of Illinois at Urbana-Champaign

2002 Lincoln Hall | 702 S. Wright Street | Urbana, IL 61801

(217) 333-9836



I ILLINOIS LAS

Where curiosity
DRIVES IMPACT.

Under the Illinois Freedom of Information Act any written communication to or from university employees regarding university business is a public record and may be subject to public disclosure.

From: Brantner, Amanda M <amandab@illinois.edu>
Sent: Tuesday, July 21, 2026 4:53 PM
To: Pein, Gretchen M <gpein@illinois.edu>
Cc: Loewenstein, Jeff <jloew@illinois.edu>

Subject: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (LAS Admin)

Dear Gretchen,

I am writing to notify you of a proposed academic unit restructuring currently under development within Gies College of Business and to request a letter of acknowledgment to support the campus review process. For your convenience, a draft letter of acknowledgment is attached. You are receiving this email based on your role as Department Head in CIM. If others should receive this message, please share it with them or reply to this email with additional or new contacts.

Gies Business is preparing proposals to restructure the current Department of Business Administration (BADM) into three academic departments:

- Information Systems, Operations, Supply Chain, and Analytics (IOSA)
- Management (MGMT)
- Marketing (MKTG)

This will be achieved via (1) a proposal for a new Department of Marketing, (2) a proposal for a new Department of Information Systems, Operations, Supply Chain, and Analytics, and (3) a proposal to rename what remains of the Department of Business Administration to the Department of Management. Attached you will find three drafted proposals as well as a comprehensive executive summary of this effort.

Briefly, the proposed restructuring follows recommendations arising from a recent academic program review and extensive faculty consultation. The proposed structure will strengthen faculty governance, improve departmental administration, and provide clearer disciplinary identities while maintaining continuity in academic programs, teaching, and research activities. The anticipated timeline for this new structure to take effect is August 2027.

Because your department currently offers programs, courses, or curricular pathways that reference or interact with BADM courses, we also want to make you aware that Gies Business anticipates a future transition from the BADM course rubric to new IOSA, MGMT, and MKTG rubrics. The rubric change does not change our commitments to offer our courses in your programs; it is simply a revision of the course rubric.

This rubric migration will occur through established campus curriculum processes and will involve additional communication and coordination with affected units. New rubrics are anticipated to take effect for Academic Year 2028 – 2029 requiring student communication and course registration beginning in Spring 2028. Included at the conclusion of this email is a table which details the BADM courses listed in the Course Catalog for programs under your department as well as the expected new rubric for each course. In addition, a complete crosswalk of all BADM courses is included attached for your reference.

At this stage, we are requesting acknowledgment of the proposed departmental restructuring and inviting any questions, comments, or concerns regarding potential impacts on your department, programs, students, or curricular requirements.

If you have no concerns regarding the proposal, we would appreciate a brief letter acknowledging the proposed restructuring and rubric change which will accompany our proposals. A brief draft letter of acknowledgment is attached in the event you find it helpful. **Receipt of your acknowledgement by Noon on Friday, July 31 will allow us to maintain our timeline.**

Thank you for your time and partnership. We are committed to working collaboratively with affected units throughout this process.

Sincerely,

AMANDA BRANTNER

Senior Director of Content & Educational Portfolio Strategy

Academic Program	Academic Program Code	Course Rubric	NEW RUBRIC
Liberal Studies, BLS	<u>10KV1414BLSU</u>	BADM 310	MGMT 310
Liberal Studies: Global Perspectives, BLS	<u>6288</u>	BADM 310	MGMT 310
Liberal Studies: Health and Society, BLS	<u>6289</u>	BADM 310	MGMT 310
Liberal Studies: Management Studies, BLS	<u>6287</u>	BADM 310	MGMT 310

Amanda Brantner

Senior Director of Content & Educational Portfolio Strategy

281 Wohlers Hall, 1206 S. Sixth Street | Champaign, IL 61820
(217) 244-8497 | amandab@illinois.edu





**Gies College
of Business**

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

*Under the Illinois Freedom of Information Act any written communication to or from university
employees regarding university business is a public record and may be subject to public disclosure.*

--

STEPHEN R. DOWNIE

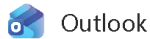
Associate Dean for Curricula and Academic Policy

College of Liberal Arts and Sciences
University of Illinois Urbana-Champaign
2090 Lincoln Hall
702 S Wright St | M/C 448
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Outlook

Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (Math)

From Sowers, Richard B <r-sowers@illinois.edu>
Date Thu 8/20/2026 3:20 PM
To Brantner, Amanda M <amandab@illinois.edu>

Our executive committee (representing the Department of Mathematics) has voted to approve this.

Rich Sowers
Professor and Chair, Department of Mathematics
University of Illinois
<http://publish.illinois.edu/r-sowers/>

From: Brantner, Amanda M <amandab@illinois.edu>
Sent: Tuesday, August 11, 2026 3:53 PM
To: Sowers, Richard B <r-sowers@illinois.edu>
Subject: Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (Math)

Hi Rich. Per the below, I understand that you are the incoming chair of the Department of Mathematics and that the messages below directed to Vera Hur should now be brought to your attention. Please find attached our original request.

Kindly,

Amanda

From: Hur, Vera Mikyoung <verahur@illinois.edu>
Sent: Tuesday, August 11, 2026 3:27 PM
To: Brantner, Amanda M <amandab@illinois.edu>
Subject: Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (Math)

Hi Amanda,

My term is ending on August 15 and I would suggest that you contact our new chair, Rich Sowers. This would need to be approved by our executive committee, per our standard practice.

Vera

From: Brantner, Amanda M <amandab@illinois.edu>
Date: Tuesday, August 11, 2026 at 2:27 PM

To: DeVille, Lee Xavier <rdeville@illinois.edu>, Hur, Vera Mikyoung <verahur@illinois.edu>
Subject: Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (Math)

Hi Vera. I understand from Stephen Downie that you are currently the department chair of mathematics. Our request for a letter of acknowledgment related to the proposed BADM Department Restructuring & Rubric Change remains. As possible, your **response by no later than this Friday (8/14) at Noon** is valued. Our proposals will be sent to the Senate EPC by the Provost's Office the week of August 17.

For your convenience, I have attached the original email request with attachments to this message. An email acknowledgment will suffice if that reduces the burden.

Best,

Amanda

Amanda

From: Brantner, Amanda M <amandab@illinois.edu>
Sent: Friday, July 31, 2026 2:23 PM
To: DeVille, Lee Xavier <rdeville@illinois.edu>; Hur, Vera Mikyoung <verahur@illinois.edu>; Liang, Feng <liangf@illinois.edu>
Cc: Loewenstein, Jeff <jloew@illinois.edu>
Subject: Re: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (Math)

Hello. When time permits, we look forward to receiving your response to the below and are glad to address any questions you may have. We aim to secure a letter of acknowledgment from you to include with our proposals. We are targeting submission early next week and so, if possible, your response in support of that timeline would be wonderful.

An email acknowledgment will suffice if that reduces the burden.

Amanda

From: Brantner, Amanda M <amandab@illinois.edu>
Sent: Tuesday, July 21, 2026 4:23 PM
To: DeVille, Lee Xavier <rdeville@illinois.edu>; Hur, Vera Mikyoung <verahur@illinois.edu>; Liang, Feng <liangf@illinois.edu>
Cc: Loewenstein, Jeff <jloew@illinois.edu>
Subject: Notification and Request for Acknowledgment: Proposed BADM Department Restructuring & Rubric Change (Math)

Dear Lee DeVille, Vera Hur, & Feng Liang,

I am writing to notify you of a proposed academic unit restructuring currently under development within Gies College of Business and to request a letter of acknowledgment to support the campus review process. For your convenience, a draft letter of acknowledgment is attached. You are receiving this email based on your role as Department Head in CIM. If others should receive this message, please share it with them or reply to this email with additional or new contacts.

Gies Business is preparing proposals to restructure the current Department of Business Administration (BADM) into three academic departments:

- Information Systems, Operations, Supply Chain, and Analytics (IOSA)
- Management (MGMT)
- Marketing (MKTG)

This will be achieved via (1) a proposal for a new Department of Marketing, (2) a proposal for a new Department of Information Systems, Operations, Supply Chain, and Analytics, and (3) a proposal to rename what remains of the Department of Business Administration to the Department of Management. Attached you will find three drafted proposals as well as a comprehensive executive summary of this effort.

Briefly, the proposed restructuring follows recommendations arising from a recent academic program review and extensive faculty consultation. The proposed structure will strengthen faculty governance, improve departmental administration, and provide clearer disciplinary identities while maintaining continuity in academic programs, teaching, and research activities. The anticipated timeline for this new structure to take effect is August 2027.

Because your department currently offers programs, courses, or curricular pathways that reference or interact with BADM courses, we also want to make you aware that Gies Business anticipates a future transition from the BADM course rubric to new IOSA, MGMT, and MKTG rubrics. The rubric change does not change our commitments to offer our courses in your programs; it is simply a revision of the course rubric.

This rubric migration will occur through established campus curriculum processes and will involve additional communication and coordination with affected units. New rubrics are anticipated to take effect for Academic Year 2028 – 2029 requiring student communication and course registration beginning in Spring 2028. Included at the conclusion of this email is a table which details the BADM courses listed in the Course Catalog for programs under your department as well as the expected new rubric for each course. In addition, a complete crosswalk of all BADM courses is included attached for your reference.

At this stage, we are requesting acknowledgment of the proposed departmental restructuring and inviting any questions, comments, or concerns regarding potential impacts on your department, programs, students, or curricular requirements.

If you have no concerns regarding the proposal, we would appreciate a brief letter or email acknowledging the proposed restructuring and rubric change which will accompany our proposals. A brief draft letter of acknowledgment is attached in the event you find it helpful. **Receipt of your acknowledgement by Noon on Friday, July 31 will allow us to maintain our timeline.**

Thank you for your time and partnership. We are committed to working collaboratively with affected units throughout this process.

Sincerely,

AMANDA BRANTNER

Senior Director of Content & Educational Portfolio Strategy

Academic Program	Academic Program Code	Course Rubric	NEW RUBRIC
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Finance + Data Science, BS	10KM6076BS	BADM 275	IOSA 275
Finance + Data Science, BS	10KM6076BS	BADM 300	MGMT 300
Finance + Data Science, BS	10KM6076BS	BADM 310	MGMT 310
Finance + Data Science, BS	10KM6076BS	BADM 320	MKTG 301
Finance + Data Science, BS	10KM6076BS	BADM 449	MGMT 449
Accountancy + Data Science, BS	10KM6077BS	BADM 275	IOSA 275
Accountancy + Data Science, BS	10KM6077BS	BADM 300	MGMT 300
Accountancy + Data Science, BS	10KM6077BS	BADM 310	MGMT 310
Accountancy + Data Science, BS	10KM6077BS	BADM 320	MKTG 301
Accountancy + Data Science, BS	10KM6077BS	BADM 449	MGMT 449
Business + Data Science, BS	10KM6146BS	BADM 275	IOSA 275
Business + Data Science, BS	10KM6146BS	BADM 300	MGMT 300
Business + Data Science, BS	10KM6146BS	BADM 310	MGMT 310
Business + Data Science, BS	10KM6146BS	BADM 311	MGMT 311
Business + Data Science, BS	10KM6146BS	BADM 312	MGMT 312
Business + Data Science, BS	10KM6146BS	BADM 313	MGMT 313
Business + Data Science, BS	10KM6146BS	BADM 314	MGMT 314
Business + Data Science, BS	10KM6146BS	BADM 320	MKTG 301
Business + Data Science, BS	10KM6146BS	BADM 350	IOSA 350
Business + Data Science, BS	10KM6146BS	BADM 351	IOSA 351
Business + Data Science, BS	10KM6146BS	BADM 352	IOSA 352
Business + Data Science, BS	10KM6146BS	BADM 353	IOSA 353
Business + Data Science, BS	10KM6146BS	BADM 374	IOSA 374
Business + Data Science, BS	10KM6146BS	BADM 375	IOSA 375
Business + Data Science, BS	10KM6146BS	BADM 377	IOSA 377
Business + Data Science, BS	10KM6146BS	BADM 379	IOSA 379
Business + Data Science, BS	10KM6146BS	BADM 380	MGMT 330
Business + Data Science, BS	10KM6146BS	BADM 381	MGMT 331
Business + Data Science, BS	10KM6146BS	BADM 382	MKTG 314
Business + Data Science, BS	10KM6146BS	BADM 383	MGMT 333
Business + Data Science, BS	10KM6146BS	BADM 449	MGMT 449

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**Gies College
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