



WEATHERHEAD  
SCHOOL OF MANAGEMENT  
CASE WESTERN RESERVE  
UNIVERSITY

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May 29, 2012

Gary Chottiner  
Chair  
Faculty Senate

Dear Gary,

I write in support of the decision made by the Departments of Information Systems and Marketing and Policy Studies to merge. The new Department, to be called the “Department of Design and Innovation” is an exciting development as it brings together two faculties with common interests in value and venture creation in enterprises. Both faculties have spent a considerable amount of time in discussion, within and between departments, before making the decision.

While I see this decision as having a significant impact on our interdisciplinary offerings at the masters level, it is the potential for rigorous, issue-based research at the doctoral level that holds the most potential. I am enclosing letters from each of the two chairs, and their justification document for the proposed action.

This proposal was presented to the Weatherhead Faculty Assembly on April 30, 2012 and the faculty unanimously approved the merger.

Please do let me know if I may forward any additional documents for review.

Regards,

A handwritten signature in cursive script that reads "N. Mohan Reddy".

N. Mohan Reddy



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Richard J. Boland, Jr.  
Professor and Chair of Information Systems  
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N. Mohan Reddy  
Dean of the Weatherhead School of Management  
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Dear Mohan,

The faculty of the Department of Information Systems is unanimous in requesting that our department merge with the Department of Marketing and Policy Studies to form a single, multi-disciplinary Department of Design and Innovation in the Weatherhead School.

We are excited about the opportunities for creative research and teaching that the merger of our three disciplines (Marketing, Strategy and Information Systems) will enable. Our disciplines are the nexus of a firm's key capabilities, including: the deep knowledge of its environment, the intelligent design of products and services, the inventive applications of information technologies and the value creating interaction with customers.

We have discussed this proposed merger with the faculty of the Department of Marketing and Policy Studies at length, and have interacted with them intensely in both research and teaching during the last few years, to prepare the ground for merging.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dick Boland".

Dick Boland

April 28, 2012

To: Dean Mohan Reddy

From: Jagdip Singh, Chair, Marketing and Policy Studies

The faculty of the Marketing and Policy Studies department are recommending to merge with the faculty of Information Systems to form a single department under the name of Department of Design and Innovation.

This recommendation is a result of a deliberate and detailed process that started in August 2010 when the faculties from the two departments committed to exploring the possibility of a merger through a yearlong process of holding joint meetings and seminars. In September 2011, a concept document outlining faculty motivations and aspirations for a merged department with the working title of "Marketing, Strategy and Design" was jointly prepared by the two departments and voted by the faculty in the individual departments. This concept document is enclosed as Appendix I.

In the September 29, 2011 meeting of the faculty of the Marketing and Policy Studies department, the faculty voted 7 in favor of the concept document, while 4 were opposed and 1 abstained.

The concept document for the merger was subsequently discussed at the Weatherhead Faculty Assembly that met on December 8, 2011. The motion for merger of the Information Systems and Marketing and Policy Studies departments passed unanimously. The minutes of the Assembly meeting including the points of discussion at this meeting are enclosed as Appendix II.

Following the Assembly meeting, the two departments met several times during the Spring 2012 semester to generate department names and engage in a Delphi procedure for narrowing choices and, if possible, arriving at a consensus name. In each round of this procedure, faculty from both departments anonymously voted for their top 3 choices, and the results were used as feedback to narrow choices and proceed to the next round of anonymous voting. The first round was launched on February 17, 2012. The final round was completed on April 19, 2012.

In the final round, 9 faculty voted in favor of naming the merged department as the Department of Design and Innovation, while 4 faculty were opposed and 1 abstained.

Although a consensus was not achieved, a significant majority supported going forward with naming the merged department as the Department of Design and Innovation, which is the basis of this recommendation.

**Appendix I**  
**A Proposal to Merge the**  
**Department of Information Systems and the**  
**Department of Marketing and Policy Studies,**  
**Creating a new**  
**Department of Design and Innovation**

The Department of Information Systems (IS) and the Department of Marketing and Policy Studies (MAPS) are proposing to merge into a single Department of Design and Innovation (D+I). The merger will strengthen the Weatherhead School's reputation for bold and innovative scholarship that anticipates and leads emergent business practice.

Today's managers face complex and unprecedented challenges in achieving their fundamental purpose of creating value for customers, stakeholders and society. Traditional boundaries between the economic and the social, and between public and private, are blurred. Elements of systems that had been separate and autonomous are now interconnected and interdependent. Ever changing market environments demand agile managers capable of unrelenting innovations in products, services and organizational forms. They will be best served if business schools help them develop interdisciplinary, enterprise-wide perspectives on emerging issues and opportunities for creating value in turbulent environments.

The unique organizing vision of the Department of Design and Innovation is to bring together faculty from the distinct disciplines of information systems, marketing and strategy with a shared focus on:

- a. Creating knowledge for generating novel and valuable products, services and systems, rooted in open approaches to rigorous and relevant scholarship that crosses disciplinary boundaries in addressing the complex organizational problems of contemporary society.
- b. Developing organizational leaders who are skilled in blending theory and practice, and in designing innovative, value creating relationships with customers, stakeholders and society.

The information systems, marketing and strategy faculty are a unique combination of specialists in the core management processes of sensing changes in the environment, interacting with customers and markets, designing products and services, setting strategies for relating with competitors and customers, and designing rich information environments with intelligent systems.

The merging of IS and MAPS will strengthen Weatherhead's unique environment of cross disciplinary theory and scholarship that engages emerging problems in the world, and creates social and economic value in ways that overcome the silo-like boundaries to thought and action that limit organizations today.

Our proposal builds upon traditions and accomplishments of the school that are deeply rooted in its history. CWRU played a major role in founding the fields of operations research and organizational behavior, two keystones of WSOM which were inspired by and grew through interdisciplinary engagement with managers' problems of

practice. Those innovations are an important guide for our merged department's emphasis on engagement with the problems faced by organizations and society, and our emphasis on conducting interdisciplinary research that draws from the traditions and strengths of our separate disciplines. We believe that the Department of Design and Innovation will create a distinctive capability for research, teaching and service that will further distinguish Weatherhead from other schools of management.

We envision that the Department of Design and Innovation will foster and, over time, build a community of scholars who are adept at generatively connecting their commitment to interdisciplinary solutions with strong scholarship in their individual disciplines. These generative bridges of high impact scholarship will be built at the intersections of our faculty's diverse approaches to understanding business processes, including:

- 1) creating valued marketing relationships through customer connectivity, branding, and coproduction with stakeholders,
- 2) creating strategies for relating an organization to emergent business environments and for embedding a culture of value creation to guide an evolving organization, and
- 3) creating information environments, customer experiences, technologies and practices of service delivery and managing that enable intelligent enterprises.

Over the last few years, the IS and MAPS departments have established a record of successful collaborations around faculty research projects, joint research seminars, and participation in Doctoral programs. Faculty collaborations have resulted in coauthored NSF grant proposals and articles in top management journals. For the last 4 years, the two departments (along with the Organizational Behavior department) have collaborated in hosting Weatherhead's interdepartmental seminar series. Faculty from both departments have actively participated in designing and coordinating doctoral courses at Weatherhead, and they have collaborated in leading doctoral dissertation research.

The Department of Design and Innovation will thus provide an additional structure for strengthening Weatherhead's Ph.D. in Management program. It will build on its members' shared values of conducting problem-based research that is grounded in multi-method, interdisciplinary approaches. This will further distinguish WSOM as a leader in developing the type of doctoral training being called for today.

The Department of Design and Innovation will have the critical mass of senior and upcoming scholars to be a credible force on the international stage. The proposed department will have 10 tenured faculty and 5 untenured. We believe that its mixture of disciplines and diversity of experience will foster a coherent and powerful scholarly climate. Our objective is to be recognized globally as a distinctive force in management education and research that is founded on interdisciplinary, outward looking, faculty collaboratives that address deep problems confronting today's managers.

The proposed Department of Design and Innovation will strengthen Weatherhead's ability to develop future scholars and practitioners who display path-creating thought and action to better the lives of people, contribute to a just society, and maintain a sustainable environment.