

PARTNERING with the BUSINESS ACADEMY

CONTENTS

A. Introduction

B. Description of the Academy

C. Sample Research Projects

D. Letter of Intent

A. Introduction

The purpose of this packet is to provide information to organizations about the partnership *Business Academy*. The *Business Academy* partnership involves organizations functioning in the Texas economy and the Ph.D. graduate program in Human Resource Development at The University of Texas at Tyler.

The *Business Academy* is designed to address practical organizational problems through sound theory, research, and practice for the purpose of advancing the organization and increasing understanding of organizational problems.

The *Business Academy* is unique and a defining component of the new Ph.D. program in the College of Business and Technology. Premier doctoral students and university faculty members will be actively working with each *Business Academy* partner.

Please consider becoming a *Business Academy* partner.

*Jim L. Tarter, Dean
College of Business and Technology*

B. Description of the Academy

BUSINESS ACADEMY

for Performance, Learning, and Integrity

University of Texas at Tyler
College of Business and Technology
3900 University Blvd.
Tyler, Texas 75799

What is the *Business Academy*?

The *Business Academy for Performance, Learning, and Integrity* is a partnership of scholars and practitioners. The *Business Academy* partnership is committed to linking practice and research for the purpose of advancing organization, work process, team, and individual contributor performance improvement through developing and unleashing human expertise.

The *Business Academy* is sponsored by the Ph.D. in Human Resource Development program within The University of Texas at Tyler and the Texas business community. Research and development projects focused on practical performance, learning, and integrity problems/issues of the partnering organizations are the focus of the *Business Academy*.

How does the *Business Academy* work?

Briefly, *Business Academy* sponsors commit for a two-year period. During the two-year cycle, each partnering organization:

- has applied researchers on-site for half time for 2 years.
- has 2-3 company-specific studies completed and published (no disclosure or proprietary information)
- is a member of a *Business Academy* (each Academy generally includes 12 people; 6 partnering organization representatives- 2 from each of the partnering organizations; 3 graduate student researchers, 1 per partnering organization; 3 university faculty members, 1 per partnering organization).
- shares their non-proprietary learning from the company-specific projects with *Business Academy* members, integrates core learning, and occasionally sponsors research projects that transcend the three Business Academy partners.
- essentially funds the Graduate Research Fellowship for 24 months that carries the business partner's name (e.g. The Arrow Corporation Research Fellowship).

The first *Business Academy* team will begin work September 2007. There will be 3 partnering organizations in each Academy. Your organization has the opportunity to be a charter member of the first *Academy*. Stimulating *Business Academy* seminars conducted during the academics year semesters will be at the center of a *Business Academy* learning community. Core learning and core research questions will emerge from these critical seminars.

Dr. Richard A. Swanson, Distinguished Research Professor of Human Resource Development and the Sam Lindsey Chair at The University of Texas at Tyler will provide guidance to the overall *Business Academy* research effort. Professor Swanson is a nationally recognized scholar and consultant in organizational performance improvement. Dr. W. Clayton Allen, Professor and Chair of the Department of Human Resource Development and Technology, will provide administrative and financial oversight to the *Business Academy*.

Expectations of Company Representatives serving as *Business Academy* Members

1. Develop and maintain company support for the *Business Academy*.
2. Participate in the selection of high quality Ph.D. student researchers for their company.
3. Provide internal support and assistance for the identification of important company research and development problems and for carrying out the studies to completion.
4. Participate in the *Business Academy* seminars each semester and support core efforts of the *Business Academy*.
5. Co-author reports and/or manuscripts resulting from the research and development efforts while protecting organizational proprietary information.
6. No financial compensation will be provided to the company representative for this effort, and expenses will be covered when appropriate by the project account.

Expectations of University Faculty serving as *Business Academy* Members

1. Maintain university and programmatic support for the *Business Academy*.
2. Recruit and participate in the selection of high quality Ph.D. student researchers for the *Business Academy*.
3. Provide external support and assistance to the research and development process.
4. Participate in the *Business Academy* semester seminars and support core efforts of the *Business Academy*.
5. Co-author reports and/or manuscripts resulting from the research and development efforts.
6. No salary compensation will be provided to University faculty for this effort, and expenses will be covered when appropriate by the project account.

Expectations of Research Associates serving as *Business Academy* Members

1. Assume leadership responsibility, with the company representative, for the success of company-specific research and development projects.

2. Maintain a primary work and study commitment to the *Business Academy* including significant on-site time with the assigned business (no outside employment beyond Academy and University).
3. Contribute to all phases of *Business Academy* work.
4. Completion of a minimum of one research and development project each 12 months including formal project reports to the *Business Academy*.
5. Monthly progress reports to her/his company representative and faculty advisor.
6. Co-author publishable reports and/or manuscripts for each research and development project with company representative and faculty advisor.
7. Maintain full-time graduate student status in HRD and maintain good academic standing.
8. Commit to the *Business Academy* for two years for 50% employment in return for financial compensation.

Cost

The annual business partner donation for participation in the *Business Academy* is \$50,000 with a minimum 2-year commitment for \$100,000. Donation schedules will be established to accommodate the partners. The majority of the money is used for salary and tuition for the researcher serving the member company on-site

For More Information, Please Contact:

Dr. Richard A. Swanson, Distinguished Research Professor of Human Resource Development and the Sam Lindsey Chair

Cell Phone: 651-247-4722

Dr. W. Clayton Allen, Professor and Chair

Human Resource Development and Technology

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C. Sample Research Projects

The *Business Academy* by-line contains the words "performance, learning, and integrity." Each of these words is quite broad. The intent is to recognize that organizations are human-made entities and that as socio-technical systems, organizations rely on human beings to function in the milieu of their organizations, their jobs, and the larger external environment.

Business Academy projects will ultimately be focused on partnering organization concerns. The list that follows is simply some research areas that may or may not reflect the concerns of a specific *Business Academy* partner.

Performance

- Scenario planning as a major input to strategic planning.
- Financial assessment of human capital investments
- Documenting and improving work processes.
- Emotional intelligence related to managerial performance.
- Self-managed work teams.

Learning

- Responsible leadership theory as a guide to developing organizational leaders.
- Benchmarking quality improvement practices in related organizations.
- Determining training requirements in response to expansion, downsizing, and change.
- High-technology training problems and solutions.
- Appropriate use and integration of e-learning

Integrity

- Culture survey through the eyes of managers, employees, and customers.
- 360 degree assessment of individual contributor performance.
- Effective employee suggestion systems.
- Diagnosis of work system breakdowns.
- Quality of work life.

D. Letter of Intent

Date:

RE: Business Academy

Participating Parties:

University of Texas at Tyler
College of Business and Technology
Department of Human Resource Development and Technology
3900 University Blvd., Tyler, Texas 75799

and

Realm of Agreement and Commitment:

Business Academy for Performance, Learning, and Integrity (as described in the 3-page attachment)

Nature of the Agreement and Commitment:

The University of Texas at Tyler and _____ agree to cooperate in carrying out a Business Academy for a 2-year time period starting on September 1, 2007.

_____ agrees to donate \$50,000 a year for two years, a total of \$100,000. A minimum of \$25,000 will be transmitted by September 1, 2007 and the remaining payments will be made according to a mutually agreed upon schedule.

The University of Texas at Tyler agrees to provide all services specified in the Business Academy 3-page description attached to this agreement letter. Furthermore, both parties agree to follow-up with additional agreement documentation as required by their organizations.

Signatures of Agreement and Approval:

University of Texas at Tyler

Date

Date

Attachment - Description of the Academy (3 pages)