

U.S. International Cooperation Administration

REPORT ON SURVEY OF NATIONAL HIGHER EDUCATION  
IN THE REPUBLIC OF KOREA

SUPPLEMENTARY MEMORANDUM OF EXPLANATION

October, 1960

General

The program of explanation of the Survey Report recently completed at the National Universities and Colleges has emphasized the need of a supplementary memorandum for a better understanding of those recommendations relating to

1. The proposed Board of Regents for National Higher Education.
2. The internal organization of National Universities and Colleges.
3. The substitution of a faculty consultation plan in lieu of the existing secret ballot procedure.
4. The preparation and administration of budgets.
5. The union of agricultural instruction, research and extension in the Colleges of Agriculture.
6. The relocation of the Seoul National University College of Veterinary Medicine to Suwon.

These recommendations are, in large measure, interrelated and interdependent and in the judgment of the Survey Group are of such importance that they have been accorded the highest priority in long range planning for national higher education in Korea.

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Board of Regents for National Higher Education in Korea

On pages 4, 5, and 6 of the Report the Survey Group recommends that:

1. There be established in the Ministry of Education under the general direction of the Minister a Board of Regents vested with the authority and charged with the responsibility of management of all nationally supported universities, colleges and normal schools.

The management, as here used, contemplates determination on a high policy level of matters relating to organization, finance, quotas, administrative procedures, and staff appointments, promotions and removals for cause. The accomplishment of policy decisions in these areas would become the operating day-to-day responsibility of university, college and school administrative officers.

2. The Board of Regents be composed of 12 members, selected from the general citizenship outside of the national government service in the general fields of education, business and the professions and representative, so far as feasible, of the several provincial geographical areas.

The purpose here is to enlist the interest, support, counsel and guidance of distinguished public-spirited citizens on a policy-making level who will bring to public higher education experience and judgment acquired in the various callings and who work and reside in the several provinces. Public higher education should and does serve education, business, finance and all the professions on a national basis.

3. The term of office of members of the Board of Regents be six years, except, however, that on inception four members be appointed for terms of two years, four for four-year terms, and four for the usual six-year term.

The purpose here is two-fold. The term should be long enough to insure continuity of policy and at the same time to make the Board responsive to public interest and needs..

4. Members of the Board of Regents be appointed on nomination of the Minister of Education and the President of the Republic, subject to confirmation by the Assembly.

This is a public body, exercising a public function and the membership should be acceptable to both the executive and legislative branches of government. In the preparation of his nominations it is suggested that the Minister seek the advice and counsel of representative organizations and associations, both lay and professional.

5. The Regents serve without compensation but be reimbursed for travel expenses.

Service on this Board is not employment, but public service. Expenses of rendering the public service should, however, be provided.

6. The Board of Regents elect a chairman and a vice chairman from its membership and establish the bylaws for the transaction of its business, which bylaws should include provision for monthly meetings.

Within the framework of government, the Board should be given a wide latitude of freedom. The importance and volume of business to be transacted indicate monthly meetings, as a minimum.

7. The Chief of the Bureau of Higher Education in the Ministry of Education be ex officio secretary of the Board of Regents.

This provision would provide liaison between the activities of the Board and the responsible Ministry.

In our discussions with administrative and faculty personnel at the national schools, colleges and universities we have identified several matters related to the Board which we believe require more detailed explanation.

#### Responsibilities for National Higher Education

The Survey Group believes that although full responsibility for the national system of higher education under the proposal rests with the Minister of Education and the Board of Regents, effective and efficient operation and management cannot be expected unless there is some division and allocation of this responsibility. It is our suggestion that the Board reserve to itself certain areas of responsibility and delegate certain others to the university and college administrations, the faculties and the students.

#### A. Responsibilities reserved by the Board of Regents

1. Approval of organizational changes including the establishment of new colleges, departments, schools, divisions and sections.
2. Appointments and promotions of:
  - a. Academic staff with tenure, i.e., associate professors and professors and teachers in attached elementary, middle and high schools. (See recommendation 4 on page 13 of the Survey Report.)
  - b. College deans and other major administrative officers with the exception of university presidents.
3. Recommendations to the Minister of Education and the President of the Republic for appointments of national university presidents.

4. Establishment of general policies pertaining to staff perquisites such as insurance, retirement, etc.
  5. Review and approval of legislative requests and internal budgets.
  6. Preparation of an annual financial report for the national system of higher education.
  7. Establishment of student tuition and fee levels in all national institutions of higher education.
  8. Approval of curricula, curricular requirements, degrees, degree requirements, entrance requirements, and student and staff quotas in all national higher educational institutions.
  9. Inter-institutional relationships, functions, and activities.
  10. Prior review and approval of all new construction and major rehabilitation projects, with plans, specifications, bids, contracts, and supervision the subsequent responsibility of the national institutions involved.
  11. Review of institutional periodic reports on budgets, student enrollments and progress, teaching salaries and loads, and plant utilization.
- B. Responsibilities delegated to university and college administrations, subject to Board of Regents general policies and the availability of funds.
1. Staff appointments and promotions in non-tenure positions, for example, assistant professors, instructors, and teaching and research assistants.
  2. Recommendations, after consultation with appropriate faculties, to the Board of Regents for appointments and promotions of academic staff in tenure positions, for example, associate professors and professors.
  3. Recommendations to the Board of Regents after faculty consultation for appointment of deans and department heads.
  4. Staff teaching and research assignments.
  5. Student class and laboratory assignments.
  6. Student health services, housing and feeding.
  7. Institutional academic and administrative research on an all-university basis.
  8. Press and publications (other than student).
  9. Public concerts, lectures, and museums.
  10. Alumni and public relations.

11. Financial and general business affairs, including budgets, accounting, audits, collections, payments, purchases, stores, inventories, and non-academic personnel.
  12. Physical plant operation and maintenance including custodial services, building and grounds maintenance, guards, and motor pool.
- C. Responsibilities delegated to faculties in national universities, colleges, and schools, subject only to Board of Regents general policies and the availability of funds.
1. Student selection and admissions.
  2. Student progress, discipline, counselling, advising and placement.
  3. Student scholarships.
  4. Curricular offerings and content.
  5. Course offerings and content.
  6. Degree requirements and degrees.
  7. Instructional methods and aids.
  8. Research programs.
- D. Responsibilities delegated on a participation basis to students, subject to Board of Regents general policies and to administrative and faculty supervision.
1. Student discipline.
  2. Student organizations and government.
  3. Student activities, including social, scholarship, and athletic.
  4. Student publications.

#### Organization of the Board of Regents

Procedural rules and regulations essential to the proper conduct of business by the Board of Regents are customarily included in its bylaws. The following proposed statement of bylaws incorporates suggestions regarding meetings, officers, and committees of the Board.

BYLAWS OF THE BOARD OF REGENTS  
FOR NATIONAL HIGHER EDUCATION IN KOREA

Meetings

1. Regular meetings

The annual meeting of the Board shall be held on \_\_\_\_\_ of each year. At the annual meeting the board may set its schedule of meetings for the year.

2. Special meetings

Meetings of the board may be called by the chairman of the board or by any seven members at such time and place as they may deem expedient. A majority of the board shall constitute a quorum for the transaction of business.

3. Place of meetings

The board shall hold its meetings in Seoul, provided, however, that at least one meeting each calendar year shall be held on the campus of each national university outside of Seoul.

4. Quorum

A majority of the entire board shall be necessary to constitute a quorum. A smaller number may receive the reports of committees and declare an adjournment; and if a majority of the members of the executive committee are present, those present may resolve themselves into a meeting of that committee.

5. Business before the board

The national universities and independent colleges, and schools having matters for consideration by the board of regents shall submit them in writing to the secretary of the board at least fourteen days before the date of the meeting of the board at which action is expected. The chairman may then refer these matters to the proper committee in order that the committee may report thereon to the board.

6. Agenda

First in the order of business shall be those policies and actions relating generally to all national institutions. This shall be followed by separate agenda for each of the national universities, colleges and schools.

7. Presence of institutional personnel

Presidents of the five national universities shall be present at all regular meetings of the board. National university business officers shall be present when matters of finance and physical plant relating to their institutions are to be considered. Deans and principals of separate national colleges and schools should be present on invitation of the board.

8. Rules of procedure

All business coming before the board shall be conducted according to the rules of parliamentary procedure except as modified by the board. Each member of the board who is present shall vote on every question, unless excused from voting by the board. The ayes and noes shall be called and entered upon the request of any member of the board.

9. Minutes of proceedings

Minutes of the proceedings of the board shall be kept by the Secretary. He shall cause them to be reproduced and preserved. At least two copies shall be delivered to each national institution in the system, one of which copies shall be filed in the central library. As soon as practicable after the record of proceedings has been perfected, the secretary shall transmit to each member of the board of regents a copy of such record. All lengthy reports should be referred to in the minutes, and shall be kept on file as part of the records of the board. Such reports need not be incorporated in the minutes unless so ordered by the board.

Officers of the Board

1. Enumeration

The officers of the board shall consist of chairman, vice chairman, secretary and assistant secretary. The chairman and vice chairman shall be elected from the members of the board and the Chief of the Bureau of Higher Education in the Ministry of Education shall be the ex-officio secretary. The assistant secretary need not be a member of the board.

2. Mode of election and term

The officers of the board shall be elected by the board at the annual meeting.

3. Vacancies

In the event of a vacancy in any office of the board an election may be held for the unexpired term at any regular or special meeting of the board.

4. Duties of the chairman of the board

The chairman of the board shall perform such duties as devolve upon him by law. He shall preside at all meetings of the board but at his request or in his absence the vice chairman shall act.

5. Vice chairman

The vice chairman shall in the absence of the chairman perform all the duties of the chairman and shall at any time perform such duties as the board may direct.

6. The secretary and the assistant secretary

It shall be the duty of the secretary to record all the proceedings of the board and carefully preserve all its books and papers, and to perform such other duties as the board may direct.

In the absence of the secretary, his duties shall be performed by the assistant secretary.

Committees of the Board

1. Standing committees

There shall be the following standing committees:

Executive  
Finance  
Personnel  
Physical plant

2. Manner of appointment

The chairman shall appoint all committees except as otherwise ordered by the board. The standing committees of the board shall be appointed at the annual meeting. The chairman shall fill vacancies arising from any cause whatsoever. The chairman of the board shall be a member ex officio with power to vote, of all committees.

3. Special committees

Special committees may be appointed at the will of the board to consider special subjects.

4. Membership

The executive committee shall be composed of five members of the board of regents. The chairman of the board shall be a member and act as chairman of the committee.

The other standing and special committees shall be of the number determined by the board.

5. Meetings

Meetings of the committees may be called by the chairman and shall be called by the chairman upon the request of two members of the committee or upon the request of the chairman of the board. Whenever a meeting of any committee of the board is duly called, and one or more members of the committee meet, any member of the board not a regular member of the committee, who is present, may sit with the committee, and be deemed a member with all the powers of a regular member.



## 6. Minutes of proceedings

The secretary of the board shall be the secretary of all standing and special committees. He shall keep the minutes of the meetings and when directed by the board shall cause them to be reproduced in the same form as the minutes of the board of regents, preserve them among the records of the board, and distribute them to the universities, colleges and schools.

## 7. Duties

The duties of the several standing committees shall be those indicated below and all actions of these committees shall be reported to and be subject to approval of the board of regents except as otherwise directed by the board.

The Executive Committee shall represent and act for the board during intervals between meetings. It shall have special responsibility for matters concerned with inter-institutional relationships, functions, and activities.

The Finance Committee shall have general supervision over the business affairs of the national universities, colleges, and schools. Its special responsibilities shall include review and recommendations to the board for approval of legislative and internal budgets, levels of tuitions and fees, curricula, curricular requirements, degrees, degree requirements, entrance requirements, and student quotas. It shall also be responsible for preparing and submitting to the board for approval the annual financial report covering all national higher educational institutions.

The Personnel Committee shall have general supervision over personnel policies and practices in the national universities, colleges, and schools. Its special responsibilities shall include recommendations to the board for approval of appointments of college deans and major administrative officers, of appointments and promotions of academic staff with tenure, of organizational changes involving new or discontinued departments, colleges and positions, and of policies pertaining to staff perquisites. It shall also be responsible, in consultation with the appropriate university faculty committees, for nomination to the board of candidates for university presidencies, which board, in turn, is responsible for nomination to the Minister of Education and the President of the Republic.

The Physical Plant Committee shall have general supervision over the location and construction of new buildings and over major additions and improvements to land and buildings.

### Amendment to Rules

The rules may be amended by a majority vote of the whole board at any meeting, provided, however, that notice of any proposed change must be given in writing to the members of the board at least one week in advance of the meeting scheduled to consider such changes.

Organizational Charts  
Seoul National University

as Proposed in the Report on  
Survey of National Higher  
Education in Korea

Minister of Education

Board of Regents  
(National Higher Education)

President of University 1001

Alumni and Public  
Relations-Director 1004

Academic Administration  
Vice President 1002

Business Administration  
Vice President 1003

Advisory Councils

1. Administrative
2. Faculty
3. Parents
4. Non-Academic personnel

College of Agriculture  
Dean 2001

College of Commerce  
Dean 2101

College of Fine Arts  
Dean 2201

College of Engineering  
and Science  
Dean 2301

College of Law  
Dean 2401

College of Liberal  
Arts and Sciences  
Dean 2501

College of Medicine  
Dean 2601

College of Music  
Dean 2701

College of Education  
Dean 2801

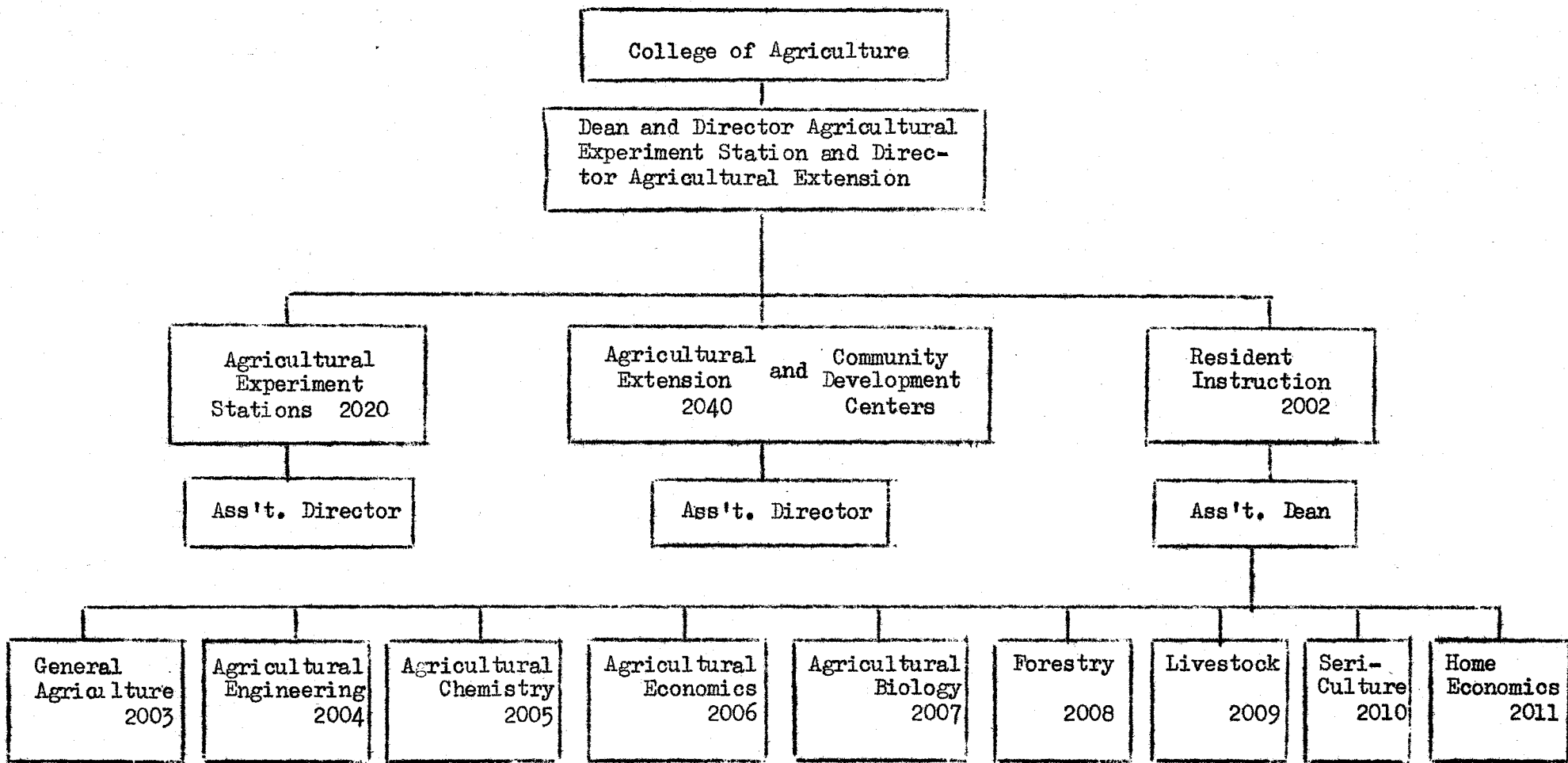
College of Dentistry  
Dean 2901

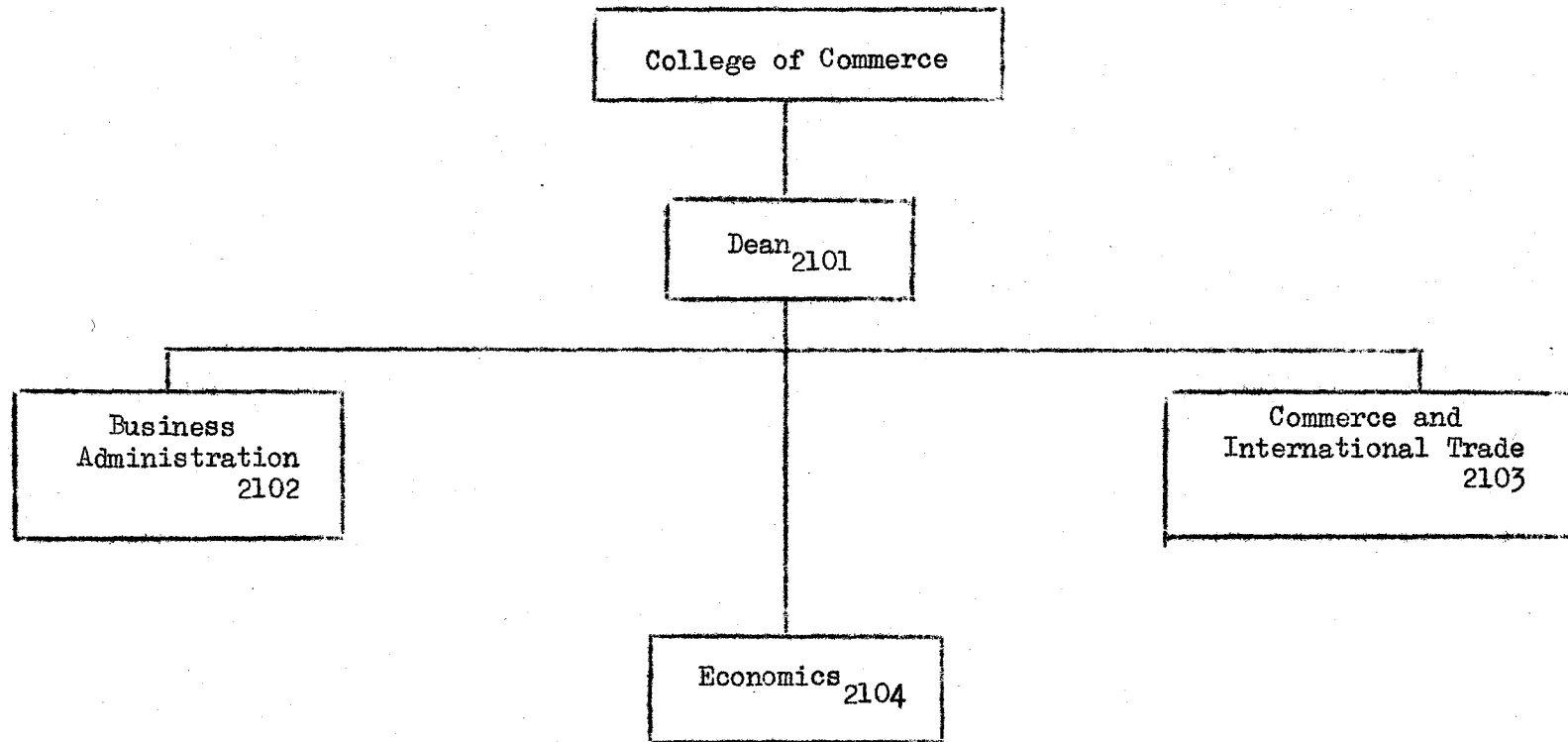
College of Pharmacy  
Dean 3001

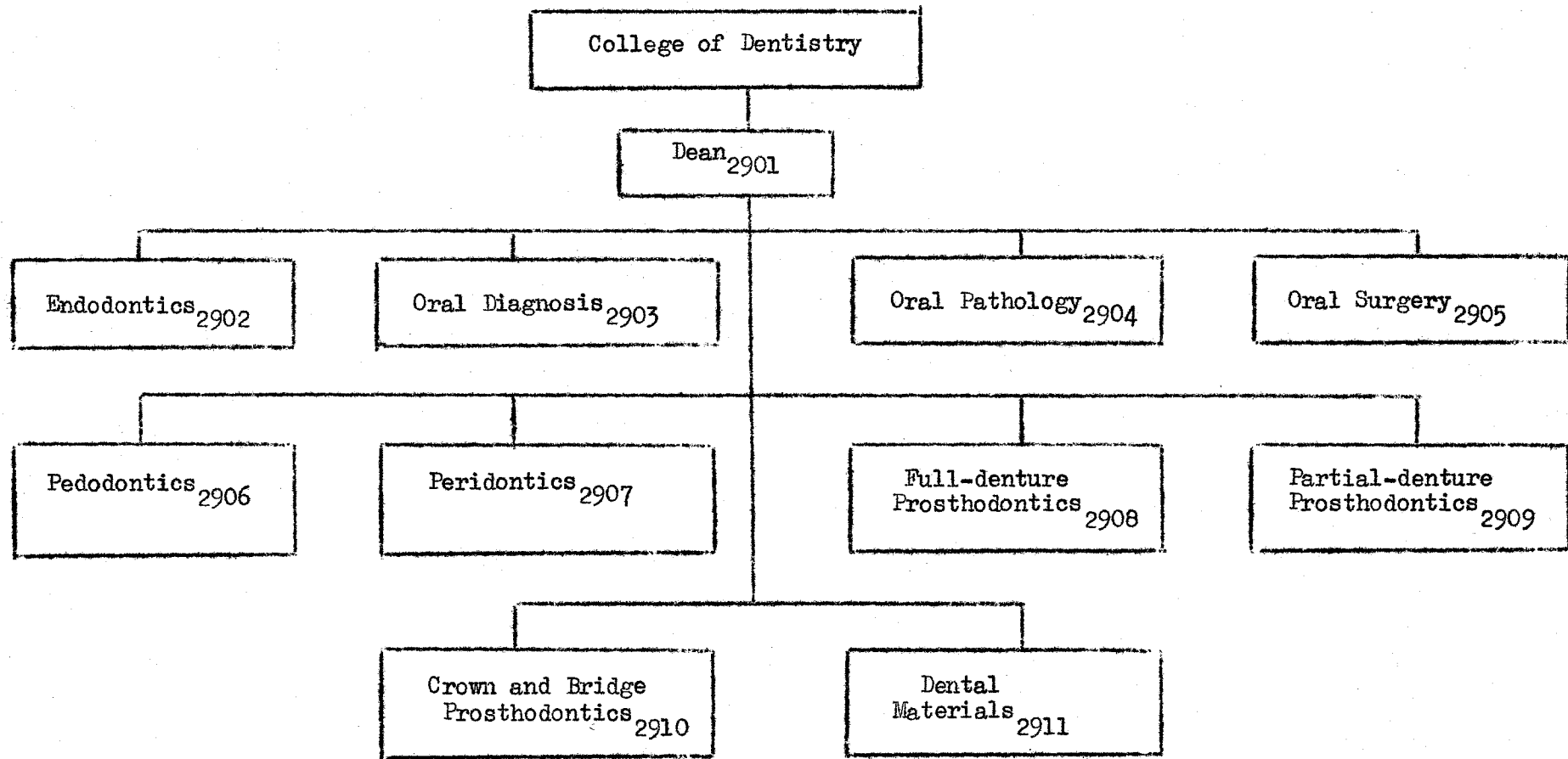
College of Veterinary  
Medicine  
Dean 3101

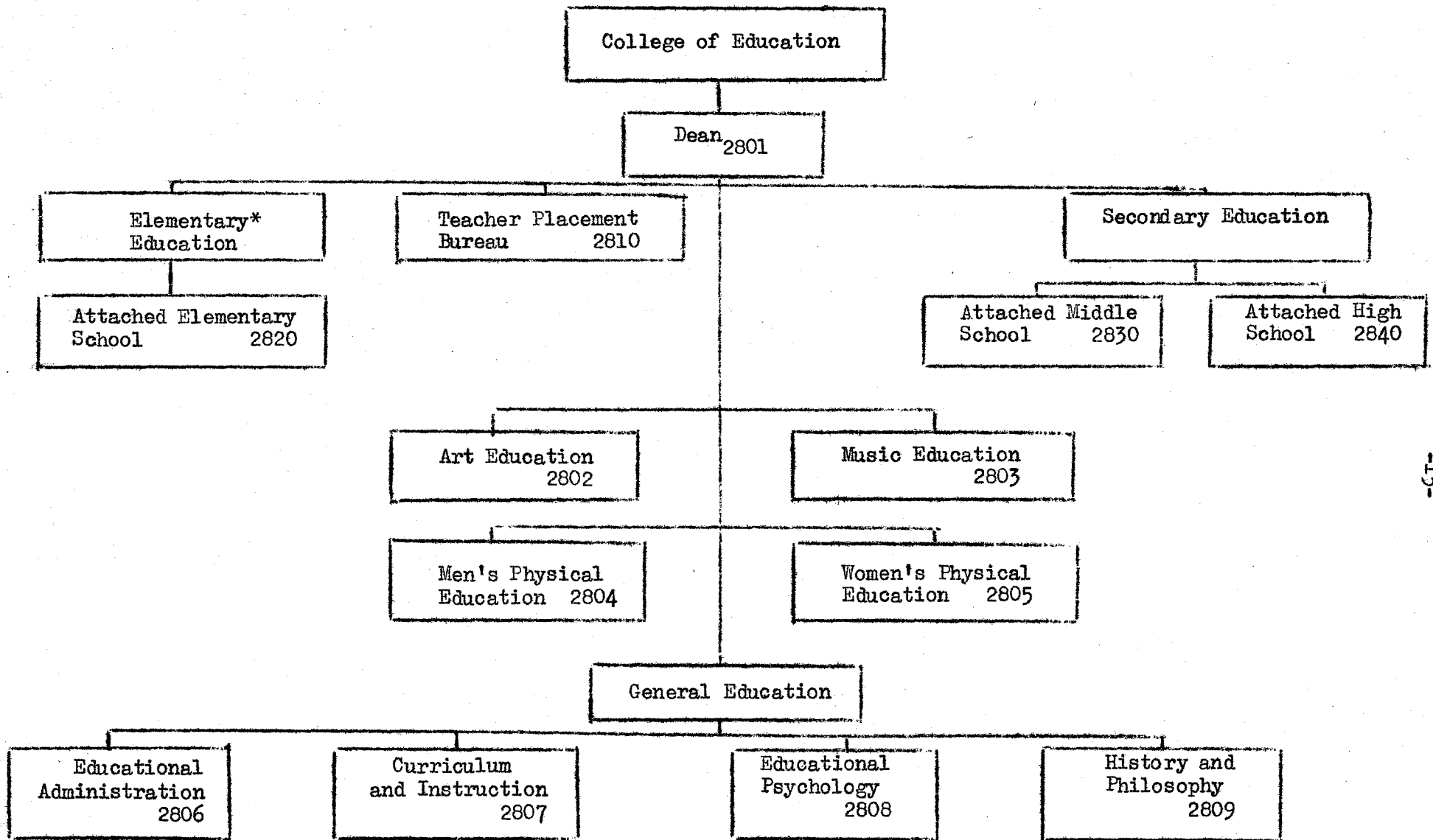
Graduate School

Dean 3201

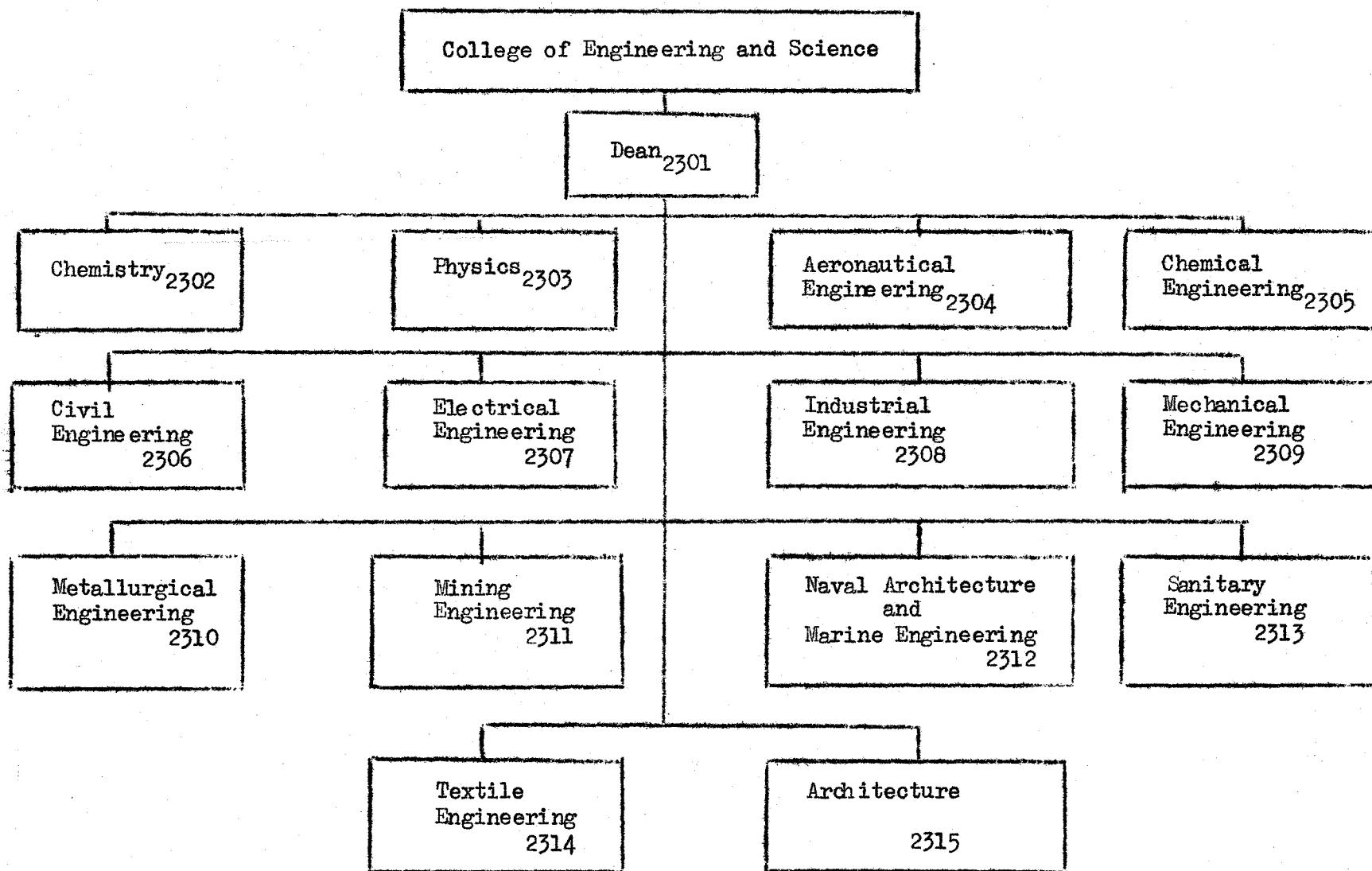




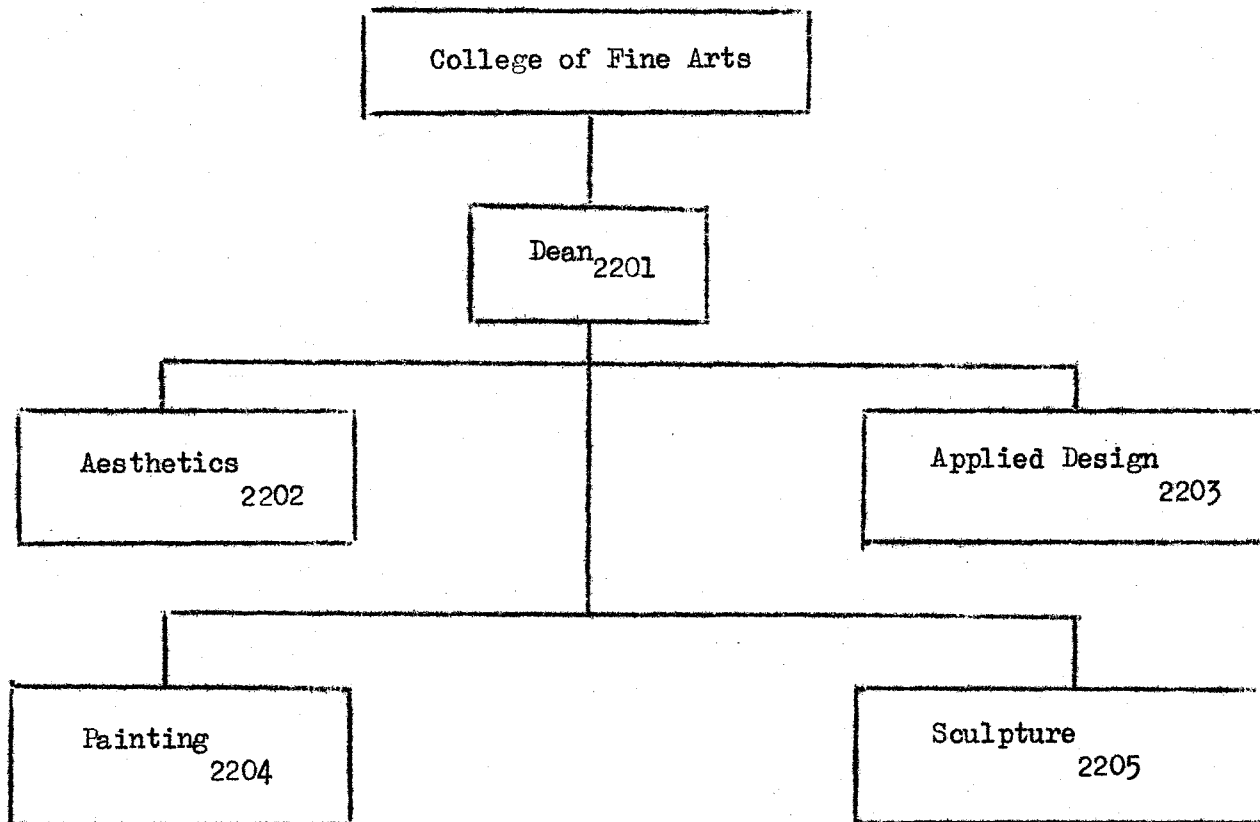


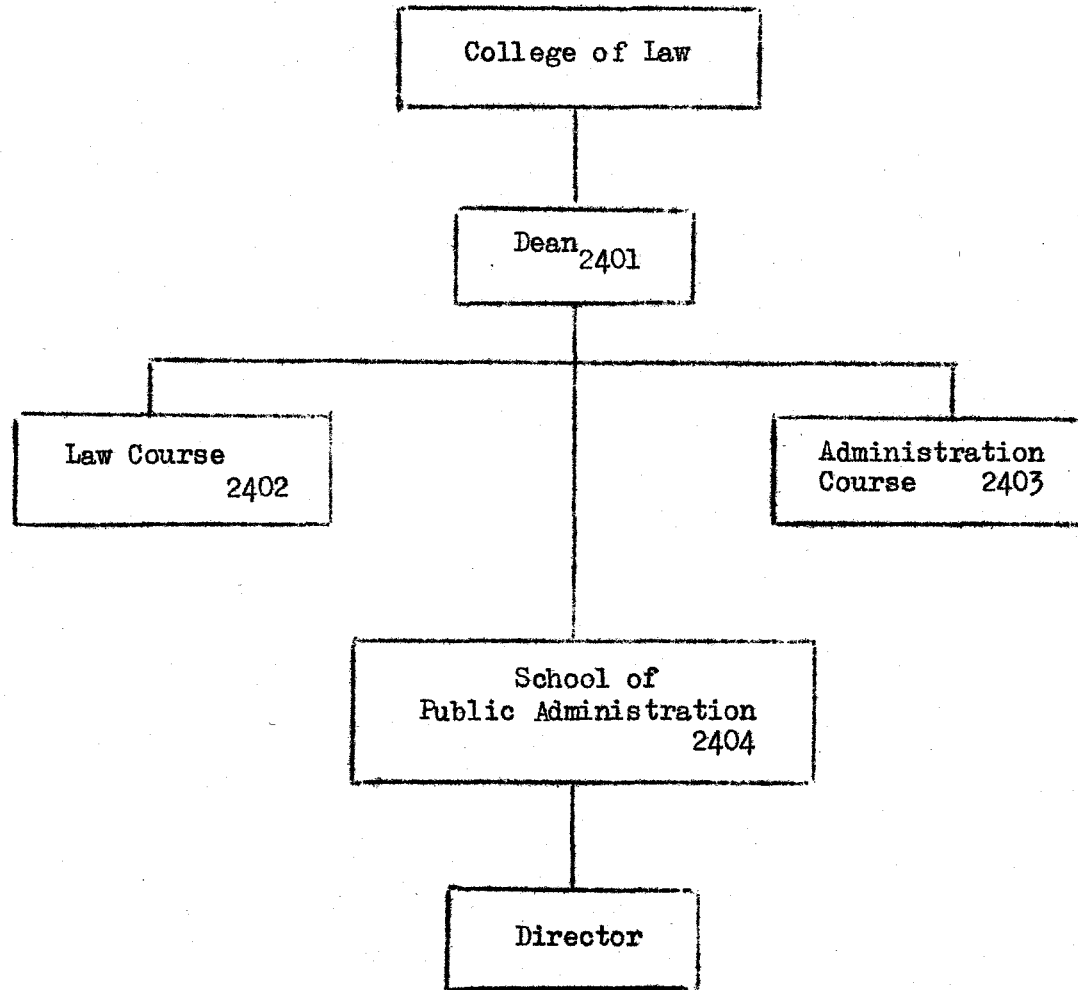


\*This unit is presently the Seoul Normal School. It is recommended that this Normal School, when upgraded, become an organizational unit of the College of Education as shown.



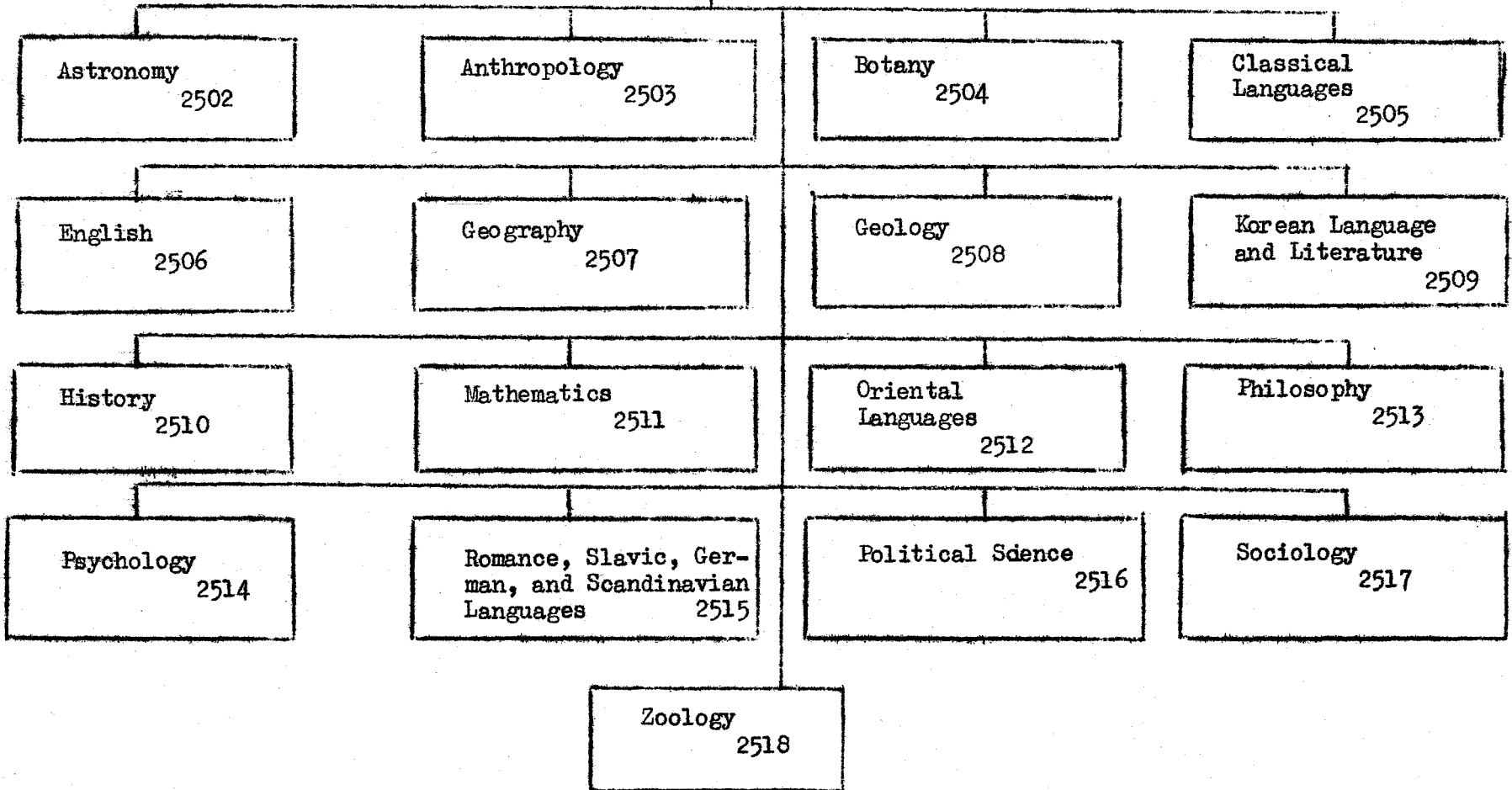


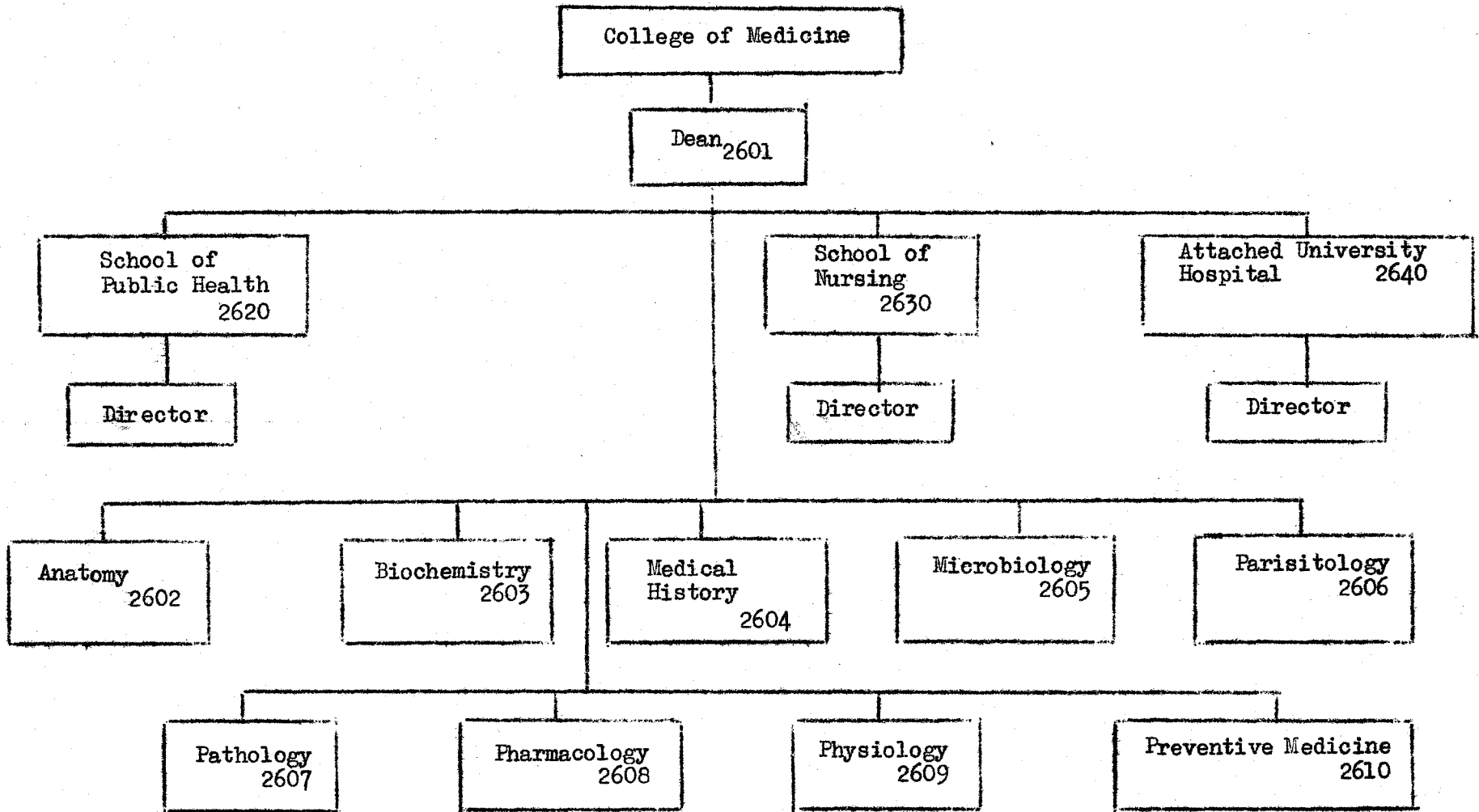


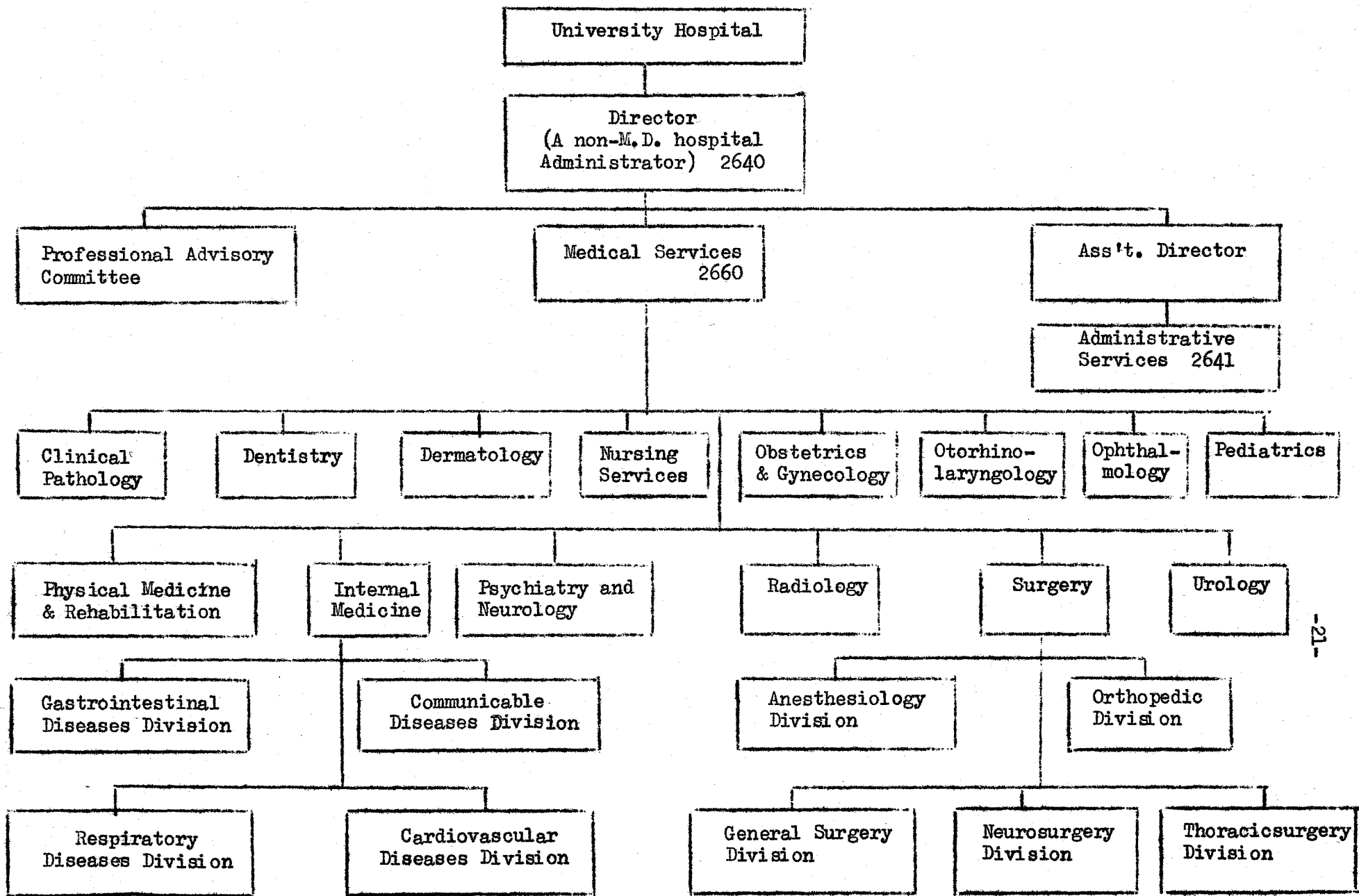


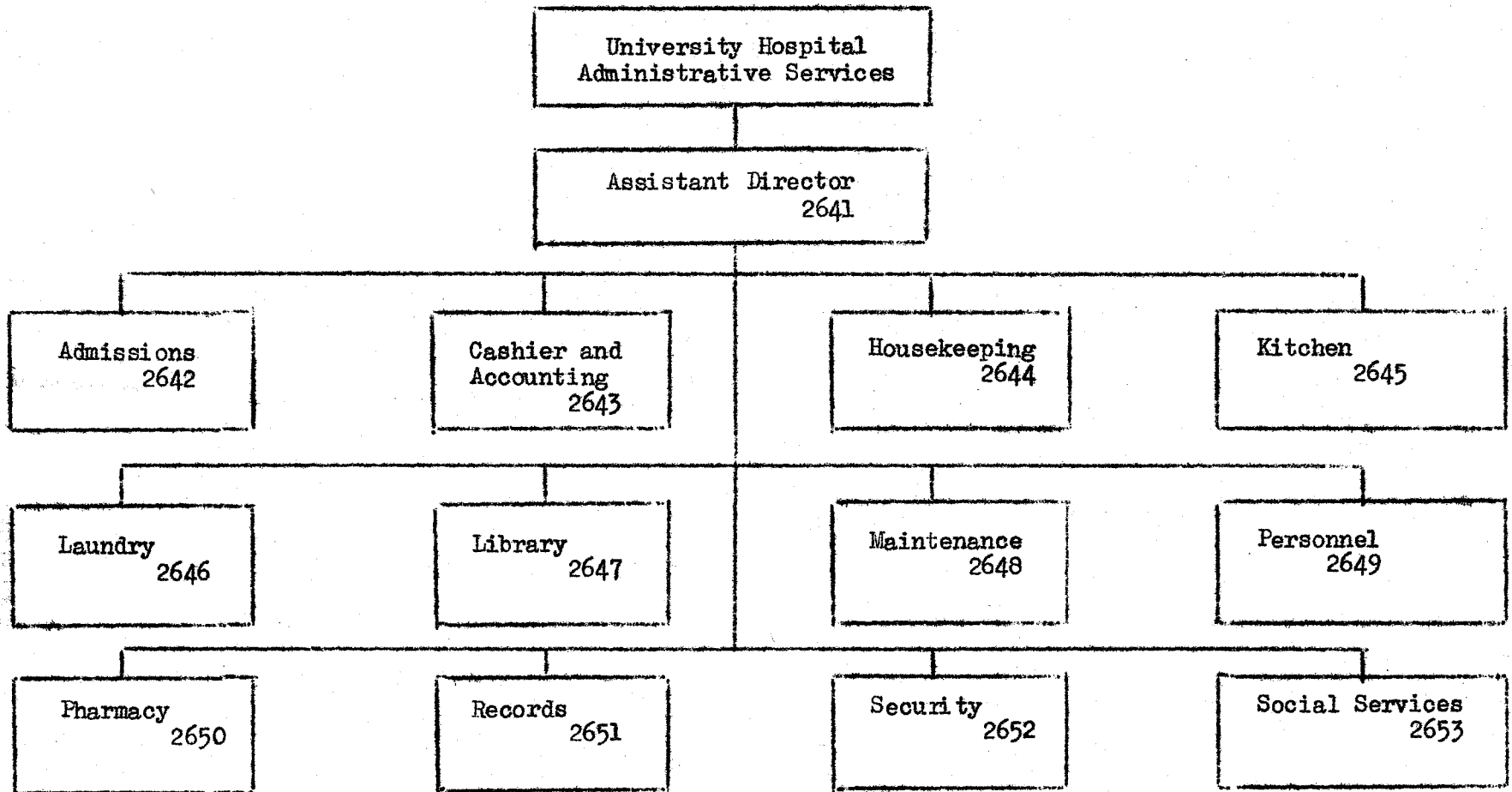
College of Liberal Arts and Science

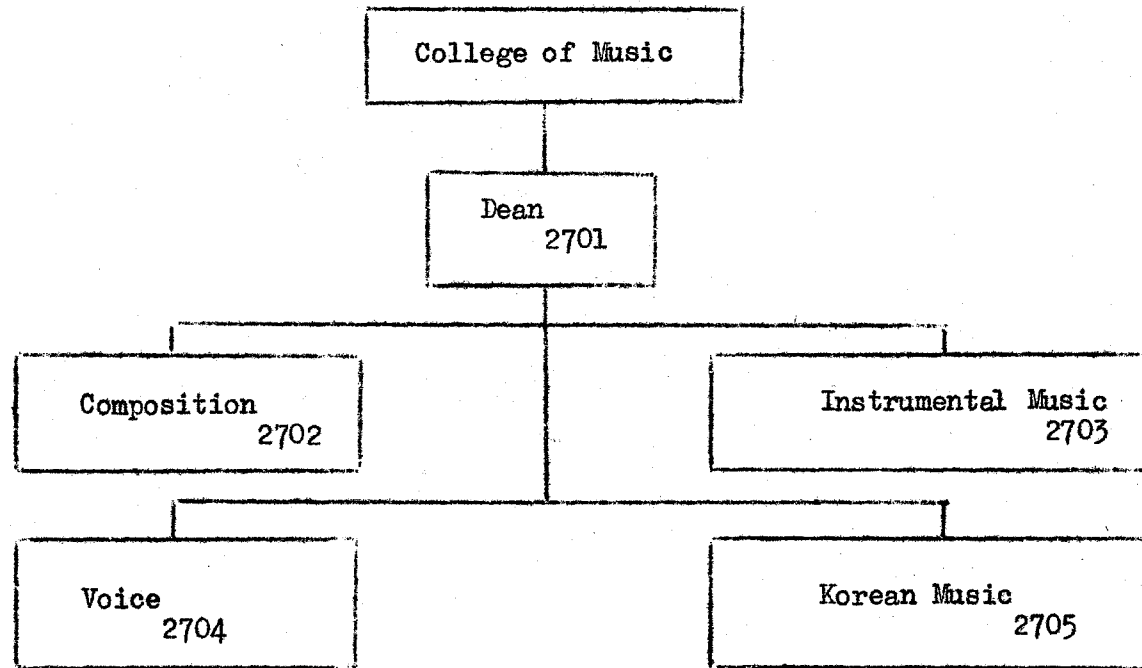
Dean 2501

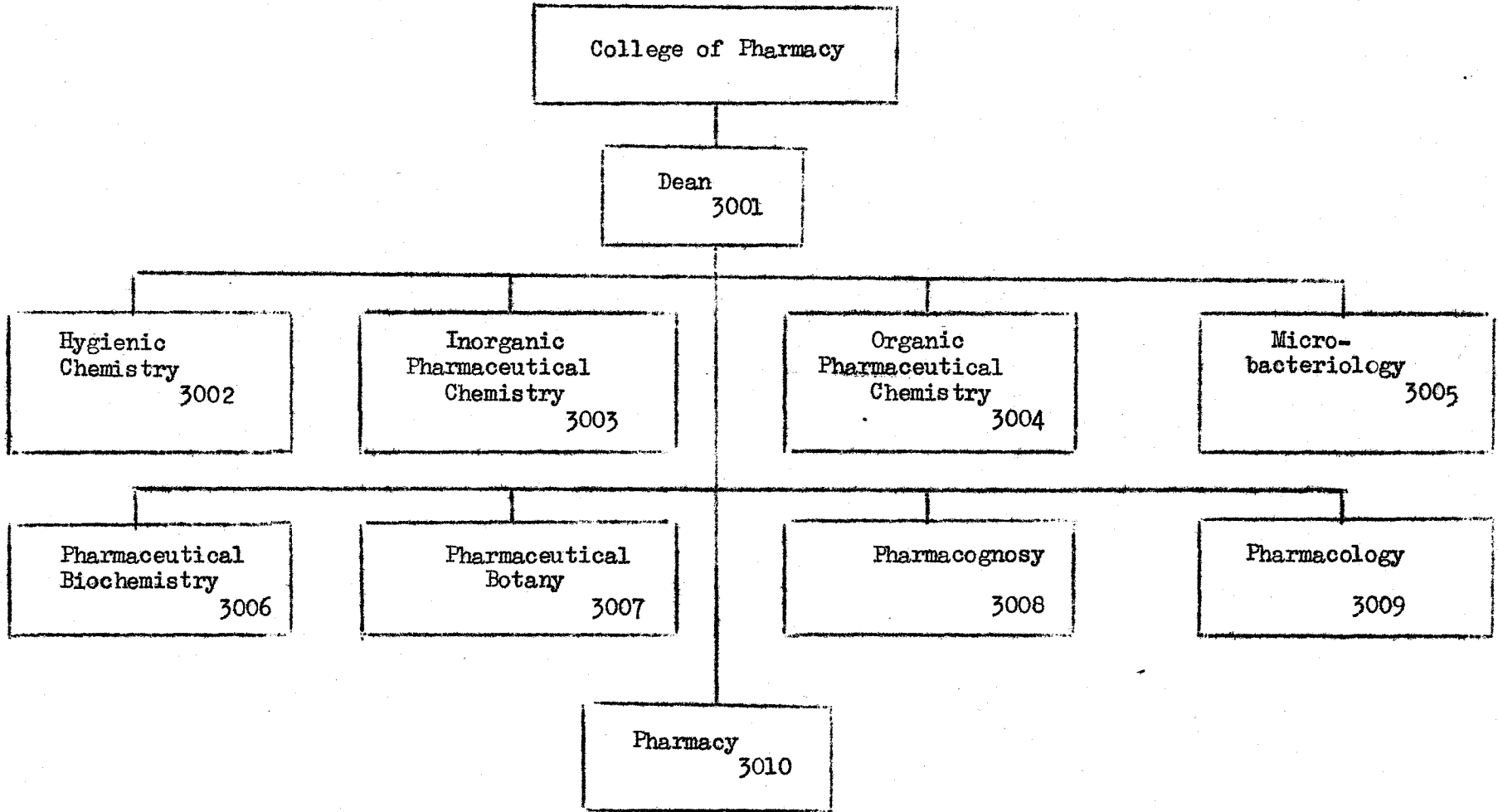




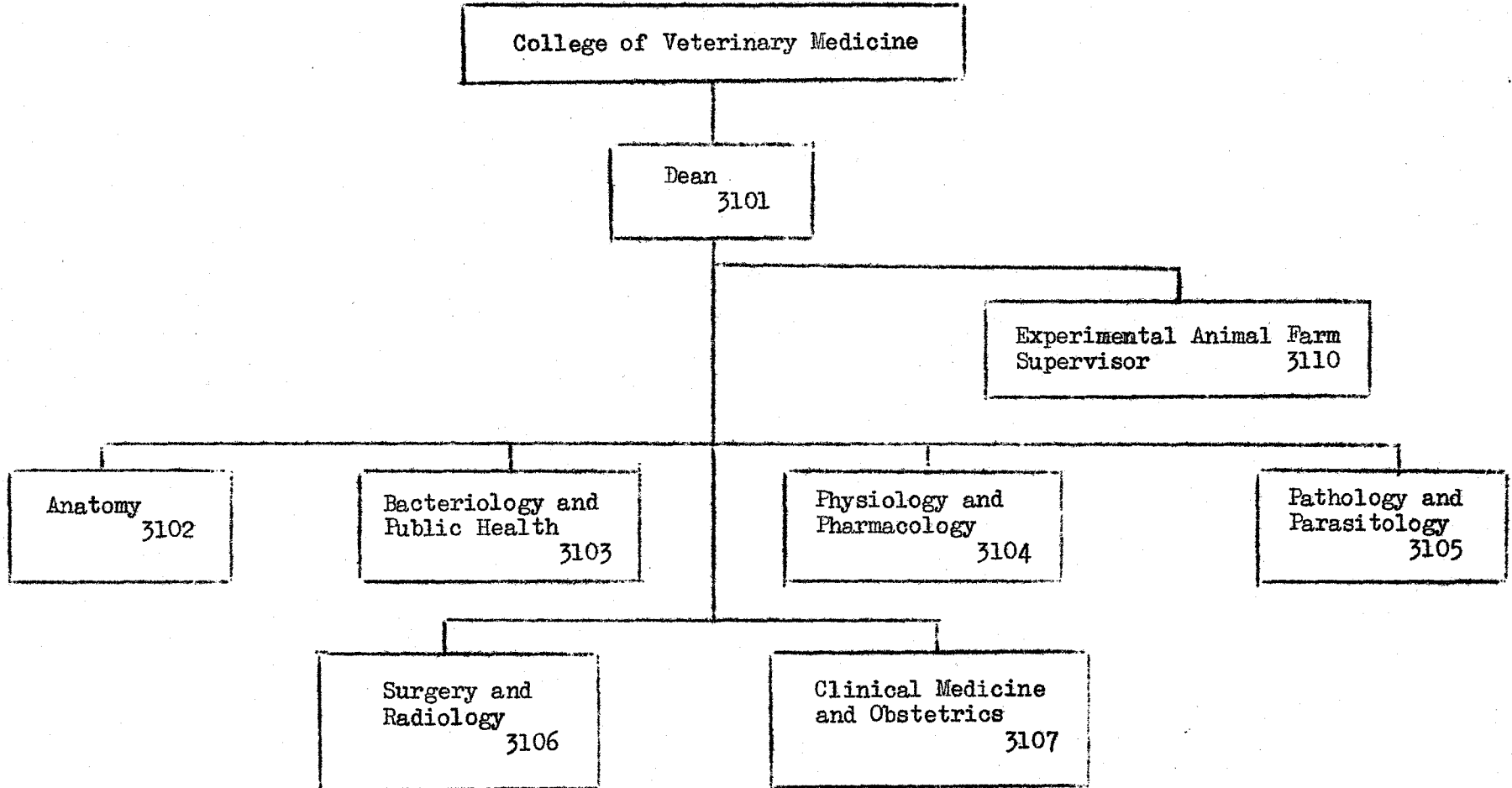












Graduate School

Dean  
3201

Graduate Group  
Committees

Special Committees,  
Institutes, and  
Programs

Agricultural  
Science

Biological  
Science

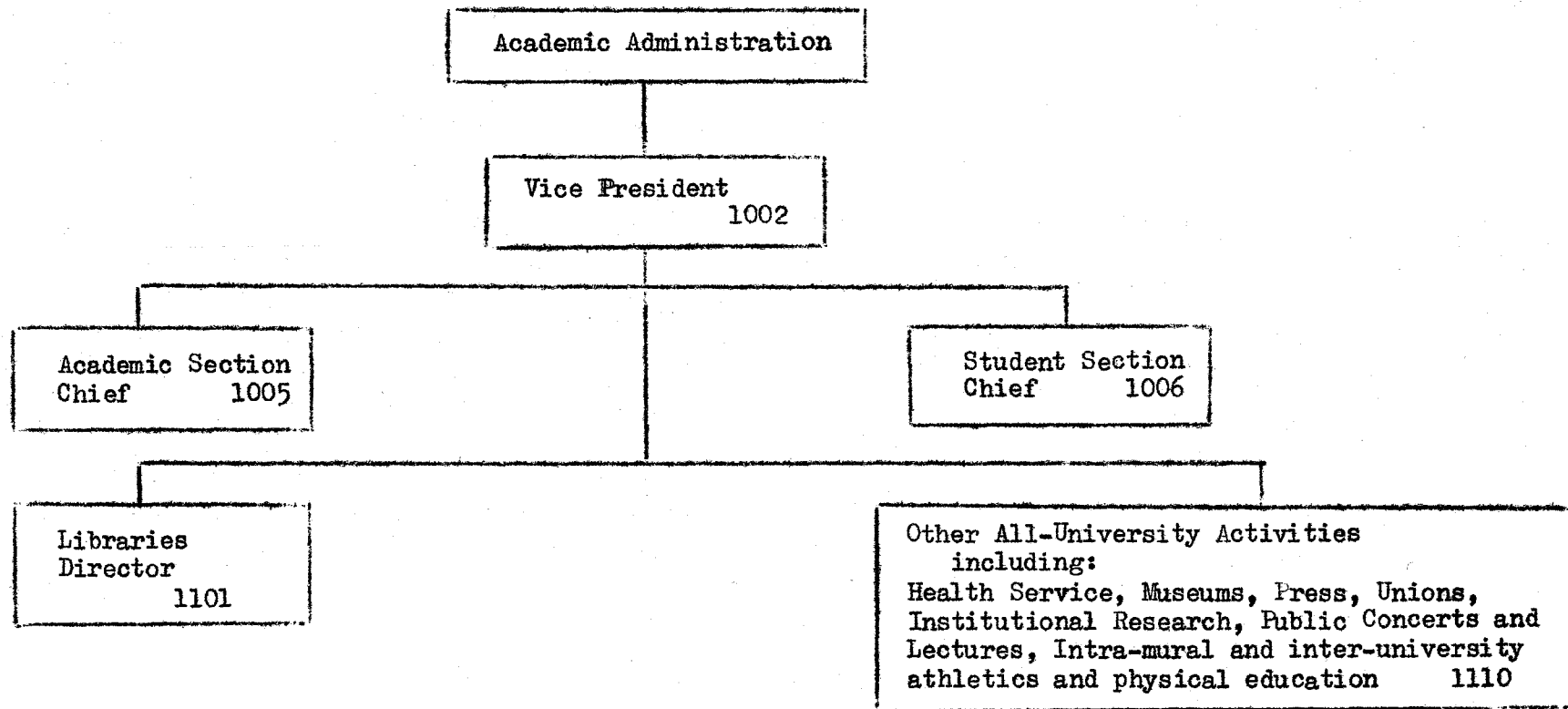
Drug Research  
Institute  
3202

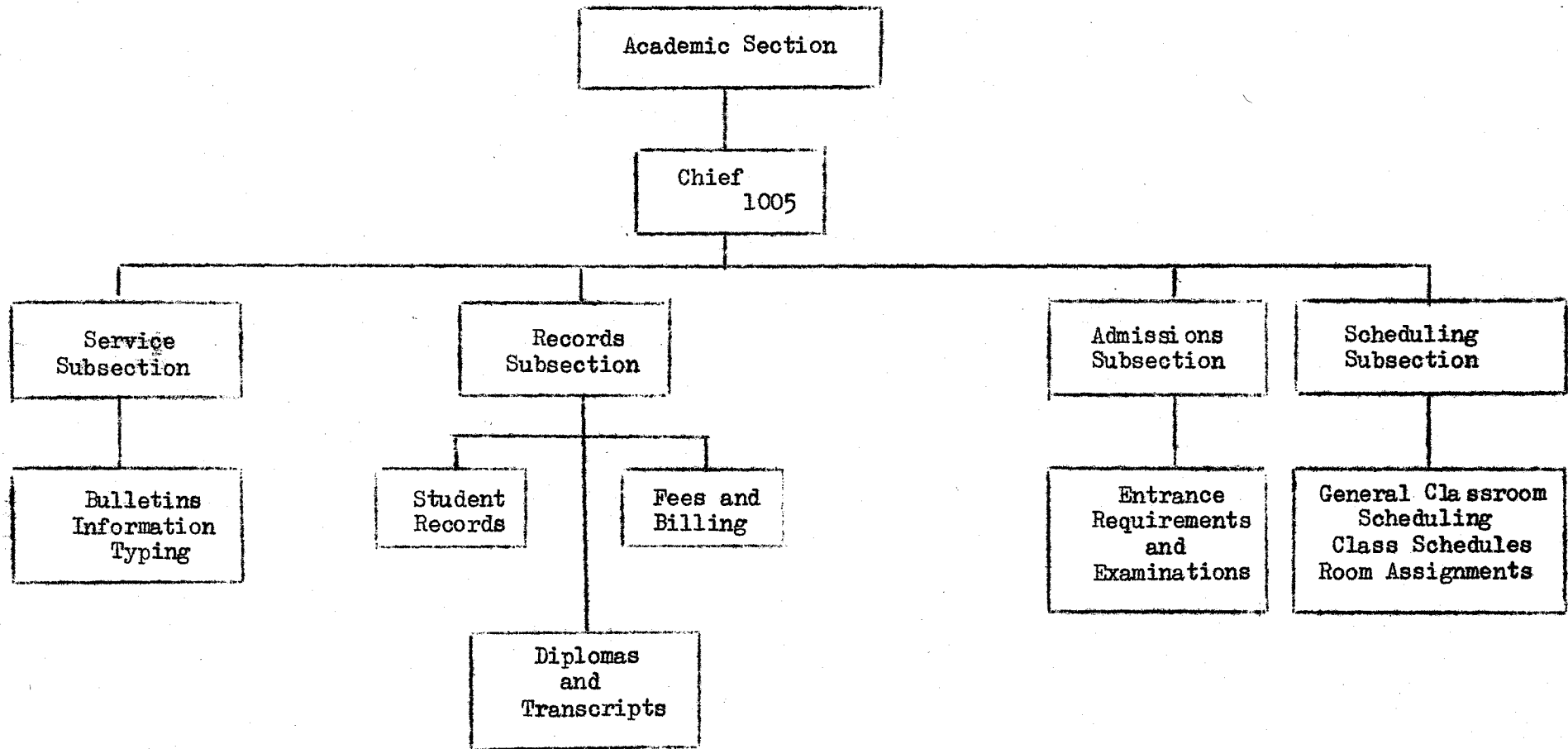
Humanities

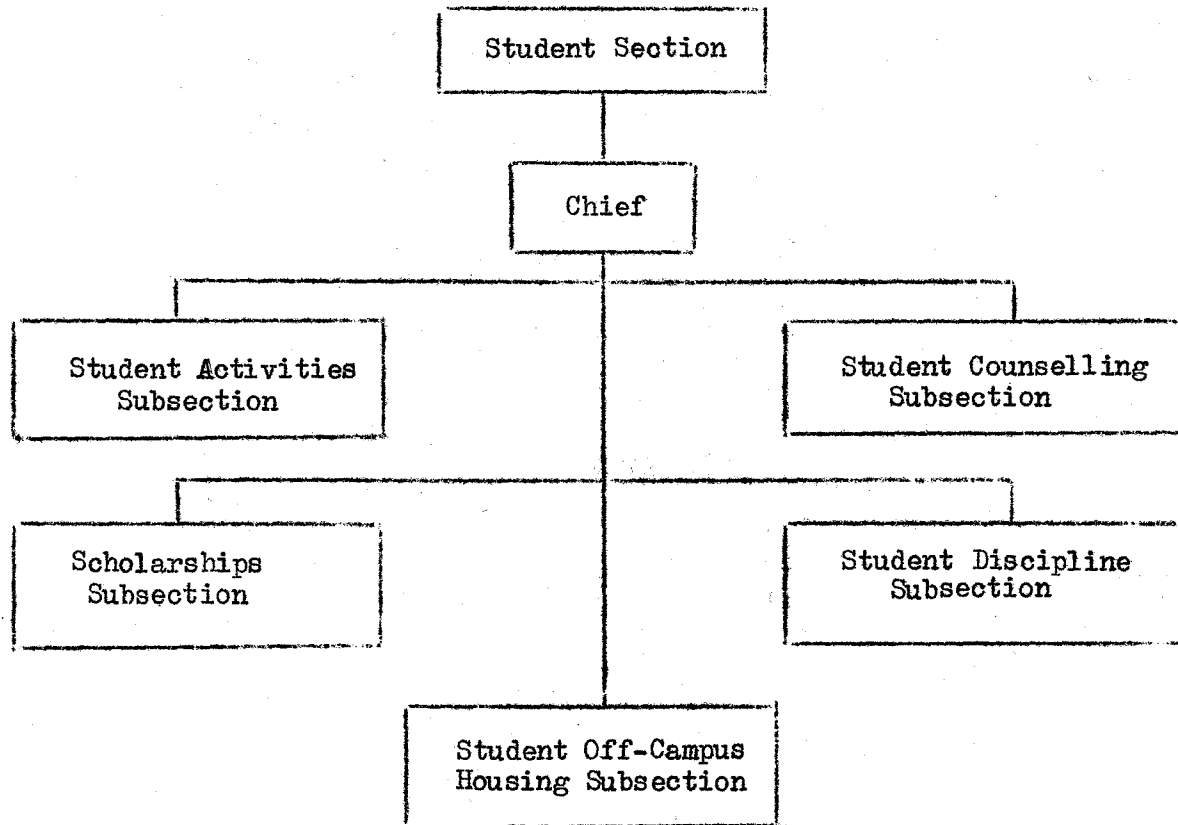
Mathematical,  
Physical and  
Engineering Sciences

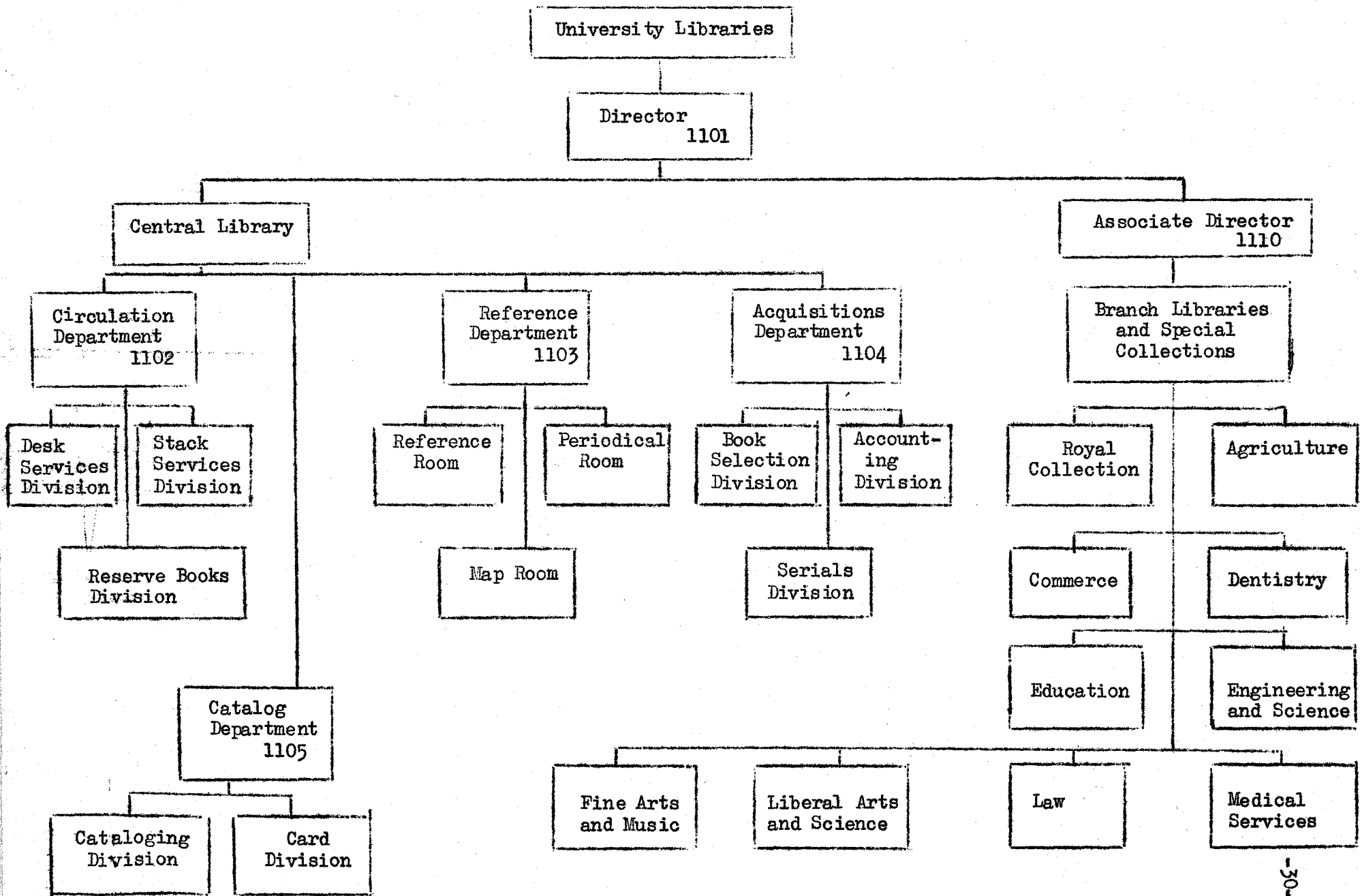
Professions

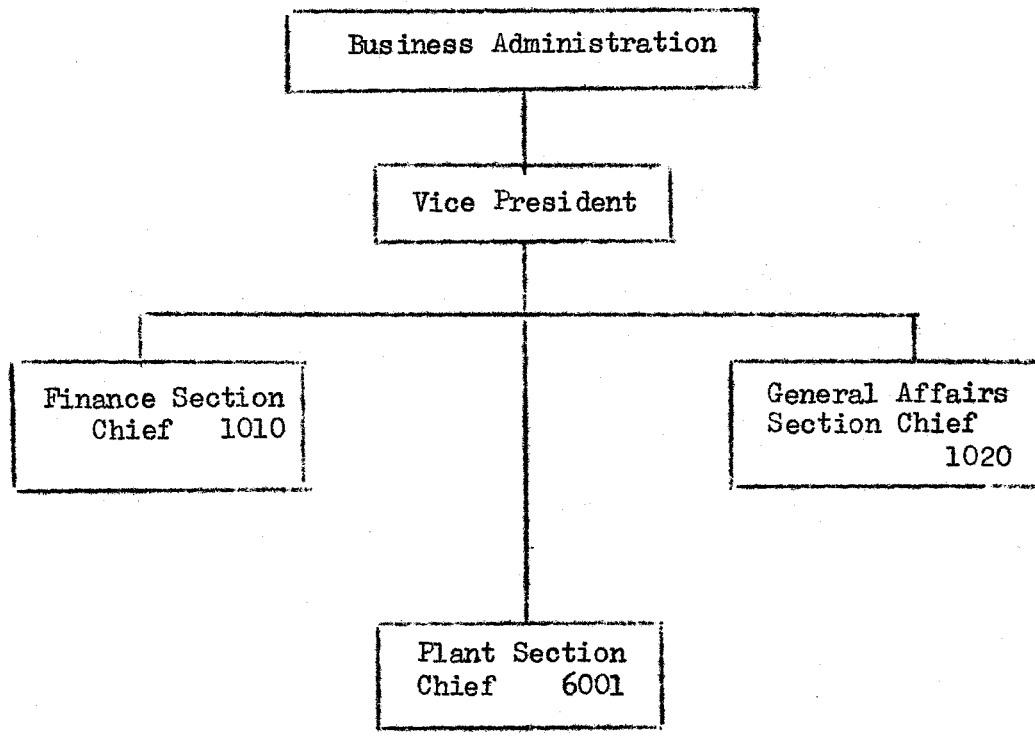
Social Sciences

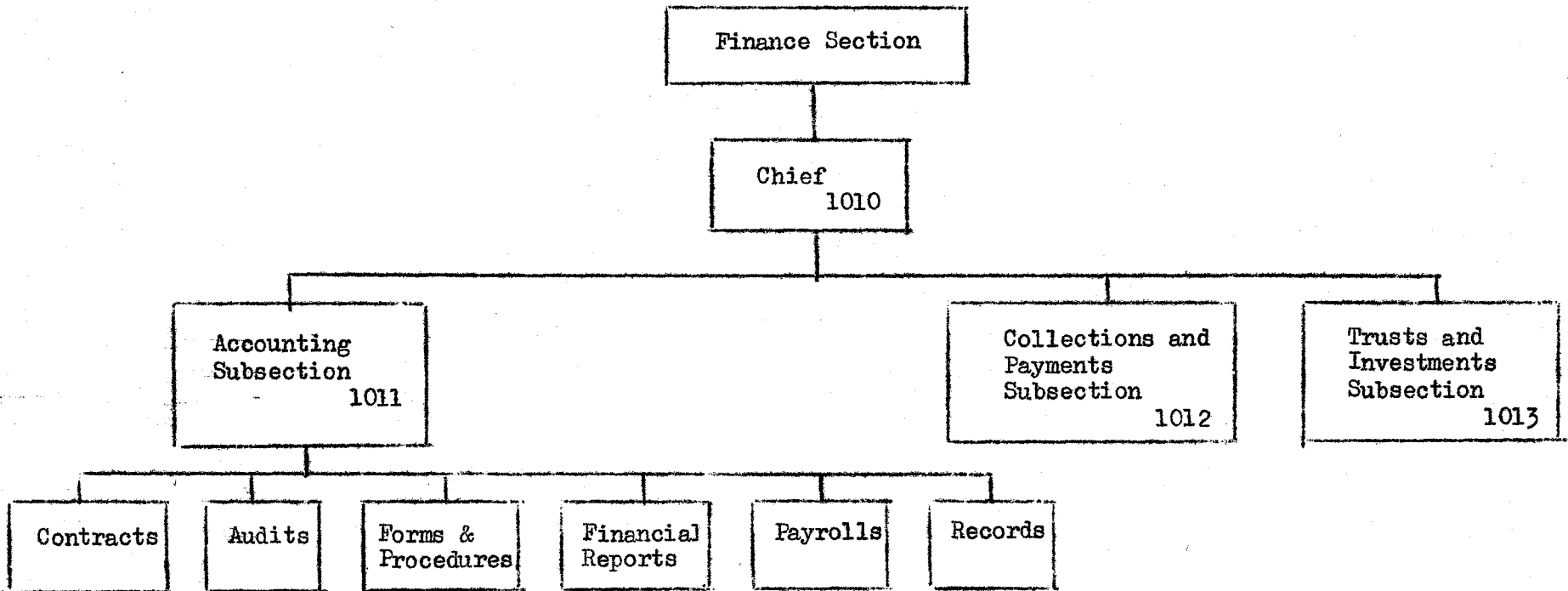




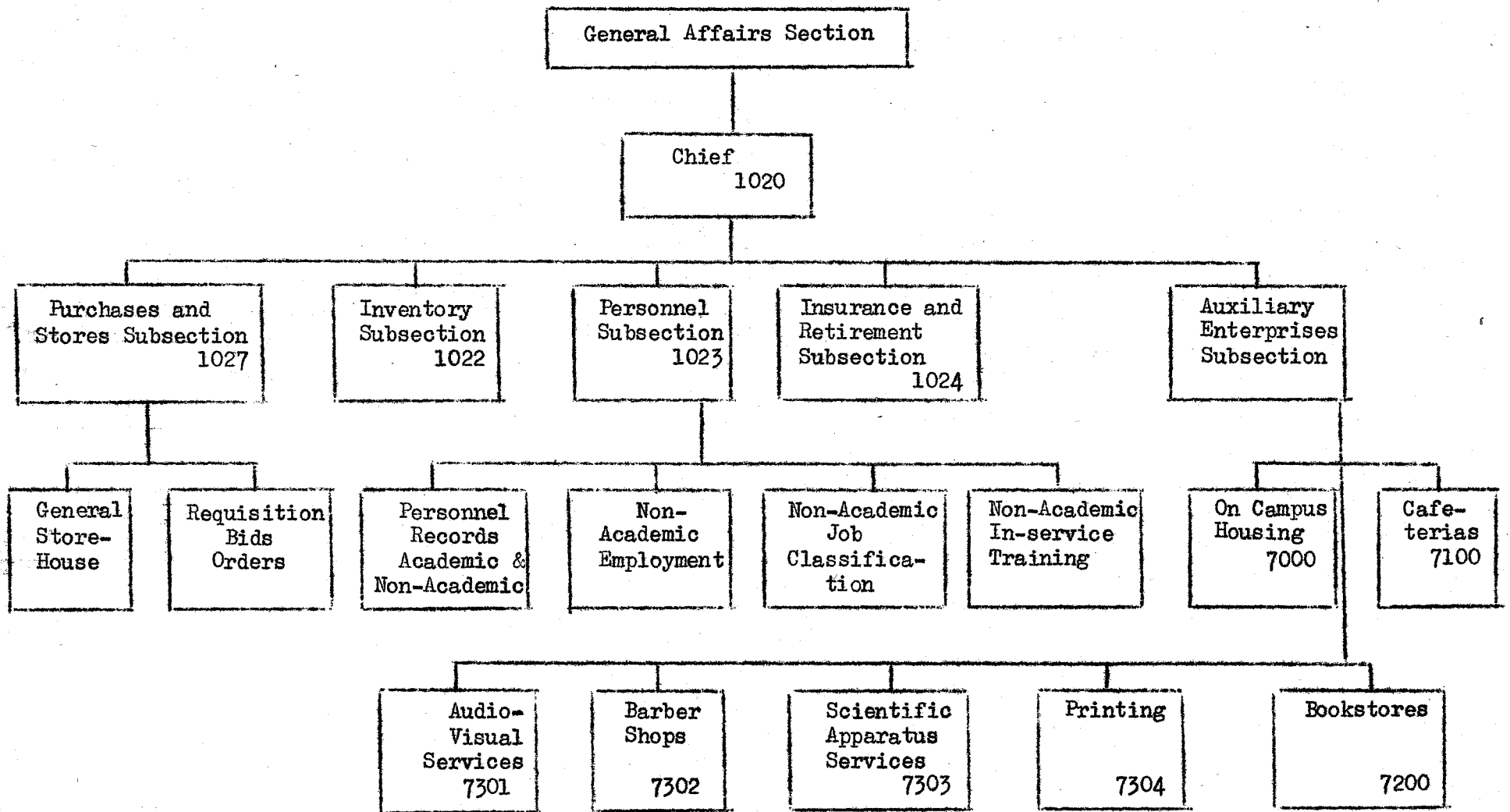


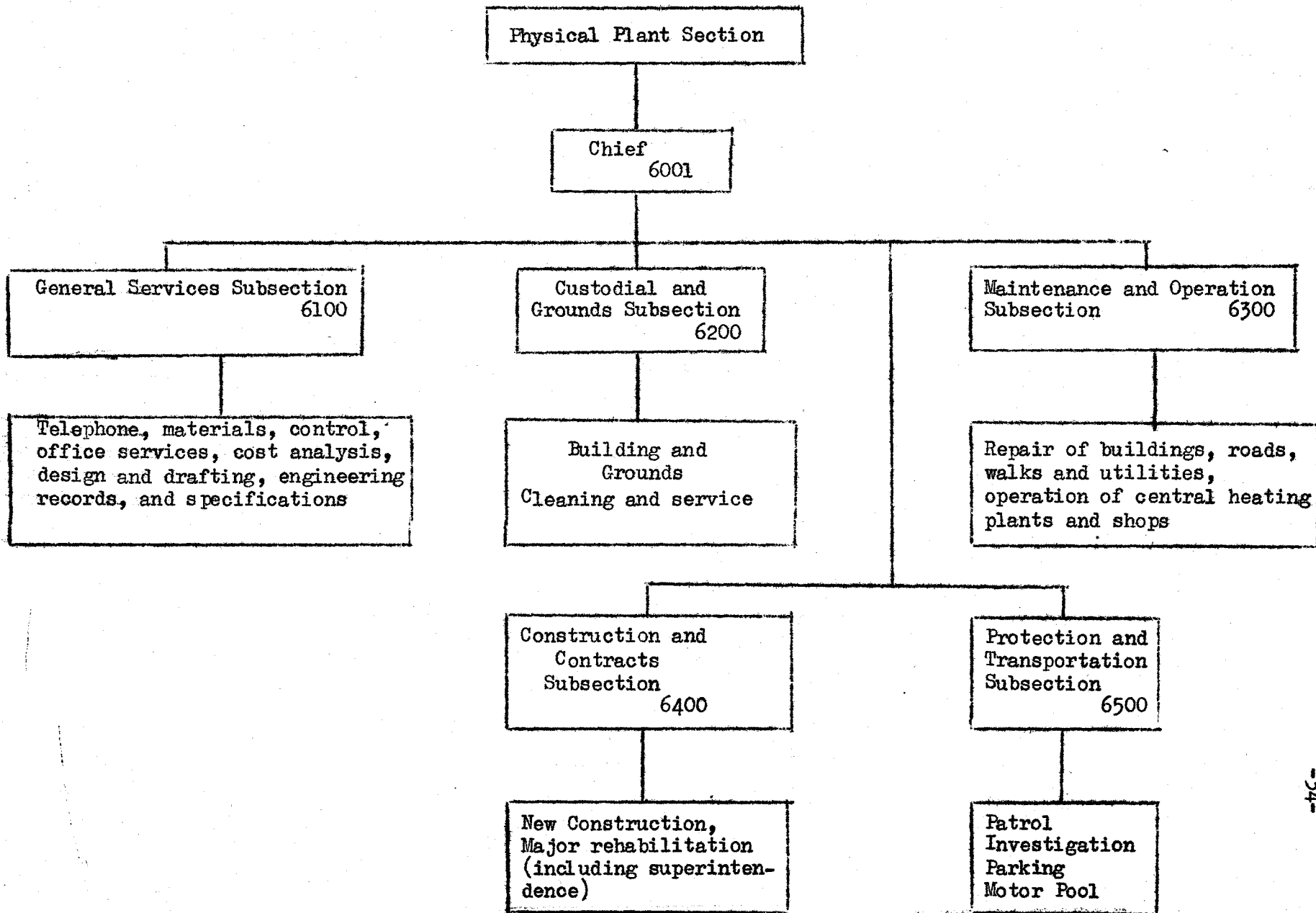












Other National Universities and Colleges

The organizational charts of the other national universities and colleges should generally follow those shown for Seoul National University with administrative subdivisions appropriate to the size of the operation. The following are offered as general guides for their preparation.

Chonnam National University

A. General Administration - Units and Heads

1. Office of President - President.
2. Office of Academic Administration - Vice President.
3. Office of Business Administration - Vice President.
4. Department of Alumni and Public Relations - Director.
5. Advisory Councils (See Survey Report--page 9).

B. Colleges and constituent Departments

1. Agriculture

a. Administrative offices of

- (1) Dean and (see Survey Report--page 43) Director of Research and Director of Extension.
- (2) Assistant Dean of Instruction.
- (3) Assistant Director of Research.
- (4) Assistant Director of Extension.

b. Departments

- (1) Present departments, and
- (2) Agricultural Research
- (3) Agricultural Extension.

2. Education - new (report, pages 19 and 196)

a. Administrative office of

- (1) Dean

b. Departments

- (1) Present departments of Kwangju Teachers College, and
- (2) Department of Elementary Education--upgraded Kwangju Normal School and Attached schools.

3. Engineering

a. Administrative offices of

- (1) Dean

b. Departments

- (1) As recommended on page 86 of report.

4. Law

a. Administrative offices of

- (1) Dean

b. Departments

- (1) Course in Law to include public administration but not as separate department or school (Report, page 166).

5. Liberal Arts and Sciences

a. Administrative offices of

- (1) Dean

b. Departments

- (1) Present Departments, and
- (2) New Departments of Anthropology, Fine Arts, Music and Psychology (see Report, page 165).

6. Medicine

a. Administrative offices of

- (1) Dean

- (a) Director of Hospital
- (b) Director, School of Nursing

b. Departments and other units

- (1) Present medical departments, including School of Nursing, and
- (2) University Hospital (Change--see report, page 109).

7. Commerce--Discontinue (see Report, page 167).

Chonbuk National University

A. General Administration - Units and Heads

1. Office of President - President.
2. Office of Academic Administration - Vice President.
3. Office of Business Administration - Vice President.
4. Department of Alumni and Public Relations - Director.
5. Advisory Councils (see Survey Report, page 9).

B. Colleges and constituent Departments

1. Agriculture

a. Administrative Offices of

- (1) Dean and (see Survey Report, page 43) Director of Research and Director of Extension.
- (2) Assistant Dean of Instruction.
- (3) Assistant Director of Research.
- (4) Assistant Director of Extension.

b. Departments

- (1) Present departments.
- (2) Agricultural Research.
- (3) Agricultural Extension.

2. Commerce

a. Administrative office of

- (1) Dean

b. Departments

- (1) Present departments

3. Education - New (see Survey Report, pages 190 and 196).

a. Administrative office of

- (1) Dean

b. Departments

- (1) Department of Elementary Education--upgraded Chonju Normal School and attached elementary schools.

4. Engineering

a. Administrative office of

(1) Dean

b. Departments

(1) As recommended in the Survey Report, page 86.

5. Liberal Arts and Sciences

a. Administrative office of

(1) Dean

b. Departments

(1) Present Departments, and

(2) New Departments of Anthropology, Fine Arts, Music and Psychology  
(see Survey Report, page 165).

6. Law - Discontinue (see Survey Report, page 166).

Kyungpuk National University

A. General Administration - Units and Heads

1. Office of President - President.

2. Office of Academic Administration - Vice President.

3. Office of Business Administration - Vice President.

4. Department of Alumni and Public Relations - Director.

5. Advisory Councils (see Survey Report, page 9).

B. Colleges and constituent Departments

1. Agriculture

a. Administrative offices of

(1) Dean and (see Survey Report, page 43) Director of Research and  
Director of Extension.

(2) Assistant Dean of Instruction.

(3) Assistant Director of Research.

(4) Assistant Director of Extension.

- b. Departments
  - (1) Present departments, and
  - (2) Agricultural Research.
  - (3) Agricultural Extension.
- 2. Education
  - a. Administrative office of
    - (1) Dean
  - b. Departments
    - (1) Present departments, and (see Survey Report, page 190)
    - (2) Department of Elementary Education--upgraded Taegu Normal School and attached elementary school.
- 3. Law
  - a. Administrative office of
    - (1) Dean
  - b. Departments
    - (1) Course in Law to include public administration but not as separate department or school.
- 4. Liberal Arts and Sciences
  - a. Administrative office of
    - (1) Dean
  - b. Departments
    - (1) Present departments, and
    - (2) New Departments of Anthropology, Fine Arts, Music and Psychology (see Survey Report, page 165).
- 5. Medicine
  - a. Administrative offices
    - (1) Dean
      - (a) Director of Hospital
      - (b) Director of School of Nursing

b. Departments and other units

- (1) Present medical departments including School of Nursing, and
- (2) University Hospital (change--see Survey Report, page 109).

Pusan National University

A. General Administration - Units and Heads

1. Office of President - President.
2. Office of Academic Administration - Vice President.
3. Office of Business Administration - Vice President.
4. Department of Alumni and Public Relations - Director.
5. Advisory Councils (see Survey Report, page 9).

B. Colleges and Constituent Departments

1. Commerce

a. Administrative office of

- (1) Dean

b. Departments

- (1) Present departments and (see Survey Report, page 167).
- (2) Department of business administration.

2. Education - new (see Survey Report, pages 190 and 196).

a. Administrative office of

- (1) Dean

b. Departments

- (1) Present departments of Pusan Teachers College, and
- (2) Department of Elementary Education--upgraded Pusan Normal School and attached schools.

3. Engineering

a. Administrative office of

- (1) Dean



b. Departments

- (1) As recommended in the Survey Report, page 86, including the department of naval architecture and marine engineering presently a part of Pusan Fisheries College (see Survey Report, page 104).

4. Law

a. Administrative office of

- (1) Dean

b. Departments

- (1) Course in Law to include public administration but not as separate department or school.

5. Liberal Arts and Sciences

a. Administrative office of

- (1) Dean

b. Departments

- (1) Present departments, and
- (2) New departments of Anthropology, Fine Arts, Music and Psychology (see Survey Report, page 165).

6. Marine Biology and Fisheries - new (see Survey Report, pages 59 and 104).

a. Administrative offices of

- (1) Dean
  - (a) Director of Institute of Fishing Techniques and Fishing Vessel Construction.

b. Departments

- (1) Present departments of Pusan Fisheries College except naval architecture (see Survey Report, page 104), but including the Institute of Fishing Techniques and Fishing Vessel Construction.

7. Medicine

a. Administrative offices of

- (1) Dean
  - (a) Director of Hospital
  - (b) Director of School of Nursing.

b. Departments and other units

- (1) Present medical departments including School of Nursing, and
- (2) University Hospital (change--see Survey Report, page 109).

### The Proposed Faculty Consultation Plan

On page 13 of the Report the Survey Group recommended:

1. That a plan of consultation with formally established faculty committees be substituted for the existing secret voting procedure in the appointment and promotion of academic and administrative staff members.
2. That the President of the Republic and the Minister of Education delegate to the proposed Board of Regents for National Higher Education the appointment and promotion of academic and administrative staff members with the reservation that the appointment of all national university and college presidents shall have their prior approval.

In brief, the report and the Board of Regents memorandum suggest:

1. That presidents of national universities be appointed by the Minister of Education and the President of the Republic on recommendation of the Board of Regents after consultation with the faculty of the university involved.
2. That deans of colleges in universities be appointed by the Board of Regents on recommendation made by the president of the university after consultation with the faculty of the college involved.
3. That college department heads be appointed by the Board of Regents on recommendation made by the president of the university, which recommendation shall have the approval of the dean of the colleges involved, made after consultation with the department faculty.

The actual procedure envisioned in the proposed plan of faculty consultation can be better understood perhaps through an outline of the composition and functions of some typical consultative committees.

1. Consultative Committee for selection of a national university president.

Composition: From five to seven faculty members elected by the Faculty Council from its membership.

Functions: (1) To confer with the Personnel Committee of the Board of Regents, which committee is charged with the responsibility of recommending to the Board a nominee for the presidency; (2) to confer with other members of the university staff; (3) to suggest nominees to the Board committee; (4) to assist the Board committee in reviewing and appraising qualifications of nominees; and (5) to advise the Board committee of those nominees--preferably two or more not in any priority order--who in their judgment possess the minimum necessary qualifications for the position.

This procedure is based on these assumptions: (1) that the Board of Regents will not approve a nominee who does not possess the minimum necessary qualifications for the presidency, and (2) that the Minister of Education and the President of the Republic will not appoint any person not nominated by the Board of Regents.

2. Consultative Committee for the selection of a dean of a college in a national university.

Composition: Approximately five full-time faculty members with indefinite tenure elected by the college faculty council from its membership (see page 9 of the Survey Report).

Functions: (1) To confer with the president of the university who is charged with the responsibility of recommending a nominee to the Board of Regents; (2) to confer with other members of the college staff; (3) to suggest nominees to the president; (4) to assist the president in reviewing and appraising qualifications of nominees; and (5) to advise the president of those nominees--preferably two or more, not in priority order--who in their judgment possess minimum necessary qualifications for the position.

This procedure also is based on these assumptions: (1) That the president will not nominate to the Board any person who does not possess the necessary minimum qualifications for the position, and (2) that the Board of Regents will not appoint any person not nominated by the president.

3. Consultative Committee for selection of a department head.

Composition: Approximately three full-time faculty members of the department staff selected by the department full-time staff members of the rank of instructor and above.

Functions: (1) To confer with the dean of the college who is charged with the responsibility of recommending a nominee to the president of the university; (2) to confer with members of the department staff; (3) to suggest nominees to the dean of the college; (4) to assist the dean in reviewing and appraising nominees; and (5) to advise the dean of those nominees--preferably two or more not in priority order--who in their judgment possess the necessary minimum qualifications for the position.

This procedure also is based on these assumptions: (1) That the dean will not nominate any person for the position who does not possess the necessary minimum qualifications, and (2) that the president will not recommend to the Board any person not nominated by the Dean.

### Budget Procedures

On page 16 of the Report the Survey Group recommended that:

1. Each university annually prepare a single, complete budget which should include estimates of all expected income from (1) government tuition and fees, (2) parents tuition and fees, (3) institutional sales and services, and (4) any other source available for institutional purposes, and which should also set forth in detail planned expenditures for staff, supplies, expense, equipment and other purposes.
2. Each university be permitted to retain government tuition and fees and institutional income from sales and services in partial support of the annual operating budget.

If there is to be reasonable fairness in the distribution of available resources to the universities and colleges in the National System of Higher Education it is essential that there be some uniformity in the preparation and administration of institutional budgets. This is true of budgets submitted for government consideration and decision and of budget plans for institutional operation after appropriations have been determined.

Undoubtedly some technical assistance may be needed to perfect sound and comparable university and college budget preparation and administration. Nevertheless, it is hoped that the institutional business officers, working cooperatively, can make some progress toward this goal with the aid of the schedules, offered herewith, covering codes and forms of estimated income and budget allotments. These codes and forms are illustrative only. It is suggested that they be tested, expanded and developed by preparing a complete budget from the accounting records for the year 1960. If this were done, it would provide not only excellent budget preparation experience but also an accurate working basis for the preparation of the 1961 budget.

In the development of changed budget procedures it is well to keep in mind: that in educational institutions budgets are the primary instruments of fiscal control; that budgets should cover all estimated receipts and planned expenditures; that budgets should conform to the accounting system; that expected receipts should be realistically estimated; that in educational institutions the department should be the budget unit; and that budgets however carefully prepared are of little value unless there is adequate current control.

In the following pages these guides for budget preparation are offered:

1. Department numerical code
2. Fund numerical code
3. Staff appointment code
4. Supply income and payroll item codes
5. Income schedules
6. Summary and detailed allotment schedules.
7. Examples of department budgets.

The designative code numbers should be useful even with handwritten records. They will be essential eventually when machine records are adopted.

In the Minnesota office at Seoul National University there is available for reference purposes a complete university budget which employs similar codes, income and allotment schedules and department budgets. There are also available in that office Business Procedure Manuals which include samples of forms used in budget administration and control.

Budget and Accounting Codes

1000 - Administration	1001	Presidents office
	1002	Vice President, Academic Administration
	1003	Vice President, Business Administration etc.
1100 - University General	1101	Director, University Libraries
	1102	Circulation Department
2000 - College of Agriculture	2001	Dean's office
	2002	Assistant Dean
	2003	General Agriculture
	2020	(on) Agricultural Experiment Station
	2040	(on) Agricultural Extension Center
2100 - College of Commerce	2101	Dean's office
	2102	Business Administration
2200 - College of Fine Arts	2201	Dean's office
	2202	Aesthetics
2300 - College of Engineering and Science	2301	Dean's office
	2302	Chemistry
2400 - College of Law	2401	Dean's office
	2402	Law Course
2500 - College of Liberal Arts and Sciences	2501	Dean's office
	2502	Astronomy
2600 - College of Medicine	2601	Dean's office
	2602	Anatomy
	2620	School of Public Health
	2630	School of Nursing
	2640	Hospital Director's office
	2641	Assistant Director - Administrative Services
	2642	Admissions
	2643	Cashier and Accounting
2700 - College of Music	2701	Dean's office
	2702	Composition

2800 - College of Education	2801 Dean's office
	2802 Art Education
	2820 Attached elementary school
	2830 Attached middle school
	2840 Attached high school
2900 - College of Dentistry	2901 Dean's office
	2902 Endodontics
3000 - College of Pharmacy	3001 Dean's office
	3002 Hygienic Chemistry
3100 - College of Veterinary Medicine	3101 Dean's office
	3102 Anatomy
3200 - Graduate School	3201 Dean's office
	3202 Drug Research Institute
6000 - Physical Plant	6001 Chief's office
	6100 General Services
	6200 Custodial and Grounds
	6300 Maintenance and operation
	6400 Construction and contracts
	6500 Protection and transportation
7000 - Auxiliary enterprises	7000 Housing units
	7001 Cafeterias
	7200 Bookstores
8000 - 9000 - Trust account departments	

Note: For more complete illustrative code see department numbers on the Organization Charts included in this set of memoranda.

Fund Numerical Code

Current Funds

For General University Purposes

- 100 University Government appropriation
- 110 Tuition and fees - Miscellaneous
- 111 Government
- 112 Parents

For Special Educational Purposes

- 200 Agricultural Experiment Appropriations
- 201 Agricultural Extension Appropriation
- 202 Central Educational Research Institute Appropriation (see page 200 of Survey Report)
- 203 University Hospital Appropriation
- 204 University Hospital Patients

For Physical Plant Purposes

- 300 Veterinary Building Appropriation
- 301 Dentistry Building Appropriation

For Auxiliary Enterprise Purposes

- 400 Housing
- 420 Feeding
- 430 Bookstores

For Trust Purposes

- 500 Student Scholarships
- 501 Fellowships
- 700 Loan Funds
- 800 Endowment Funds
- 900 Agency Funds

Staff Appointment Code - (Following rank in budget)

- 1 = Full time
- 10 = Full time - on leave without pay
- 11 = Full time - on leave with full pay
- 12 = Full time - on leave with half pay
- 2 = Part time
- 22 = Part time - one-half time
- 23 = Part time - three-fourths time
- 24 = Part time - one-fourth time

Note: Korean civil service grade numbers should follow titles in budget; e.g., Chief 4.



Supply and Income Budget and Payroll Item Code

Supply budget numbers are formed by combining even numbers--2, 4, 6 and 8-- with the appropriate fund number and are referred to in combination with the department number.

For example:

- 1001-2100 is the supply budget number of the President's office.
- 1001 = department code number for the President's office.
- 2100 = combination of 2, a supply budget number, with 100, which is the fund code number for university government appropriation.

Income budget numbers are formed by combining odd numbers--1, 3, 5, 7 and 9-- with the appropriate fund number and are referred to also in combination with the department number.

For example:

- A dormitory rental payment for housing would be credited to an income budget numbered 7000-1400.
- 7000 = housing department code number.
- 1400 = combination of 1 with 400, which is the auxiliary enterprise housing fund number.

Payroll items in department budget allotment statements are numerically designated 1, 2, 3, 4, 5, etc.

		National University	
		<u>1959</u>	<u>1960</u>
	<u>Income</u>		
100	ROK appropriation		
112	Parents Tuition and Fees		
	General University Total		
203	University Hospital appropriation		
204	University Hospital Patients		
	Special Purposes Total		
300	Veterinary Building appropriation		
301	Dentistry Building appropriation		
	Plant Funds Total		
400	Housing (Dormitories)		
420	Feeding (Cafeterias)		
	Auxiliary Enterprises Total		
	<u>Summary of Income</u>	<u>1959</u>	<u>1960</u>
	General University		
	Special Purposes		
	Plant		
	Auxiliary Enterprises		
	Trusts		
	Totals		

General Summaries of Allotments

Allotments

By Fund and Major University Administration Units

100 - University Government Appropriation  
 1959 1960

1000 Administration  
 1100 University General  
 2000 College of Agriculture  
 2100 College of Commerce

etc.

110 - Tuition, Fees and Miscellaneous

1000 Administration  
 1100 University General  
 2000 College of Agriculture  
 2100 College of Commerce  
 2200 College of Fine Arts

etc.

Allotments

All Funds by Major Administrative Units

1959 1960

1000 Administration  
 1100 University General  
 2000 College of Agriculture

etc.

Allotments

All Funds by Major Administrative Units and Departments

		Salaries and Wages	Supplies and Expense	Total
1000	Administration			
1001	President's Office			
	etc.			
	Total			
1100	University General			
1101	Office, Director of Libraries			
	etc.			
	Total			
2000	College of Agriculture			
2001	Dean's Office			
2002	Assistant Dean			
	etc.			
	Total			

An Example of an Administration Department Budget

<u>Item No. and Name</u>	<u>Office and Rank</u>	<u>Total Pay</u>	<u>From Funds</u>	
			<u>100</u>	<u>110</u>
1000 Administration				
1003 Office of Vice President, Business Administration				
1.	Lee Sang Chon Vice President 1	2000	1500	500
2.	Cho Chae Chul Assistant to Vice President 1	1000		1000
3.	Shin Hyung Gyun Secretary 1	600	600	
4.	Jung Hun Paik Clerk 1	500		500
	Total Salaries and Wages	<u>4100</u>	<u>2100</u>	<u>2000</u>
	2110 Supplies, Expense and Equipment	<u>500</u>		<u>500</u>
		<u>4600</u>	<u>2100</u>	<u>2500</u>

An Example of an Academic Department Budget

<u>Item No. and name</u>	<u>Office or rank</u>	<u>Total Pay in thousands</u>	<u>From Funds</u>	
			<u>100</u>	<u>110</u>
2000 College of Agriculture				
2003 General Agriculture				
1.	Chung Yo Hyung Professor 1	1500	800	700
2.	Kim Jil Sun Associate Professor 1	1200	500	700
3.	Kwon Woo Don Assistant Professor 22	600		600
4.	Kim Myung Soo Instructor 23	900	300	600
5.	Hahn Jil Soo Instructor 24	300		300
	Total Salaries and Wages	<u>4500</u>	<u>1600</u>	<u>2900</u>
	2110 Supplies, Expense and Equipment	<u>100</u>		<u>100</u>
	Total Department	<u>4600</u>	<u>1600</u>	<u>3000</u>

Note: Mr. Chung--payroll item 1--is a professor 1, i.e., full time. Receives 1,500,000 Hwan per year--800,000 from the government appropriation fund and 700,000 from the Parents Tuition Fund.

An Example of an Auxiliary Enterprise Department Budget

<u>Item No. and Name</u>	<u>Office or Rank</u>	<u>Total Pay</u>	<u>From Funds</u>	
			<u>110</u>	<u>400</u>
7000 Auxiliary Enterprises - Housing				
7002 Men's Dormitory				
1.	Chu Chan Chun Director 1	800		800
2.	Choi Dang Won Secretary	600		600
3.	Park Hae Suh Clerk	500		500
4.	Kim Chae Chon Counselor	600		600
5.	Chu Yong Joo Housekeeper	500		500
6.	Lee Han Joo Building Caretaker	600		600
7.	Hong Won Ja Maid	400		400
	Total Salaries and Wages	<u>4000</u>		<u>4000</u>
	2400 Supplies, Expense and Equipment	<u>1200</u>		<u>1200</u>
	Total Department	<u>5200</u>		<u>5200</u>

Examples of Physical Plant Budgets

<u>Item No. and Name</u>	<u>Office or Rank</u>	<u>Total Pay</u>	<u>From</u>	<u>Funds</u>
			<u>100</u>	<u>110</u>
6000 Physical Plant				
6200 Maintenance and Operation				
1.	Li Yo-Han Supervisor 4	750	750	
2.	Ra Yong Paik General Foreman 5	600		600
3.	Park Jeh-Suk Carpenter	500		500
4.	Lee Young Seun Electrician	500		500
	Total Salaries and Wages	<u>2350</u>	<u>750</u>	<u>1600</u>
2110	Supplies, Expense and Equipment	<u>2500</u>		<u>2500</u>
	Total Department	4850	750	4100
6200 Custodial and Grounds				
1.	Jung Yun Gyun Supervisor	600	600	
2.	Shin Yung Peung Building Caretaker	500		500
3.	Kwon Wan Son Building Caretaker	500		500
4.	Kim Chan Hyun Grounds Laborer	400		400
5.	Tae Ji-Kon Grounds Laborer	400		400
	Total Salaries and Wages	<u>2400</u>	<u>600</u>	<u>1800</u>
2110	Supplies, Expense and Equipment	<u>1000</u>		<u>1000</u>
	Total Department	3400	600	2800

The Union of Agricultural Instruction, Research and Extension  
in the Colleges of Agriculture

The Recommendation

On page 43 of the Report the Survey Group recommends that:

1. Agricultural instruction, research and extension be consolidated and centered in the national colleges of agriculture.

In 1956 Dean Harold Macy of the Institute of Agriculture of the University of Minnesota recommended the establishment of an Institute of Agriculture in which would be consolidated all the research and extension activities of the Ministry of Agriculture and Forestry. In the intervening years this institute has been almost fully realized. That Dean Macy envisioned this change as important but only a logical step toward the desired ultimate goal is evidenced by the following observation on page 31 of his I.C.A. survey report.

"It is hoped, also, that in the course of time, there will be an official recognition of the desirability of combining on-campus teaching of agriculture, forestry, home economics and veterinary medicine with off-campus teaching (extension) and research in those same fields. The pattern set by the land grant college in the U. S. A. is worthy of emulation. The progress made in agriculture and related sciences in the U. S. A. is ample proof of the effectiveness of this coordinated type of program, especially where there has been an autonomy for the universities and broad public support of the integrated and productive programs."

The Survey Group has recommended that the national universities and colleges be organizationally and administratively welded together into a national system of higher education. The consummation of this proposed system should insure that the five national colleges of agriculture work closely and cooperatively in the national interests of agriculture. This being so, the stage should be set for this ultimate goal of a union of resident instruction, extension instruction, and research in the colleges of agriculture.

The union of instruction, research and extension will not be easy of accomplishment. There are many problems to be faced and many difficult decisions to be made. All, however, can be resolved if all parties at interest lay aside partisanship and self-interest and are motivated by what is best for agriculture. It is not too early to start planning. It is even possible that delay might add to the many complications which now exist.

The purpose of this supplementary memorandum is not to offer a definitive plan of integration. Rather, it is (1) to emphasize to those involved the importance of achieving this goal, (2) to identify some of the more important problems, and (3) to offer some guide lines for their solution.

The Administrative Units Involved

The following enumeration of the present instructional, research, and extension organizational units involved, together with existing locations, is offered for a better understanding of the scope of the problem.

A. Instructional Units

1. Chonnam National University College of Agriculture at Kwangju, with constituent departments of Agriculture, Forestry and Veterinary.
2. Chonbuk National University College of Agriculture at Iri (recommended for transfer to Chonju), with constituent departments of Agriculture, Agricultural Chemistry, Agricultural Economics, Forestry and Veterinary.
3. Chunchon National College of Agriculture at Chunchon with constituent departments of Agronomy, Agricultural Chemistry, Agricultural Engineering, Animal Husbandry and Forestry.
4. Kyungbuk National University College of Agriculture at Taegu, with constituent departments of Agriculture, Agricultural Chemistry, Horticulture and Veterinary.
5. Seoul National University College of Agriculture at Suwon, with constituent departments of Agriculture, Agricultural Biology, Agricultural Chemistry, Agricultural Economics, Agricultural Engineering, Forestry, Home Economics, Livestock and Sericulture.

B. Research Units of Institute of Agriculture in Ministry of Agriculture and Forestry.

1. National Agricultural Experiment Station (rice and upland crops) at Suwon with branches at Iri and Mokpo.
2. National Horticultural Experiment Station at Pusan with branches at Kimhae and Seoul.
3. National Sericultural Experiment Station at Suwon.
4. National Forest Experiment Station at Seoul with branches at Hangyang, Hadong and Suwon.
5. National Livestock Experiment Station at Sunghan with branches at Kyungju, Whasan, Taekwanryung, Taejon, Sachon and Cheju.
6. National Veterinary Institute Research at Pusan with a branch at Anyang.
7. Nine provincial research offices.

C. Extension Units of the Institute of Agriculture in the Ministry of Agriculture and Forestry.

1. Central office at Suwon.
2. Nine provincial offices at Sosa (near Seoul), Chunchon, Chongju, Taejon, Taegu, Chinjo, Iri, Kwangju, and Chejudo, with some 180 myun and gun offices.

### General Observations

If this recommendation to center responsibility for agricultural instruction, agricultural research and agricultural extension in the five national colleges of agriculture is realized, many advantages should flow from the union. Instruction should be strengthened with the stimulus of research; research should thrive in the academic environment; and extension would not only carry knowledge to the place of use but would identify new problems the research solution of which should not only aid agriculture but augment both class and laboratory instruction. In short, the three activities working in unison should most effectively serve agriculture which is today and will be perhaps for many years ahead the most important segment of the Korean economy. It is highly questionable whether or not the present separation makes the best use of the limited available resources for duplication of staff, facilities and effort is almost inescapable.

Obviously this change cannot be effected unless the Ministries, the Colleges and the Institute are willing to seek agreement in a spirit of good will and compromise.

### Suggestions for Implementation

If the recommendation is found generally acceptable, it is suggested that:

1. The Minister of Agriculture and the Minister of Education jointly appoint a committee of seven or more, representative of the Colleges, the Bureaus, the Institute and the agricultural organizations.
2. The Committee be charged with the responsibility of developing and recommending a plan for implementation.
3. In its deliberations the Committee, in approximately the order listed
  - (1) Review and agree on specialties to be emphasized in the four colleges with research responsibilities.
  - (2) Assign the experiment stations and branches to the college with the appropriate specialty. In such an assignment the matter of geography should not be controlling or accorded first importance. If the committee is in agreement with the Report suggestion for specialties, the national experiment station would be the responsibility of the college at Suwon, the Horticultural station, the Kyungpuk college, the Sericulture, Livestock and Forestry stations, the college at Suwon, and the Veterinary Institute, the College of Veterinary Medicine (relocated at Suwon). Whatever the administrative assignments may be, each college should have access to and be served by all experiment stations and branches.
  - (3) Assign the provincial institute extension office responsibilities to the college in the province or to the most accessible college, if no college exists in the province.
  - (4) Provide in its recommendations for an advisory council or councils to give general direction and guidance on a national level to agricultural instruction, research and extension.

The Relocation of the Seoul National University  
College of Veterinary Medicine to Suwon

On page 56 of the Survey Report the following statement appears regarding the relationship between veterinary medicine and agriculture:

Veterinary colleges should be located on campuses in close association with colleges of agriculture. They should develop their own instructional programs. The research and extension phases, however, should be a part of the research and extension services of the college of agriculture.

With particular reference to the Seoul National University College of Veterinary Medicine the Survey Group recommends on page 57 of the Report that:

2. The veterinary college of Seoul National University be moved to Suwon and located on the campus with agriculture where a strong livestock department is recommended.

Background of Survey Group Recommendations

When Dr. Mason H. Campbell, the Survey Group consultant in agricultural science was in Korea, the Group discussed thoroughly the question of the location of the College. It recognized that a move to Suwon would present to faculty members some personal inconveniences such as those involved with moving, housing, and schooling for their families. The Group attempted, however, to consider the problem from the point of view of the national welfare, believing that personal considerations should not be controlling.

Aided by the professional counsel of both Dr. Campbell and Dr. Jean A. Curran, consultant in the health sciences, the Survey Group reached the unanimous conclusion that the College should retain its full status as a College, but should be moved to the Suwon campus of Seoul National University. This judgment was based on a careful consideration of all pertinent information available to the group. Since it was not feasible to include in the Survey Report all of the arguments supporting this decision, they are presented here for the information of those who may be directly or indirectly concerned.

Instructional and Research Relationships

Although there are presently several areas of cooperation between human medicine and veterinary medicine, the instructional relationships between veterinary medicine and agriculture are potentially much closer. This can be seen from a listing of departments in both areas with which relationships are common.

Human Medicine

Biochemistry  
Physiology  
Bacteriology  
Public Health  
Pharmacology

Agriculture

Agricultural Economics  
Agricultural Engineering  
Agricultural Biochemistry  
Agronomy and Plant Genetics  
Animal Husbandry  
Dairy Husbandry  
Poultry Husbandry  
Entomology  
Economic Zoology  
Horticulture  
Soils



In addition to the more numerous instructional relationships between veterinary medicine and agriculture, the opportunities for cooperative research in these areas are almost limitless. The presence of the Agricultural Experiment Station at Suwon and the Livestock Experiment Station at Sunghan, 30 miles south of Suwon, enhance greatly the cooperative research opportunities. Furthermore, the Survey recommends combination of agricultural instruction, research, and extension would contribute substantially to research opportunities for veterinary medicine at the Suwon location. The veterinary medicine Branch Experiment Station specializing in serum production would also be a valuable asset to the furtherance of veterinary medicine research.

#### Extension Services

In addition to providing opportunities for research, the Suwon location, close to the proposed combined agricultural instruction, research and extension program of the SNU College of Agriculture, would facilitate the accessibility of important new developments in veterinary medicine to the intended beneficiaries, namely, the producers and users of farm and commercial animals. The opinion of the Survey Group shared, we are certain, by every Korean interested in the national welfare, is that a national higher educational institution exists, in large measure, to serve the national interest. Clearly, in Korea, this interest can best be served through effective aid to the agricultural community which comprises at present about 70% of the total working force.

#### Availability of Animals

Although at the present time the supply of large animals and poultry in the City of Seoul is sufficient to meet most clinical needs, it is unlikely that this situation will prevail indefinitely. Horses and oxen will rapidly be replaced in the city by various forms of motor transportation. City health codes, already on the law books, will eventually be enforced to strictly prohibit raising of poultry and other small animals within the confines of the city and suburban areas. An adequate clinical supply will then be found only in the rural areas.

Both agriculture and veterinary medicine have great need for commercial and farm animals, whereas human medicine does not. The Survey Group has recommended that additional livestock be supplied to agriculture; it is not feasible to duplicate such a supply for veterinary medicine in a removed location. Furthermore, the large animals required for veterinary medicine require more space than is available at the present site of the college.

#### Need of Agriculture for Veterinary Medical Instruction

The heavy reliance of agriculture on certain important aspects of veterinary medical instruction and research makes it imperative that some work in the veterinary medical area be carried on at Suwon. Korea cannot afford to operate such a facility at two different geographical locations within a single university structure. It is imperative, therefore, that veterinary medicine be located where certain facilities can be shared by the two colleges.

Report of Advisor in Veterinary Medicine

In his 1957 report on the Seoul National University College of Veterinary Medicine, Dr. Willard L. Boyd, Advisor in Veterinary Medicine at Seoul National University, made the following statement with respect to the location of the College:

"For some reason unknown to the writer the College was moved from the Suwon Campus to its present location in 1947. This act immediately placed the College in a disadvantageous position. Colleges of Veterinary Medicine attain their greatest efficiency when operating in a rural area and especially in a surrounding where farm animals are abundant. Medical and Dental Colleges locate in the large metropolitan areas in order that they may be assured of a large clinic. Adequate education in veterinary medicine, also requires a regular flow of clinical cases. To make this possible they must go into the country rather than the city when seeking a desirable location.

"As the College has developed it has become increasingly apparent that the present site is entirely unsatisfactory. The University has been engaged with the problem of finding a more suitable location for its Veterinary College for a period of more than two years. In December, 1955, Professor C. H. Bailey and P. W. Manson of the University of Minnesota visited the Veterinary College. They pointed out some of the advantages that would be gained in having the College on the Suwon Campus. Their statement: - 'Close relations between the College of Agriculture, and the College of Veterinary Medicine should be wholesome for both' is regarded as being most significant as Professor Bailey, formerly Dean of the Institute of Agriculture of the University of Minnesota, is one of the world's foremost leaders in agricultural education and research. Doctor Bailey is thoroughly acquainted with veterinary medical education and research. Some of his very early researches involved a study of bacteria as related to the welfare of domestic animals.

"If the College is to continue to develop and become a most valuable and highly respected center of education it will be necessary to move to an area that will provide an ample supply of clinical material which students can see and study under farm conditions. The Suwon proposed site for the relocation of the College of Veterinary Medicine offers many advantages and few disadvantages. The teaching of the fundamentals of veterinary medicine is very similar to the teaching of human medicine, also there are a large number of diseases of animals that are transmissible to man. Therefore there is a relationship between the two sciences. But the affiliation between veterinary medicine and agriculture is much greater. Colleges of Agriculture and of Veterinary Medicine have much in common and when on the same campus each is helpful to the other. The teaching program of each college is strengthened and is performed more economically. If the College of Veterinary Medicine should be moved to Suwon, where it would become an associate college with the College of Agriculture and an associate of the experiment station, the University will have taken an important step toward providing an outstanding educational and research institution."

Conclusions

In view of the overwhelming evidence presented above, the unanimous and unreserved conclusion of the Survey Group was that the Seoul National University College of Veterinary Medicine should be moved to Suwon. The soundness of this conclusion is even more evident now, in view of Korea's progress over the past three years than it was at the time of Dr. Boyd's report. Only through close instructional and research relationships with agriculture can the College of Veterinary Medicine maintain its position of eminence in Korea. It cannot have such relationships in its present location.