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Report of the Organization Subcommittee  
with recommendations for the restructuring of the relationships between  
Physical Education and Intercollegiate Athletics

[1961]

I. Introduction

In the fall of 1961 the University Administration initiated steps to evaluate its program and support in the area of Men's Physical Education and Athletics. This studying included the possibility of reorganization of physical education and athletics at the University of Minnesota upon the retirement of the present Director of Physical Education and Athletics for Men, Mr. Ike Armstrong. To this end Vice President Stanley Wenberg appointed an Ad Hoc Committee and the following three Subcommittees: Ad Hoc Committee: Vice President Wenberg, Chairman, Vice President Laurence Lunden, Dean Walter Cook, Professor Ike Armstrong, Professor Richard Donnelly; Organization Subcommittee: Vice President Wenberg, Chairman, Associate Dean Francis Boddy, Dean Walter Cook, Professor Richard Donnelly, Associate Dean Marcia Edwards; Program Subcommittee: Professor Richard Donnelly, Chairman, Professor Eloise Jaeger, Assistant Professor Pat Mueller, Associate Professor Joe Nowotny, Professor Ralph Piper, Assistant Professor Glen Reed; Finance Subcommittee: Professor Richard Donnelly, Chairman, Assistant to the Business Vice President Sterling Garrison, Professor Raymond Nixon, Business Manager of Athletics Marshall Ryman.

II. Alternatives

Three guide posts were introduced by President Wilson at the outset:

1. The University should move toward a structure which would make it possible to appoint an intercollegiate athletic director.
2. Physical Education should be so positioned in any proposed structure that the appropriateness of maintenance of the educational program from General University funds would be clearly apparent.
3. The intercollegiate athletic program should be so positioned in the structure that it would be apparent that it would bear the full weight of its own program and its appropriate share of corollary activities from non-General University fund income.

Some of the considerations leading to the basic recommendations in this memorandum also stem from the deliberations of the Subcommittee on Organization as well as from the conclusions and recommendations of the other two subcommittees. The decision not to recommend total separation of the Department of Intercollegiate Athletics from the School of Physical Education, for example, is based in part on the strong philosophical position of the Program Subcommittee, that argues strongly for a continuing relationship between the two. Intercollegiate athletics has a position on the continuum of physical education and is one expression of the University's commitment to excellence in this field.

Several possible organization plans were studied and discussed. The Subcommittee had available a number of organizational patterns used at other universities, including all Big Ten universities. Basically, three possible alternatives were considered other than the plan being presented and many variations on each of the arrangements were discussed. By oversimplification the three rejected propositions may be described as follows: (1) physical education subordinate to athletics, (2) athletics subordinate to physical education, and (3) total separation of athletics and physical education. It should be pointed out that in a University as complex as Minnesota the aforementioned classifications are not completely descriptive because of the overlapping responsibility of individuals in the various programs.

At the outset it was agreed that it was not educationally desirable to have the physical education program structurally subordinate to a Director of Intercollegiate Athletics. Among other reasons it seemed this arrangement did not adequately recognize the academic status of physical education as a University discipline. The position also was advanced that the dependence of physical education, both structurally and financially, upon intercollegiate athletics suggested possibilities of compromise in the integrity of the academic program.

Even though the first idea of having physical education subordinate to intercollegiate athletics was rejected at the outset, the Subcommittee on Organization did discuss the merits of retaining the present structure with a strong academically oriented person as Director of Athletics. While this

would eliminate certain criticisms directed at the present structural organization, it was felt that having a director with strong academic background and interests would inevitably produce the impression of strengthened academic programming at the expense of athletics, especially if athletic experience in the future were to be less successful than is currently true. The arrangement would also create the impression that the major components of intercollegiate athletics should be identified with, and in, the College of Education, and while they have a place on the educational continuum of physical education it was not agreed this required or even made desirable their attachment to the College of Education.

The next proposal, namely, making athletics a subordinate or an integral part of the total physical education program, flowed directly from the above consideration. One possible organizational structure would involve a new, separate unit such as a College or School of Physical Education with a dean as the administrative head. Within the College or School would be three coordinate departments--Intercollegiate Athletics, Physical Education for Men, Physical Education for Women--each with a director. This plan was rejected for three reasons. First, it meant the establishment of a new, separate, and autonomous administrative unit which would pose major financing problems. Also involved is a measure of educational commitment which requires more extensive faculty consideration than has been currently possible. Second, a College of Physical Education would appear to weaken the position of the Director of Intercollegiate Athletics one administrative step and remove him one notch further from the central administration of the University. Third, outside of the Physical Education staff some question was raised as to whether or not physical education encompassed sufficient scope to qualify it academic content-wise for separate college status.

The third proposal, total separation of physical education and athletics, was precluded principally by the tenor and recommendations of the Program Subcommittee's Report. The substance of this report visualized physical education as an entity that includes professional and non-professional classes in physical education, intramural sports, and intercollegiate athletics. There are compelling educational reasons for not permitting intercollegiate athletics to become a separate entity without adequate safeguards to insure its maintaining an appropriate role in the University structure. In this

proposal the assignment of coaches in teaching classes as well as the scheduling of facilities would also be complicated. Moreover, total separation would raise some complicated questions on the disposition of the income derived from intercollegiate athletics as well as intramural sports and other activity income. The best interests of the educational community, it was agreed, strongly militated against a total separation.

### III. Consultation

With the aforementioned considerations as a background the proposal that is being submitted began to take form. The proposal has been discussed at length with the staffs in the Department of Physical Education and Athletics and in the Department of Physical Education for Women. The proposal was discussed on numerous occasions in the Ad Hoc Committee, with the President and Vice President Willey. In October the proposal was presented to the Dean's Advisory Committee in the College of Education. After thorough discussion the Dean's Advisory Committee recommended approval of the plan and voted to have it presented to the College of Education faculty for action. This was done at the regularly scheduled College of Education faculty meeting on Wednesday, November 7, 1962. The College of Education faculty formally approved the proposed plan. Administrative consultation on the proposal has been held with the following: The University Administrative Committee indicated it felt Physical Education matters were essentially the concern of the College of Education and Intercollegiate Athletics matters of the Administration. The Senate Committee on Intercollegiate Athletics indicated it found the new plan in no way altered its relationship to its responsibilities for intercollegiate athletics as prescribed by the Senate Constitution. The Senate Committee on Education voted unanimously that it found the proposal to be educationally sound and urged its implementation. The Faculty Consultative Committee, and other groups and individuals have also heard reports and had discussions on the proposal. In general, these have given the support to the organizational structure herein recommended appropriate to their group. The "M" Club Board received the report cordially, discussed it, but took no official position.

#### IV. Specific Recommendations

1. A School of Physical Education should be established with a Director as its administrative head. The Director of the School of Physical Education should possess outstanding academic qualifications and would be responsible to the Dean of the College of Education in all educational matters. The School of Physical Education would include the following programs: non-professional and professional physical education classes on both the St. Paul and Minneapolis campuses, intramural sports including recreational play on both campuses, professional classes in recreational leadership, and graduate classes in physical education and its related fields, school health education and recreation leadership.

In managing intramural sports the director would report to the Vice President for Educational Relationships and Development in finance and facilities matters. In any such matters no existing relationships to the office of the Vice President for Business Administration would be altered in any way.

While the addition of Womens' Physical Education to Mens' Physical Education is the only change proposed here at this time it is urged that the new director engage in study of this School's organizational pattern.

2. A Department of Intercollegiate Athletics should be established with a Director in charge. The Director of Intercollegiate Athletics should be of academic rank and possess outstanding qualifications for leadership in intercollegiate athletic work. He would be responsible to the Vice President for Educational Relationships and Development. The Director of Athletics would continue to be responsible to the Senate Committee on Intercollegiate Athletics in such matters as are prescribed by the Constitution of the University Senate. No new internal organizational structure is proposed here. Apart from certain business functions the department remains as it currently operates in the realm of athletics--in charge of freshman sports and varsity intercollegiate sports. The Department would continue to have responsibility for the administration of intercollegiate athletic events including the sale of athletic tickets, radio and television involvements, relationships with athletes and prospective athletes, athletic press and public relations, and athletic relations with the Big Ten Conference, the NCAA, and the athletic departments of other institutions.

3. The School of Physical Education and the Department of Intercollegiate Athletics should be tied together by a series of relationships:

- a. The educational involvements of Intercollegiate Athletics staff would be in the School of Physical Education.
- b. The planning of intramural-intercollegiate-physical education facilities would involve the shared judgment of the Director of the School of Physical Education and the Director of Intercollegiate Athletics.
- c. Unbudgeted resources available from earned income and special fees would be deployed through the joint working relationship of the two directors.
- d. To assist the directors there should be established in the School of Physical Education and in the Department of Intercollegiate Athletics a budget and facilities office. This office, while responsible to the director of the School for organizational purposes, will serve in a staff relationship to both the Director of the School and the Director of Intercollegiate Athletics.
- e. Facilities use would be scheduled jointly through the joint working relationship of the two directors and the budget and facilities office.
- f. The facilities and budget office would serve as the continuing liaison point with such offices of the Business Vice President's organization as Physical Plant, Purchasing, Employment, Auditing, etc.

APPENDIX A  
Comments on the Attached Diagram

The diagram attached outlines the major structural patterns that would be established by the reorganization proposal.

1. Physical Education actually reflects a "status quo" recommendation. It is recommended that there be no drastic revisions of departmental structure within the School of Physical Education at this time. Instead, it is recommended that longer discussion, with freedom for the new Director of the School of Physical Education to lead that discussion, should precede decisions about additional departmentalization. In accordance with the foregoing, it is suggested that, for the present, only two departments be listed--Physical Education for Men and Physical Education for Women--and that each be headed by a Chairman who is also an Associate Director of the School.

It is recommended that the instructional program in Recreation Leadership remain for the present under Physical Education for Men, with the faculty in this area serving as a committee for the program, with a committee chairman (essentially the procedure now followed).

It is further recommended that the School Health Education program be left for the present as a sub-program under Physical Education for Women, with an appropriate faculty committee under a chairman.

The present operation for the St. Paul Campus program is described by indicating lines of responsibility for that program leading to both the Men's and Women's Departments. The continuation of this organization is recommended for the present.

The intramural program for men now operates under the Department of Men's Physical Education, but the women's department also has an intramural program. The diagram suggests that joint responsibility of the men's and women's departments for the intramural program be continued, with an appropriate faculty committee including representation from both the men's and women's departments and a chairman from the men's department, for the present.

The recommendations in the preceding explanatory notes relate only to ~~PROGRAMS~~ and do not answer questions about lines of responsibility for certain budget clearances, particularly for intramurals and the St. Paul Campus.

These items will require further discussion after the Director of the School of Physical Education has been appointed.

2. The finance and facilities officer position should be established in the University's civil service system. While his position would be established for organizational purposes in the School of Physical Education, he would have coordinate responsibilities for the Department of Intercollegiate Athletics. The finance and facilities officer would serve as budget and fiscal adviser to both directors. He would assist both in planning facilities use and needs, income and expenditure patterns and requirements, and fulfill the normal accounting responsibilities connected with budget administration.

The finance and facilities officer should be responsible for coordinating the use of all physical education, intramural, athletic, and recreational facilities. Policies governing the use of these facilities would be determined by appropriate officers or committees. The scope of the manager's responsibilities would also include working with the appropriate University departments in matters involving the upkeep and maintenance of all the aforementioned facilities.

3. The intercollegiate athletic program would operate in much the same fashion that it does now. The roles of the Senate Committee on Intercollegiate Athletics and the Faculty Representative are unaltered by this proposal.

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