



UNIVERSITY OF MINNESOTA

Office of the Vice President for Academic Administration  
213 Morrill Hall  
Minneapolis, Minnesota 55455

August 28, 1973

MEMORANDUM TO: President Moos and The Board of Regents

FROM: William G. Shepherd

The University is facing some major questions about its structure and its mission. During the past year discussions within the Central Administration and with the Board have been concerned with these subjects. My colleagues, Fred Lukermann and Lloyd Lofquist and I, have given much thought to these concerns and as a final legacy of our activities in Academic Administration would like to share with you our thoughts on the structure of the University. We have done so in the attached document entitled "A Modest Proposal Regarding The Structure of the University of Minnesota."

Given the effort and time needed to leave the house in the best order possible for our successors, the proposal is less complete and the arguments less developed than we would have wished. We do hope that it will provide a basis for the discussions which are needed to provide a framework which will permit the resolution of structural problems which have become urgent. Among these problems are the needs to resolve the relationships between the Institute of Agriculture and the Colleges of Agriculture, Forestry, and Home Economics, and the proposed restructuring of the College of Liberal Arts.

WGS:gjw

Attachment

cc: Central Administrative Officers  
Chairpersons SCEP  
SCRAP  
Consultative Committee

Minnesota University, Office of The Vice President,  
- Academic Administration

## A MODEST PROPOSAL REGARDING THE STRUCTURE OF THE UNIVERSITY OF MINNESOTA

Submitted by William G. Shepherd  
Fred E. Lukermann  
Lloyd H. Lofquist

### STRUCTURE

Those of us who are leaving Academic Administration at this time would like to propose a structure for the University of Minnesota which, in our judgment, would provide a possible solution to many of the management problems which have impeded the planning for the University of Minnesota. This situation has led to a perception on the part of some that preferential attention was given to the Twin City Campus by the University system officers. A further consequence of the involvement of the system officers in the operations of the Twin City Campus has been that insufficient attention has been possible for the longer range planning for the system as a whole. The present structure has resulted in overlapping responsibilities.

The current structure of the University derived from the period when the University had essentially one campus. The modifications of that structure which have been largely ad hoc adaptations responding to short-range concerns, produced a situation in which the system officers simultaneously served as campus officers of the Twin City Campus. We believe that the proposed structure will provide clearer lines of responsibility and reduce the tensions and polarization which have developed between units of the University. We recognize that structure alone will not provide a clear basis for planning, but must be accompanied by definitions of the several missions of the University both with respect to its units and its functions. We are, of course, aware of the Regent's interest in

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dealing with the latter task. We do believe that the proposed structure is sufficiently flexible to accommodate to new definitions of mission.

It is also true that on the Twin City Campus the number of individual collegiate units reporting to Central Administration called for a span of control by the Central Officers larger than desirable for optimal management. We should like, therefore, in what follows, to offer a re-structuring which we believe will better define the roles of the central and operating officers and enhance management capability at all levels. It more clearly delineates the functions of the officers at the system, campus, and central levels. It also should facilitate program coordination, the allocation of resources, and continuous planning at the system level and encourage cooperation and integration of the contributions of closely related collegiate units at the level of the faculties.

The proposal provides for a University officer who does not have system responsibilities and hence can serve as an advocate for the needs of the Twin City Campus. It further recognizes that certain activities are specific to a campus rather than being system wide. In addition, it will bring the structure of the University more in conformity with the existing Senate and Assembly structures for faculty and student governance. The figures which follow illustrate the major elements of the proposal.

Figure 1

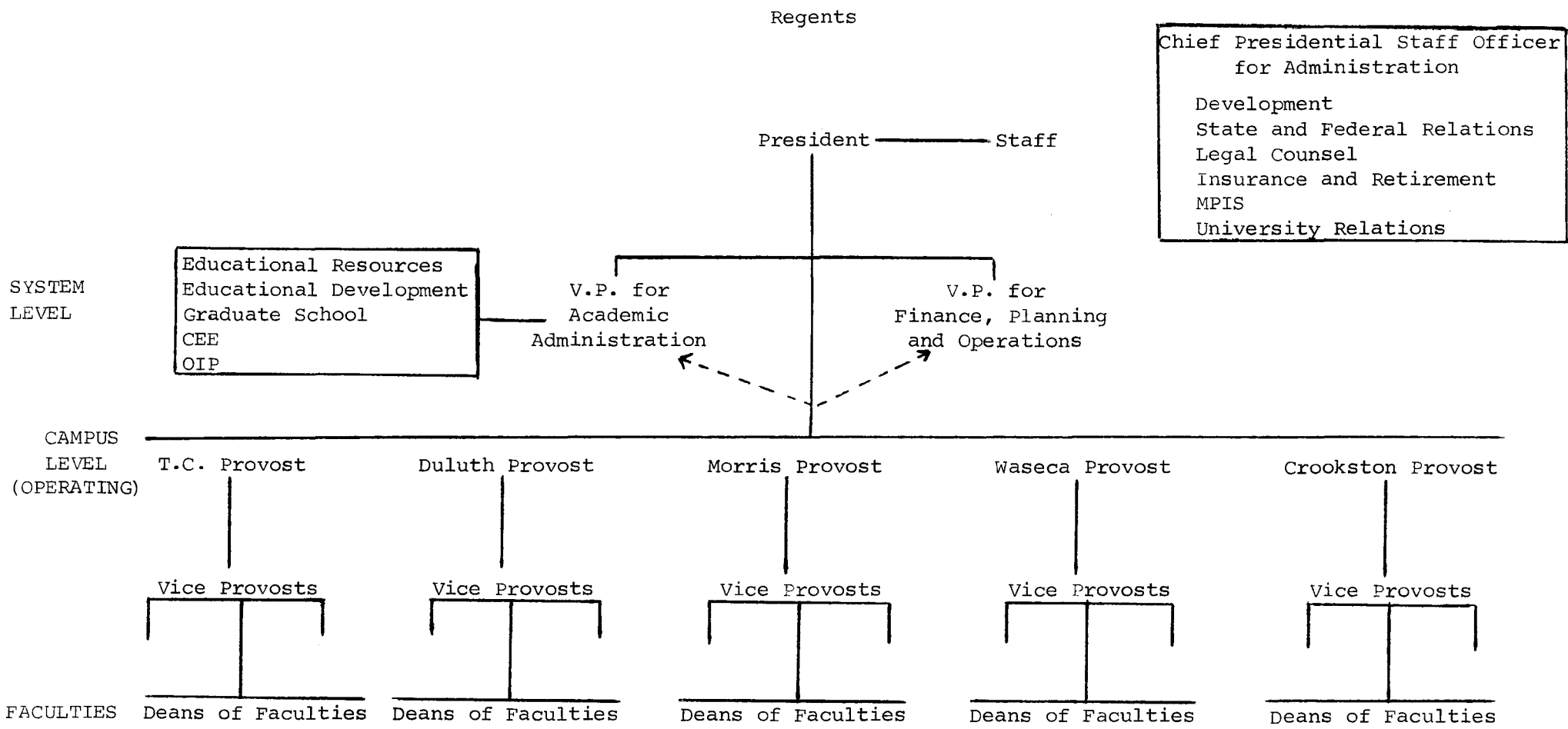


Figure 1 provides the general outline for the proposal. This plan differentiates the activities which require central management from those which relate specifically to the activities of a particular campus. It recognizes that the main activities in operations and planning at the system level fall into two major divisions-- Academic, and Finance, Planning and Physical Operations. At this level one would expect to find responsibility for the management of Educational Resources, Educational Development, the Graduate School, and Continuing Education and Extension. Educational Resources would embrace such activities as Computer Services, Measurement Services, Libraries, Radio and Television. It is recognized that there are both system wide and campus implications for these units and that this implies a certain degree of campus control with coordination at the system level.

Figure 1 lists certain staff functions which properly belong in the President's office and require coordination under the aegis of a chief presidential staff officer for administration. These would include Development, State and Federal Relations, Legal Counsel, Insurance and Retirement, Personnel, Management Planning-Information Services, University Relations, and Admissions and Records.

At the campus level the chief operational officer would be a provost. It should be noted that there is provision for a Twin Cities provost (a recommendation also made by the University Study Commission). It is assumed that the number of vice provosts will depend on the size and complexity of the particular campus. Student affairs are campus centered as are such activities as the ROTC programs and Concert and Lectures. As indicated above, Library operations are both campus and system oriented.

At the level of the faculties, the campus officers, i.e. the provosts and vice provosts, would work within an organizational structure that calls for clusters

of collegiate and major academic units as opposed to a structure that has developed out of a proliferation of separate colleges. This kind of a structure should facilitate maximum campus effectiveness by clustering units that are related to each other in terms of their activities and contributions. It should facilitate a move toward optimal sizes of faculty clusters which should be conducive to good management. As was the case at the level of vice provost for the various campuses, the number of faculty clusters, and hence the number of Deans of Faculties, will depend on the complexity and size of the particular campus.

Further understanding of the proposal will be provided by Figures 2, 3, and 4 which demonstrate the structure at the campus and faculty level for the Twin Cities, Duluth, and Morris campuses respectively. (Since the structure of the Duluth campus faculty has been under discussion, the figure for that campus is largely exemplary and is not intended to define a structure which may emerge as a result of the campus deliberations.)

Figure 2

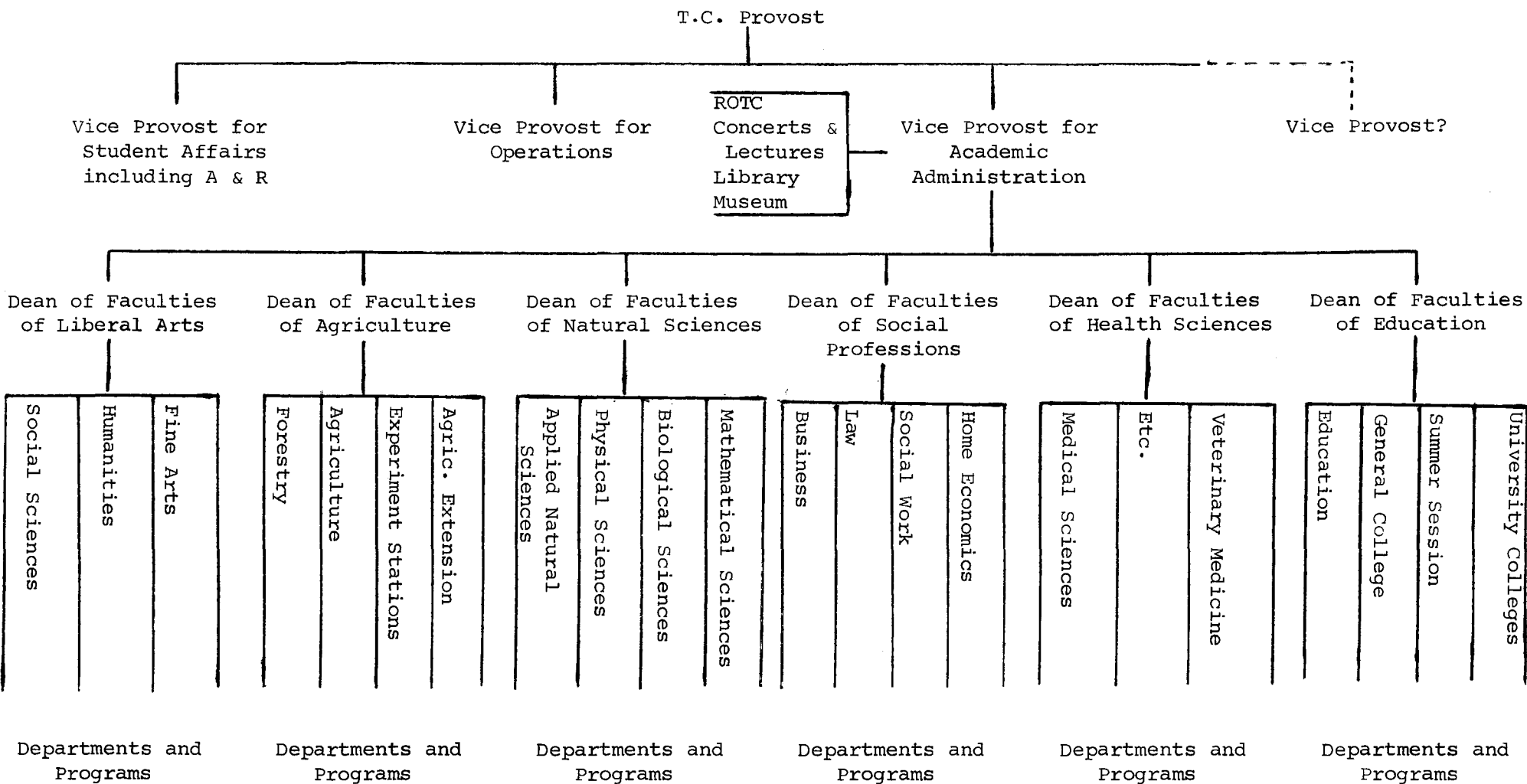


Figure 2 for the Twin Cities Campus shows the grouping of existing colleges and major units into six clusters. Each cluster is to be headed by a Dean of the Faculties of that cluster. The diagram shows the subdivision of the cluster into colleges headed by deans. It has been recognized for some time that the structure of the present College of Liberal Arts poses great difficulties for management by a single dean and that there is a need to de-centralize the budget management in the present college. The diagram proposes that the college be divided into at least three units of collegiate stature: Social Sciences, Humanities, and Fine Arts, each headed by a dean having budgetary control who would be responsible for purposes of program coordination to the Dean of the Faculties of Liberal Arts.

The Faculties of the Natural Sciences would be divided into a College of Mathematical Sciences (which would include Statistics), a faculty of the Biological Sciences, a faculty of the Physical Sciences (Chemistry, Physics, Geology, Astronomy), and a College of Applied Natural Sciences which would include the several engineering departments, and possibly the School of Architecture, although consideration might well be given to transferring it to the College of Fine Arts.

The Faculties of the Social Professions would include Home Economics, Social Work, Law, and Business.

The Faculties of the Health Sciences would include all the units presently within that structure, but would make the College of Veterinary Medicine a full member of that cluster rather than perpetuating the adjunct relationship which presently prevails. It needs to be recognized that the Faculties of the Health Sciences include those at the affiliate hospitals, Medical School at Duluth,



the Medical School in Rochester, and the Mayo Graduate School.

The Faculties of Education would include the present College of Education, the General College, and the University College. It is also proposed that, until the Summer Session becomes fully integrated into the collegiate units of the University, it should report to the Dean of the Faculties of this unit.

The sixth cluster, the Faculties of Agriculture, would aggregate the present colleges of Forestry and Agriculture, and the functions of the Experiment Stations and Agricultural Extension. We suggest, given the presently defined single missions for the technical colleges at Waseca and Crookston with a main thrust toward agriculturally related programs, that, rather than having these units headed by provosts and operating as freestanding institutions, they might well be headed by deans and report through the Dean of the Faculties of Agriculture. If this is not done, detailed structures corresponding to those proposed for the other campuses but proportioned to the complexity and size of those campuses, would need to be developed.

Figure 3

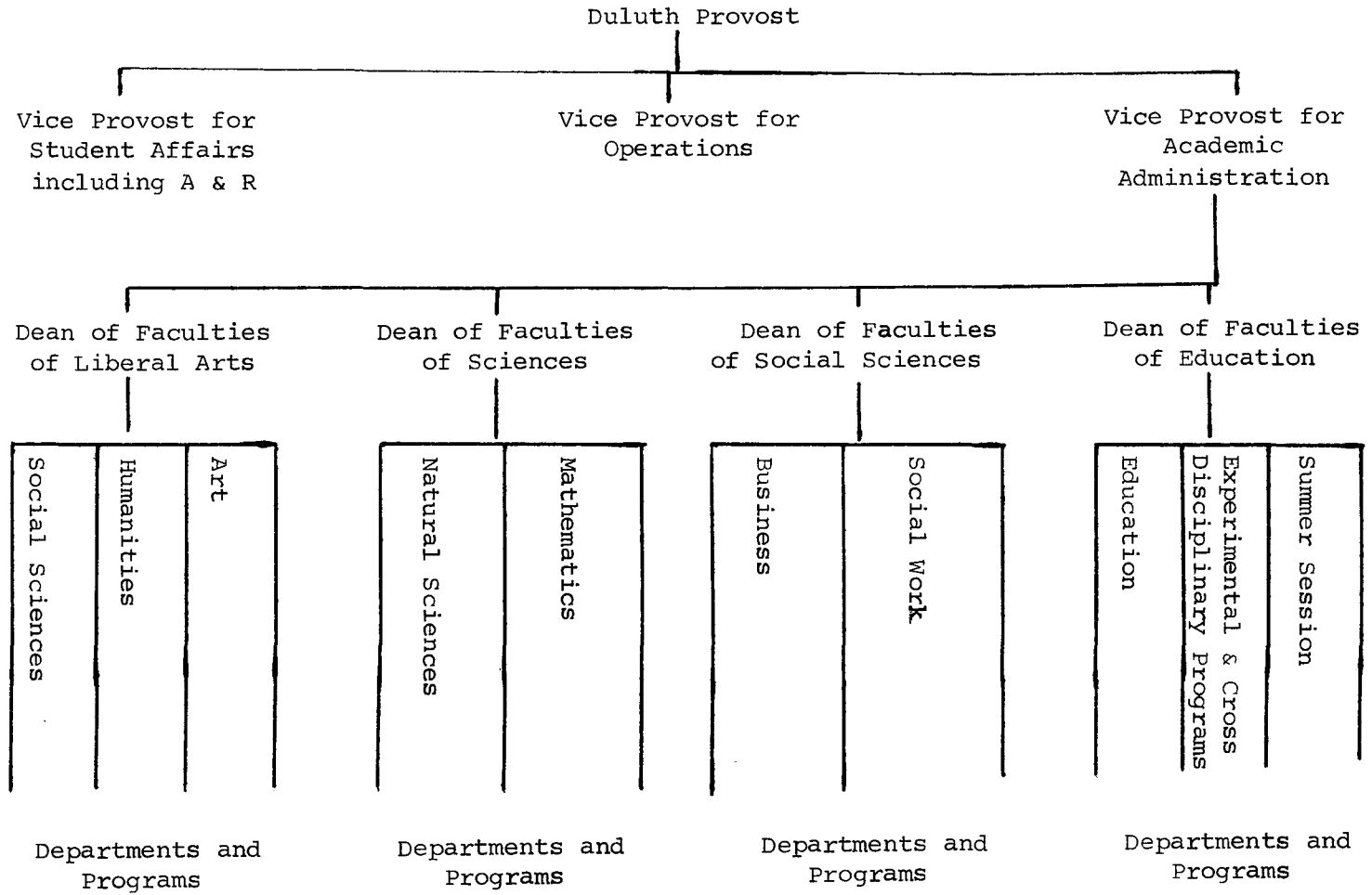


Figure 3 shows a possible structure for the Duluth campus which provides for three vice provosts: Student Affairs, Operations, and Academic. On that campus, five faculties are organized: Liberal Arts, Sciences, Social Professions, Education, and Health Sciences. Given the present size of the faculty at Duluth, it might be appropriate to have the subdivisions of the faculty headed by division chairmen rather than deans but the clustering would parallel the pattern for the Twin City Campus. In the case of the Health Sciences, it will be observed that the figure shows a dashed line to the Dean of the Faculties of the Health Sciences on the Twin Cities Campus reflecting the need for state-wide organization of the University Health Sciences Programs. The ROTC program is shown as a direct responsibility of the Vice Provost for Academic Affairs clustering again with the Concert and Lectures and the Library operations for that campus.

Figure 4

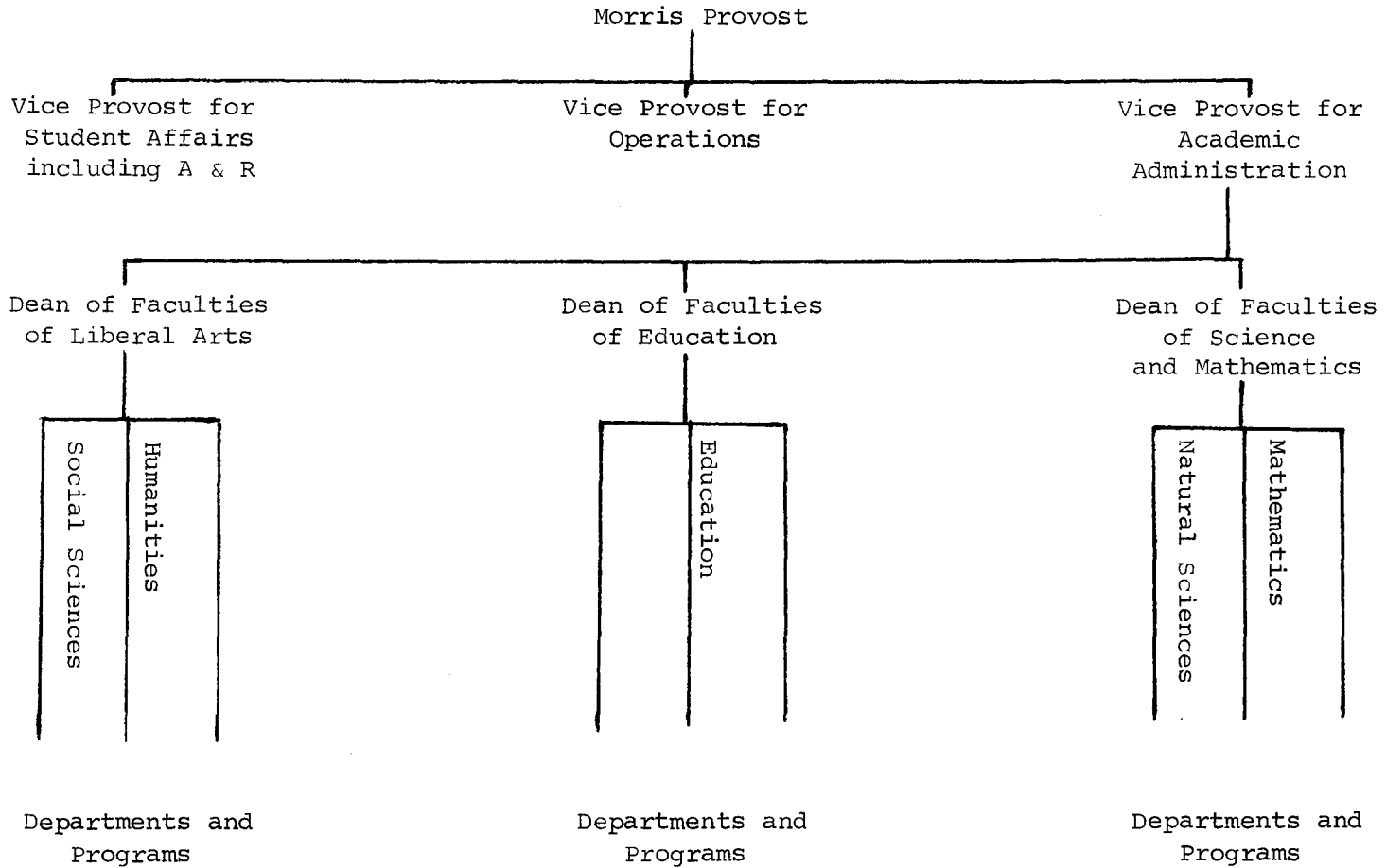


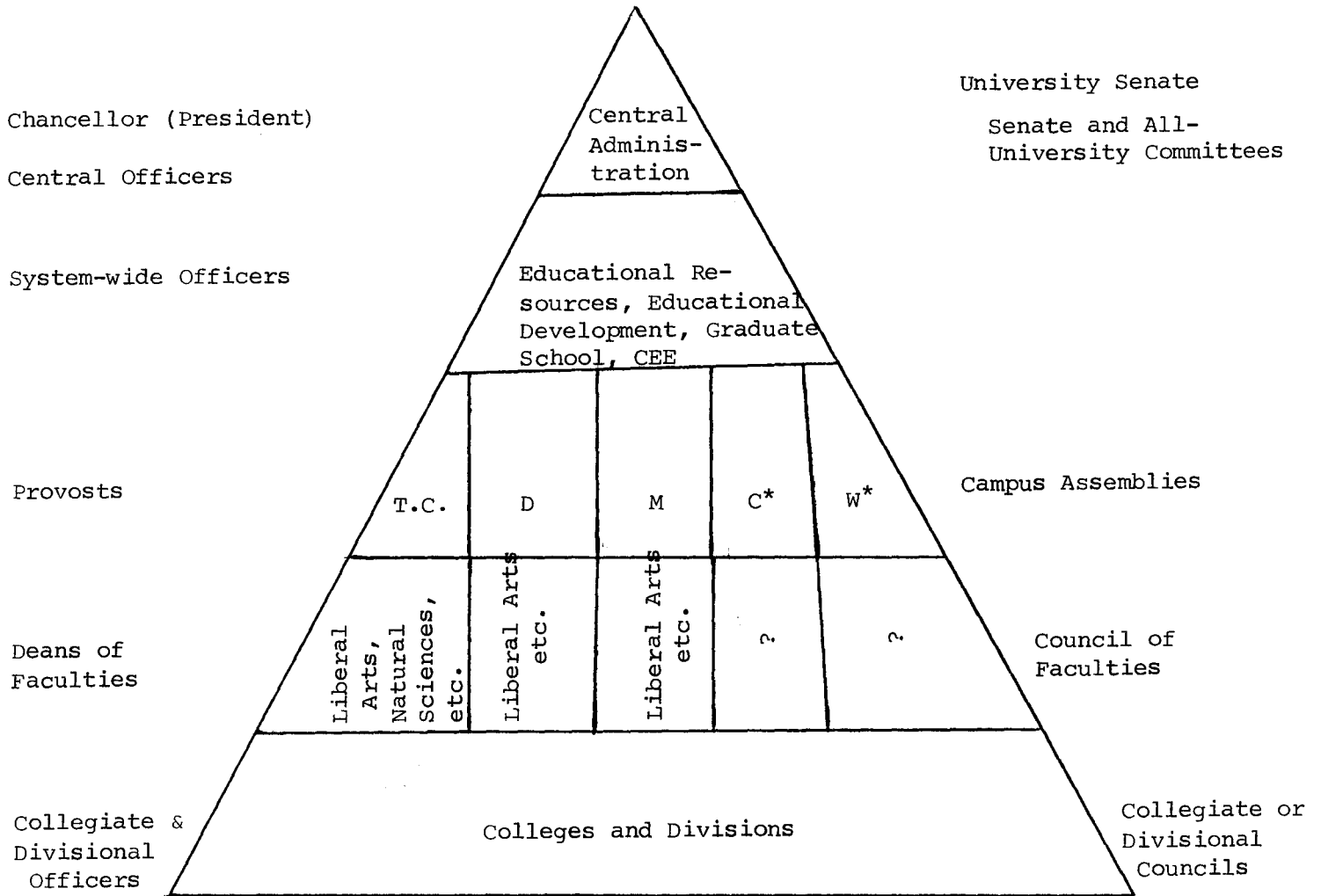
Figure 5

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\*Alternatively these units might be identified as of collegiate rank within the faculties of Agriculture.

Figure 4 shows a tentative plan for the organization of the Morris campus. In general outline it would follow the pattern of the Twin Cities and Duluth campuses, but be adapted to the particular mission of that campus.

#### FUNCTIONAL RELATIONSHIPS

We believe that the structure proposed is consistent with the planning principles which have emerged in recent years and with the existing governance and administrative structure of the University which is illustrated in Figure 5. In particular this proposal will facilitate the involvement of students and faculty in program planning envisaged in Figure 5 and the Academic Planning Document. As was mentioned earlier, a major objective of this plan of organization is to provide for an appropriate de-centralization of budgetary responsibilities in order that principal officers may devote a more appropriate proportion of their effort to the long-range planning and operational aspects of the University, an objective which applies at the campus level as well as at the system level. The Deans of the collegiate units will have the primary responsibility for the day to day operations of the instructional units which they head. The major functions of the Deans of the Faculties are: Coordination of the planning efforts of the individual colleges, coordination of the resource requests and assisting the Vice Provost of Academic Affairs in the coordination of program efforts which cut across major divisions of the faculties on the total campus. The Vice Provost for Academic Affairs will have the primary responsibility for long-range planning of programs, the administration of the tenure code, the allocation of academic resources, and the recruitment and development of staff. In concert with the

Deans of the Faculties, he will determine the allocation of campus resources among the several Faculties. Once these allocations have been made to the Deans of the Faculties, each will in concert with the Deans of the Colleges determine the budgetary allocation to each collegiate unit. Once these allocations have been made, the Deans of the Colleges will have the responsibility for their allocation to the departments and programs. It would be expected that within the offices of the Deans of the Faculties, appropriate support will be provided in facilitating budgetary development and control.

In the development of programs and legislative requests, the deans of the several colleges will aggregate the program proposals and resource requests of the departments and programs under their purview and in turn the Deans of the Faculties will aggregate the program proposals and resource requests of their colleges. At the campus level the Vice Provost for Academic Affairs would aggregate the programs and resource requests of the several faculties for action and the Provost of the campus will coordinate the academic and resource requests for the total activities of the campus working in concert with all his Vice Provosts. Finally, the requests of all the campuses will be aggregated at the system level by the President and the President's staff working in concert with the Vice President for Academic Administration and the Vice President for Finance, Planning and Operations. One would anticipate a similar planning flow for building needs which would, at the campus level, require the joint involvement of the Vice Provost for Operations and the Vice Provost for Academic Administration.

POSTSCRIPT

We recognize that this description of our proposal is a broad outline and that much detail would need to be developed if it were to be implemented. Different clusters than those proposed may seem more appropriate to others. We hope it may provide the stimulus for the further thought and discussion which will lead to an increased capability for the University through effective planning to fulfill its mission.

August 24, 1973