

April 3, 1959

A SUGGESTED GENERAL PATTERN FOR THE FUTURE
ORGANIZATION OF CENTRAL ADMINISTRATION

From various sources, including members of the Board of Regents, there have been suggestions that some changes in the organization of the central administration of the University are desirable in the light of the expanding responsibilities of the University. This is sound, for long-range planning should include organization as well as, for example, physical facilities needs.

What is presented here is not a completed scheme that envisages immediate or total reorganization as a single act. Rather it is a conceptual statement designed to constitute a guide for thinking with respect to changes in central administration, some of which changes could advantageously be accomplished within a year; others of which might come about over a longer range of time. This, then, is a general perspective within the concepts of which the University might move, with specific adaptations and changes being made at such time as conditions and circumstances might warrant. It is a directional plan, not a finished blueprint.

The last general administrative reorganization occurred in 1943, some 16 years ago. Since that date the size and complexity of the University have increased and such increase makes it highly desirable to look once again at the organization and to make suggestions with respect both to short-term and long-range objectives.

The reorganization of 1943 followed intensive study of the existing organization of the University with special reference to the activities and functions which had their focus on the desk of the President himself; it was designed to relieve his load and by administrative devices and delegations to transfer certain responsibilities from his desk to that of others. In general, the 1943 reorganization plan had these major objectives:

1. To free the President of the University so far as possible from day-to-day direct operating responsibilities.
2. To establish the offices of Vice President, Academic Administration and Vice President, Business Administration, giving these two officers direct operating responsibility in specified areas and a staff relationship to the President.
3. To maintain for the deans of the several colleges with major academic and administrative responsibilities direct-line access and responsibility to the President (all of which is strongly embedded in the Minnesota tradition) with the expectation, to be sure, that many matters would be delegated by the President to the Vice Presidents as staff officers for analysis and recommendation and in some instances for other disposition.

After sixteen years of operation, the objectives of the reorganization have generally been realized. The existing organization has functioned well and

economically. In many respects there has been continuous study of internal organization pertaining to central administration and this is consistent with the Minnesota tradition of self-analysis. It is out of this continuous appraisal of operations and familiarity with general administrative functioning of the University that the following suggestions are made as to the direction in which the University now may most advantageously go.

The accomplishments of the 1943 reorganization can be briefly summarized: The President has been relieved of innumerable operating responsibilities, some of them in the category of day-to-day operations, others much broader in scope. The two Vice Presidents have accomplished their direct operating responsibilities and the units for which they are administratively responsible now function with virtually no attention by the President except as basic policy considerations are brought to him for advice and approval. The President has in some measure been relieved by the functioning of the Vice Presidents as staff officers to whom he refers matters for their analysis and first recommendation. The Deans of the academic units have appreciated the maintenance of their direct-line relationship and at the same time recognizing that the Vice Presidents have a staff relationship to the President, they have increasingly conferred directly with the two Vice Presidents, often quite informally, prior to conferences with the President himself; this has had the tendency to establish good working relationships, good team relationships, and at the same time to cut down the direct time involved by the President in matters brought to him by the deans. The President during this period has added to his office further high-level assistance and has reduced the number of operating units directly responsible to him. The Department of Physical Education for Women and the Institute of Child Development and Welfare which at the time of the 1943 reorganization were left with direct lines to the President, have subsequently been attached administratively to the College of Education.

Three operating units, however, still are the direct administrative responsibility of the President--the Office of Alumni Relations, Intercollegiate Athletics, and the Greater University Fund.

The University unquestionably faces new responsibilities, although it is not yet clear just what form these will take, whether more instruction, more research, more public services (or some new combination of all of these), or whether these new responsibilities will be centered on the present campuses or in some manner distributed among new campuses and branches, should these be added. It would now be timely to consider freeing the President still further from direct operating responsibilities, to consider also the need for additional high-level assistance for the President and the two Vice Presidents, and to lay some plans at least in preliminary form for the administration of the University in the light of the larger responsibilities that lie ahead.

For consideration of the Board of Regents, these suggestions in somewhat abbreviated form are offered:

1. That there be established within the Office of the President a Department of Special Services to include these activities:
 - a. Office of Alumni Relations
 - b. Greater University Fund

- c. Intercollegiate Athletics
- d. Department of University Relations
- e. Department of Radio and Television

The transfer of the first three units would relieve the President of direct operating responsibilities. The consolidation into one department of these five, all of which are concerned with communications and relationships with Alumni, friends, and the general public, would strengthen immeasurably the over-all relationships of the University. The establishment of this department could well be accomplished within the year.

- 2. That the following departments in Business Administration now separately responsible to the Vice President, Business Administration be regrouped as follows:

- a. A new Department of Plant Services to include, under the direction of an assistant vice president, the following presently separate departments:
 - (1) Physical Plant Operation, Maintenance and Construction
 - (2) Advisory Architect
(Physical Plant, planning)
 - (3) Rosemount Research Center
(Physical Plant, operation and maintenance)
 - (4) Protection and Safety
(Traffic, parking, security and investigation)

This would consolidate and coordinate in a single department all aspects of physical plant operation and planning.

- b. Department of University Services to include, under the direction of an assistant vice president, the presently separate departments and activities:
 - (1) University Services
(Residence halls, married student housing, food services, printing, laundry, transportation facilities, post offices, scientific apparatus, repair shop, audio-visual and photographic facilities)
 - (2) University Bookstores
 - (3) Management of rental facilities in trust
(e.g. Kewanis Court Apartments)

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This would consolidate and coordinate University auxiliary services and activities.

- c. Office of Comptroller
(Accounting, budgeting, cashier, research contracts and grants, inventories, student loans and collections, field audits)

Under this concept, the comptroller becomes strictly an accounting officer, and purchasing and investments--now a part of the comptroller's office--are given the separate status that their growing importance warrants.

- d. Department of Legal Services, under the direction of the University Attorney

(1) General Legal Services
(Contracts, agreements, etc.)

(2) Trusts
(Trust instruments)

(3) Patents

This consolidates all legal services, presently in three separate offices.

- e. Investments and Administration of Endowments, under the direction of the Investment Officer.

The University now holds in trust approximately \$16,000,000. The possible transfer of the Permanent University Fund to Regents' custody would involve over \$45,000,000 additional. These figures justify the independent status of this office.

- f. Personnel Services, under the direction of the Director, to include the following presently separate offices:

(1) Office of Civil Service Personnel
(Recruitment, classification, salary and wage schedules, training and personnel records, labor relations)

(2) Department of Insurance and Retirement
(Staff insurance and retirement; State Employees Retirement Association (SERA); Old Age Assistance and Survivors Insurance (OASI); Blue Cross, Blue Shield; Workmen's Compensation; Fire, Liability and other forms of insurance)

- g. Purchasing and Stores, under the supervision of a Director
(All purchasing, including general and chemical storehouses)

The expected expansion of the University warrants an independent administrative status for this activity.

3. Academic Administration

Looking ahead to needs that face the University administratively, there are two areas of activity that warrant special consideration and emphasis that tie directly to the purposes of Academic Administration. The first involves academic analysis and planning as it relates to internal and external educational problems and policies.

Already beginnings in this area have been made, with the establishment of an administrative research unit within the Bureau of Institutional Research, responsible administratively to the Academic Vice President. To meet the developing needs for more intensive and systematic overall academic analysis and planning (as distinct from the planning which is college centered) it would be proposed to strengthen the work of this unit by the development of a still more inclusive program looking toward the continuing compilation and coordination of statistical materials that have bearing upon the operation of the academic program of the University in relation to central administration. This can be brought about by some regrouping of responsibilities within Academic Administration, and the ultimate objectives will be achieved gradually through this process.

The responsibility of central administration with respect to general educational problems and policies does not stop with the compilation of relevant data for cooperative use with the deans and other administrative officers. There is the further step of translating the results of data analysis into operating policies and procedures where these are applicable. This is a function of central administration, and one that by delegation from the president to the academic vice president can be carried forward through continuing contact with the deans and other instructional staff members. By such delegation involving continuous appraisal of the total educational pattern responsibilities of central administration can be met without destroying the traditional rights of the deans of the instructional units to have direct access to the president. It is evident that the president himself cannot, because of multitudinous demands upon his already limited time, personally engage in the conference and discussion with deans that systematic and continuous study of general educational problems in their many phases inevitably entails.

The second area relates to educational contacts as between the University and other agencies, educational and otherwise, within the state of Minnesota.

Actually, the process of educational planning and analysis has dual aspects--internal and external. There is analysis and planning for purposes of internal operation, and it was with these internal aspects that the preceding paragraphs were concerned.

But a university does not operate in its own campus vacuum. It has relationships that involve the entire state, and especially the other educational institutions of the state, both public and private. The plans and objectives of the University have relevance involving the State Colleges, the private colleges, the Junior Colleges. Likewise, their activities have relevance to the University in shaping its own plans and policies. Constant contact at an administrative level is called for, far transcending the useful and acceptable contacts that have come through such an agency as the Committee on Relations.

Basically what is needed within Academic Administration in the long run is a regrouping of existing units and functions so that the academic vice president will himself have more time to work in the areas of overall educational planning both in internal and external aspects, insofar as central administration is concerned.

In the light of the foregoing, the following regroupings and elaborations can be suggested:

a. Academic analysis and planning--internal and external:

(1) Research and analysis

(a) Bureau of Institutional Research
(administrative research)

(2) Educational contacts

(a) Educational relationships and planning
involving liaison functions

b. Public Functions

(1) Department of Concerts and Lectures

(2) University Press

(3) Museum of Natural History

c. Student Personnel Activities

(1) Dean of Students

(2) University Health Service

(3) Department of Student Unions

(4) Admissions and Records

d. Library

e. ROTC

(1) Army

(2) Navy

(3) Air Force

This plan of regrouping and organization would call for direct general supervision and responsibility by the academic vice president for the departments within his unit, with necessary additional staff to carry out the functions that are envisioned. Clearly involved would be a high-level research director for the area of research and planning relating to academic matters that have relevance for central administration, and such staff as may become necessary to carry forward the studies that are initiated. A second assistant in the area of coordinating student personnel activities (c above) may eventually become desirable.

Again it is to be stressed that the changes envisioned here can be made step by step as situations and conditions dictate, and out of such steps will emerge the new pattern of operation that is envisioned.

4. That if the Legislature establishes college-level activities at Morris/Crockston, the Associate Dean of the Institute of Agriculture be given administrative responsibility for these two units with direct lines of access to the President insofar as the educational programs and activities are involved. It would be understood that responsibilities of the Associate Dean of the Institute of Agriculture as they pertain to the work of the Experimental Stations would be channeled through the Dean of the Institute of Agriculture as at present. It is also assumed in this context that there would have to be at Morris/Crockston a member of staff who would have immediate responsibility for the educational program on a day-to-day operating basis, working with and through the Associate Dean of the Institute of Agriculture.

Should other branches of the University be established, at that time it would be necessary to give further consideration as to how academic programs other than at the Minneapolis and St. Paul campuses might administratively be related to central administration.