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Suggested Plan for the Administrative Reorganization at UMM

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SUGGESTED PLAN FOR THE
ADMINISTRATIVE REORGANIZATION
OF THE MORRIS CAMPUS
UNIVERSITY OF MINNESOTA

July 8, 1963

Revised - 7/31/63

With the advent of the college at the University of Minnesota facilities at Morris in September, 1960, a transition period of joint occupancy of the facility was entered into by the two units at Morris--transitional in that the School of Agriculture was being phased-out and the University of Minnesota, Morris initiated.

The collegiate program at Morris as developed in philosophy by the Morris Campus Advisory Committee under the chairmanship of Malcolm M. Willey, Vice President of Academic Administration, was unique in its offering. Without direct legislative support an experimental one year collegiate program was initiated in September of 1960 accompanied by a start in the phase-out of the existing West Central School of Agriculture.

The phase-out of the existing School of Agriculture was completed in March, 1963, with the last graduation of the school.

During the phase-out of the School of Agriculture the University of Minnesota, Morris was structuring its administrative channels for its most efficient operation. At the start of college an Office of Student Services and a Business Office were organized. In February, 1962 academic division chairmen were appointed (without budget). In September, 1962 the administrative organization of UMM was established with budgets assigned to each administrative and staff unit. The faculty has increased from 13 in the first collegiate year to over 60 for 1963-64. With the increase in faculty the faculty has exercised their prerogative to organize and by faculty action pass on all academic decisions at UMM.

A full collegiate organization now exists on the Morris campus as well as a unit administratively organized as a department of the Institute of Agriculture. The campus units at Morris present a situation somewhat unique to the University's ongoing program. It is unlike any organization that exists on the St. Paul or Minneapolis campuses or the Duluth campus or at any of the number of units of the University.

The history of the organization of the Morris campus can be traced in four steps as follows:

1. Prior to 1947

The West Central School and Experiment Station was administered by a Superintendent responsible to the Dean, Institute of Agriculture.

2. 1948 to 1960

The West Central School and Experiment Station of the Institute of Agriculture was the sole occupant of the Morris campus. It was administered by a Superintendent responsible to the Associate Dean, Institute of Agriculture, on the St. Paul campus. It was during this period when Theodore H. Fenske provided outstanding leadership in the integration of the branch station and school of agriculture programs.

3. 1960 to 1961

Administrative responsibility for the phase-in of the collegiate program and the phase-out of the West Central School of Agriculture was given to the Dean and Superintendent. This individual reported collegiate affairs to the Vice President of Academic Administration and West Central School and Experiment Station affairs to the Associate Dean of the Institute of Agriculture.

4. 1961 to Present

The University of Minnesota, Morris is administered by a Dean who reports directly to the President of the University and is responsible for the academic, non-academic, intercollegiate, and extra-curricular programs of the collegiate program; and a Superintendent who reported to the Associate Dean of the Institute of Agriculture responsible for the West Central School and Experiment Station, residence halls, food service, and plant services.

In the first year of collegiate programming the West Central School and Experiment Station provided the total administrative costs with the exception of secretarial help. After the appropriation of operational funds by the 1961 Minnesota Legislature the majority of the operating costs of the college were provided by UMM. During the transition period, 1960 to 1963 covering the total phase-out of the School of Agriculture, the physical and fiscal responsibility of the residence halls and food service was borne by the West Central School of Agriculture. They also have continued responsibility of the Plant Service operation for the past three years.

In general, a pattern of organization has been established for all units of the University and is described in some detail in the publication, "University of Minnesota Organization Charts, May 25, 1959".

In most areas organization has been designed with two general premises:

1. That direct-line administrative responsibility is desirable.
2. That organization is related to function.

This documentation has been prepared to propose a further refinement of the organization plans on the Morris campus. In terms of the programs at Morris this would be Plan #3 (attached are Plan #1-1960, Plan #2-1961, and the proposed revised plan and a future plan.)

The proposed organizational plan has been based on the two general premises of organization stated above. The proposal is as follows:

I. Transfer of Food Service Operation to UMM

With the phase-out of the School of Agriculture the Food Service enterprise on the Morris campus will primarily be servicing the collegiate program. This is consistent with the organization as is now in operation on the Duluth campus of the University. This would allow for the direct administrative channel necessary for efficient operation of Food Service in the collegiate program and would provide for service to all other campus functions.

II. Transfer of Residence Halls to UMM

The four major residence halls are presently housing collegiate students. It is anticipated that they will be near 100% occupancy in the 1963-64 academic year. This is consistent with the organization on the Duluth campus. Custodial positions are presently carried as Plant Service items, however, on reorganization it may be desirable to carry custodial positions within the self-supporting budget as now carried on the Minneapolis campus.

III. Transfer of Present Morris Campus Operating Plant Services to Plant Services, University of Minnesota and UMM.

The organization of Plant Services on the Minneapolis campus clearly shows the functional range of their operation. In the total University organization Plant Services are responsible in the following areas:

- A. General Service
- B. Design and drafting service
- C. Construction and contract division
- D. Maintenance and operating division
- E. Custodial and grounds division

Funds for the Plant Service operation at Morris have been provided at Morris for the last two areas of the five unit function of Plant Services (maintenance and operating, custodial and grounds).

This proposal redefines the existing operation on the Morris campus and provides that Plant Services on the Minneapolis campus shall have jurisdiction in General Service, Design and Drafting Services, Construction and Contract and maintenance and operation. In addition, Plant Services shall be responsible for the establishment of the necessary rules and regulations to insure that policies of University-wide Plant Service operation are adhered to on the Morris campus. This would entail the development of a training and inspection procedure by Minneapolis Plant Services. The transfer is proposed for the following reasons:

1. The scope of operations of the West Central School and Experiment Station includes primarily research, farm operation, and a series of short courses. The major facilities at Morris will functionally be used by the collegiate program with the exception of the Superintendent's Residence and the Engineering Building. These major facilities include the gymnasium, Music Hall, Student Services, Spooner Hall, Senior Hall, Food Service, Humanities and Social Sciences, Women's Residence Hall, Science-Home Ec, Junior Hall and Edson Hall. None of the farm buildings are heated by the heating plant on the Morris campus except the Greenhouse which is jointly used by UMM and the West Central School and Experiment Station.
2. The transfer from the West Central School and Experiment Station to Plant Services, Minneapolis Campus of the first four categories of operation and the last category to UMM recognizes direct administrative channels and allows for the orderly development of the necessary rules and regulations to enforce policies of the Plant Service operation developed by Minneapolis Plant Services.

3. The proposal effectively strengthens the role of the Minneapolis Plant Services in the Plant Service function on the Morris campus by providing direct responsibility for the first four major functions as listed above and indirect through UMM for the last function through but one administrative headquarters rather than, at present, through two headquarters (Institute of Agriculture and WCS & ES).
4. The paramount reason for the proposal reflecting Morris jurisdiction on the last point (custodial and grounds) is the question of the distance Morris is removed from the Minneapolis campus.

The necessity of immediate supervisory needs of custodial and grounds indicates that such direct line administrative control would not only be desirable but necessary to insure effective operation and the establishment of priorities on the Morris campus.

5. The proposal would provide for the servicing of both present units on the Morris campus. All work above that considered normal maintenance, repair and routine ground activities will be charged accordingly for such services.
6. Effective reorganization on the Morris campus must recognize the need of structuring the functional role of each position and office. It would appear that the custodial and grounds operation under the jurisdiction of the Business Manager would be necessary so that the position of Business Manager could be maintained as a high level Civil Service position.

IV. Establishment of a Campus Business Office for All Units

The Business Office presently handles all cashiering, accounting, payrolls, personnel records, billing, ordering from local, general storehouse and bookstore (the majority of bid orders are processed through the Purchasing Department on the Minneapolis campus), office supplies, mail service and freight, contingent funds processing for the University

of Minnesota, Morris and the West Central School and Experiment Station (all budgets).

In addition, the Business Office handles all collegiate ticket sales, printing service, insurance and care of college cars.

The Business Manager, at the present time, serves in the capacity of supervisor of all Business Office activities and has major responsibility for the processing of student scholarships and loans, bookstore, police and protection, safety, health service, drafting of contracts, auditing student organization financial reports, and University Services on the Morris campus.

The proposal reflects the desire to effectively upgrade the position of Business Manager and would give him additional responsibilities in the operation of Food Service, Residence Halls and Plant Services.

V. Establish a Campus News Service

To avoid duplication of news service activities a combined news service should serve the entire campus.

VI. Establish Common Room Scheduling

The College and the West Central School and Station have the opportunity to schedule in any building on the entire campus. (Such joint scheduling would not apply to the Engineering Building which is scheduled by the WCS & ES).

VII. Food Service and Residence Halls

These facilities serve the campus and will be available to both units by scheduling.

VIII. Staff Privileges

All staff privileges of gymnasium use, library use, lounge use, are to be enjoyed by all on the Morris campus.

COMMENTS ON THE PROPOSAL

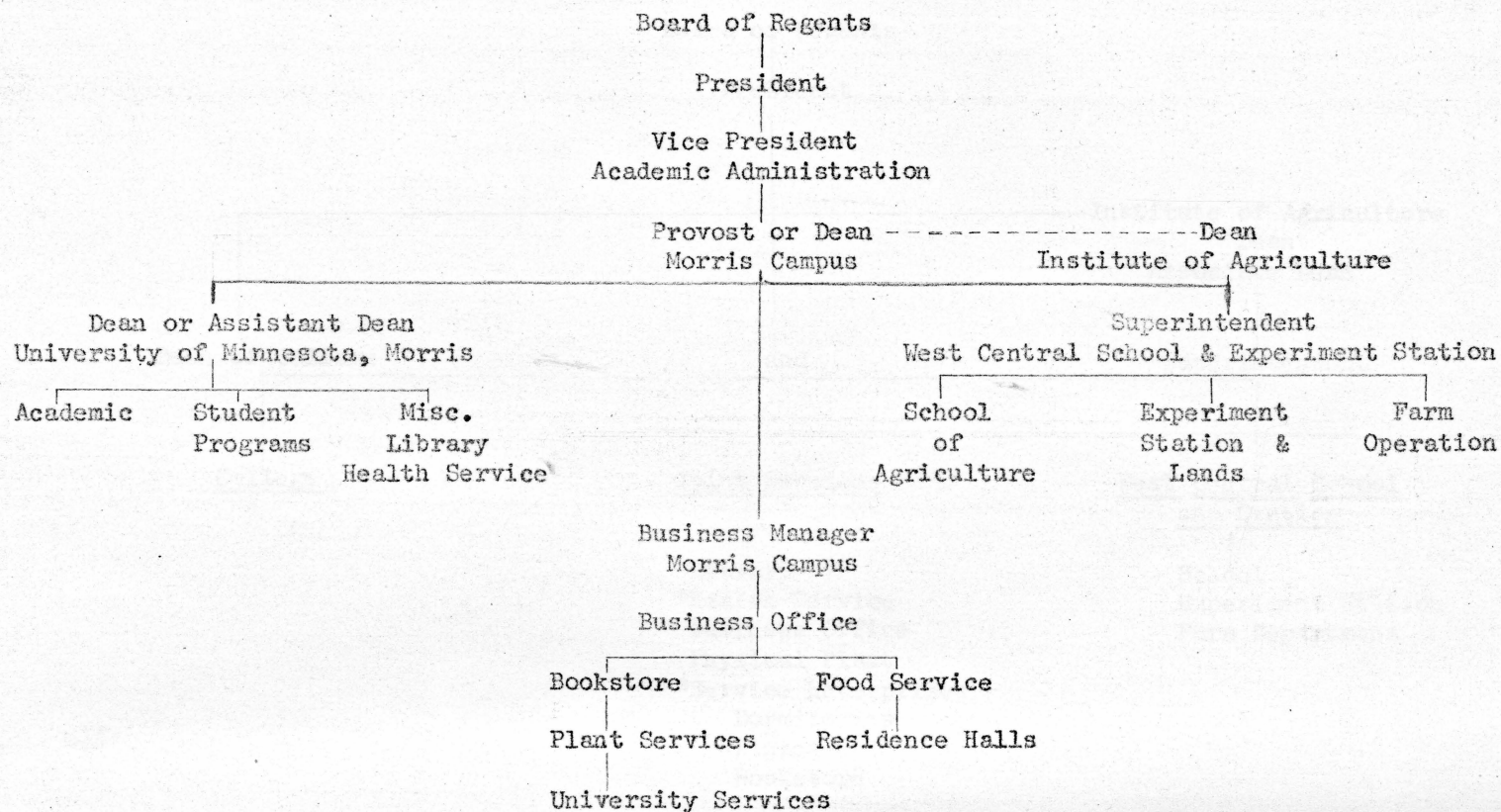
1. The organizational proposal is believed to embody all considerations of the Morris campus. It provides that the Superintendent of the West Central School and Experiment Station is responsible for program and budgets to the Institute of Agriculture. It provides that the person administratively central for the collegiate program and students is responsible to the President of the University.
2. The transfer of administrative responsibilities of Plant Services as proposed may make possible a shift in personnel in the West Central Experiment Station. The Experiment Station has long been in need of an agricultural engineer for its research staff. In the realignment of duties as proposed it may then be possible for the WCS & ES to establish a full time position as agricultural engineer. It is suggested that a highly skilled civil engineer (preferably from Minneapolis Plant Services) be hired as director of Plant Services. A great amount of new construction and rehabilitation is anticipated within the next decade and such a person would be invaluable. The new director of Plant Services would be administratively responsible to Plant Services on the Minneapolis campus.
3. The proposal indicates the increasing stature of the University of Minnesota, Morris as it places the "advisory for joint services" (see Plans #1, 2, & 3) at the level of central administrative responsibility. This was not recognized in the 1961 plan (Plan #2).
4. The proposal effectively increases the direct program time for the personnel of the West Central School and Experiment Station and decreases the amount of "service" time for the West Central School and Experiment Station spent for the collegiate program.

5. Although the "farm crew" of the West Central School and Experiment Station provides assistance for Plant Services at the present time this could continue in the future. It is easy to establish time accountability and to journal voucher costs for services rendered.
6. Enclosed find (future plan) a proposal to establish what could be upon further refinement the organization of the Morris campus. It again utilizes the concept of a single administrative position responsible for the Morris campus.

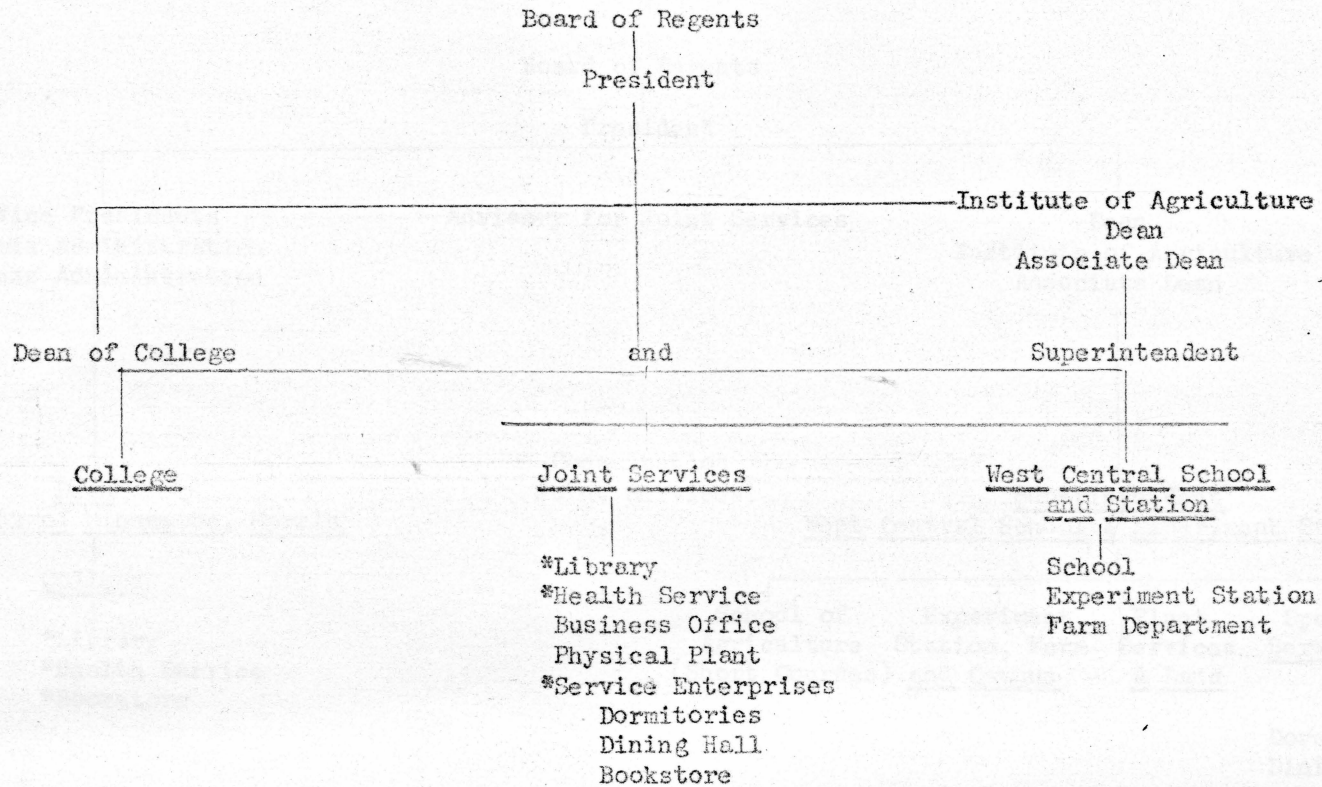
Attachments:

1. Proposed Organization Chart
2. 1961 Organization Chart
3. 1960 Organization Chart
4. Possible Future Operation Chart

POSSIBLE FUTURE ORGANIZATIONAL CHART



PRESENT ORGANIZATION CHART FOR MORRIS



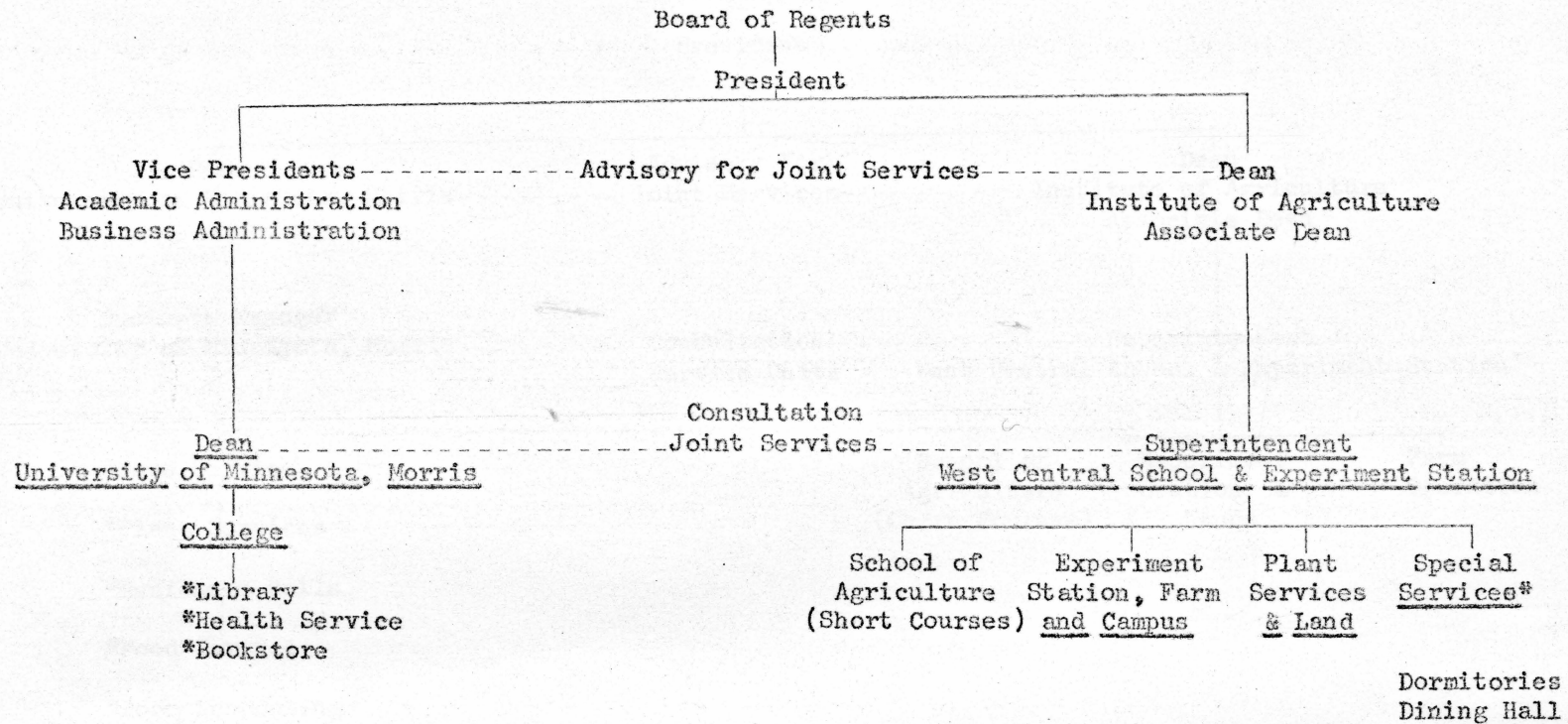
*After the School of Agriculture was phased out these would fall entirely in the college operation.

— Direct lines of authority and responsibility.

--Advisory, especially for joint enterprises

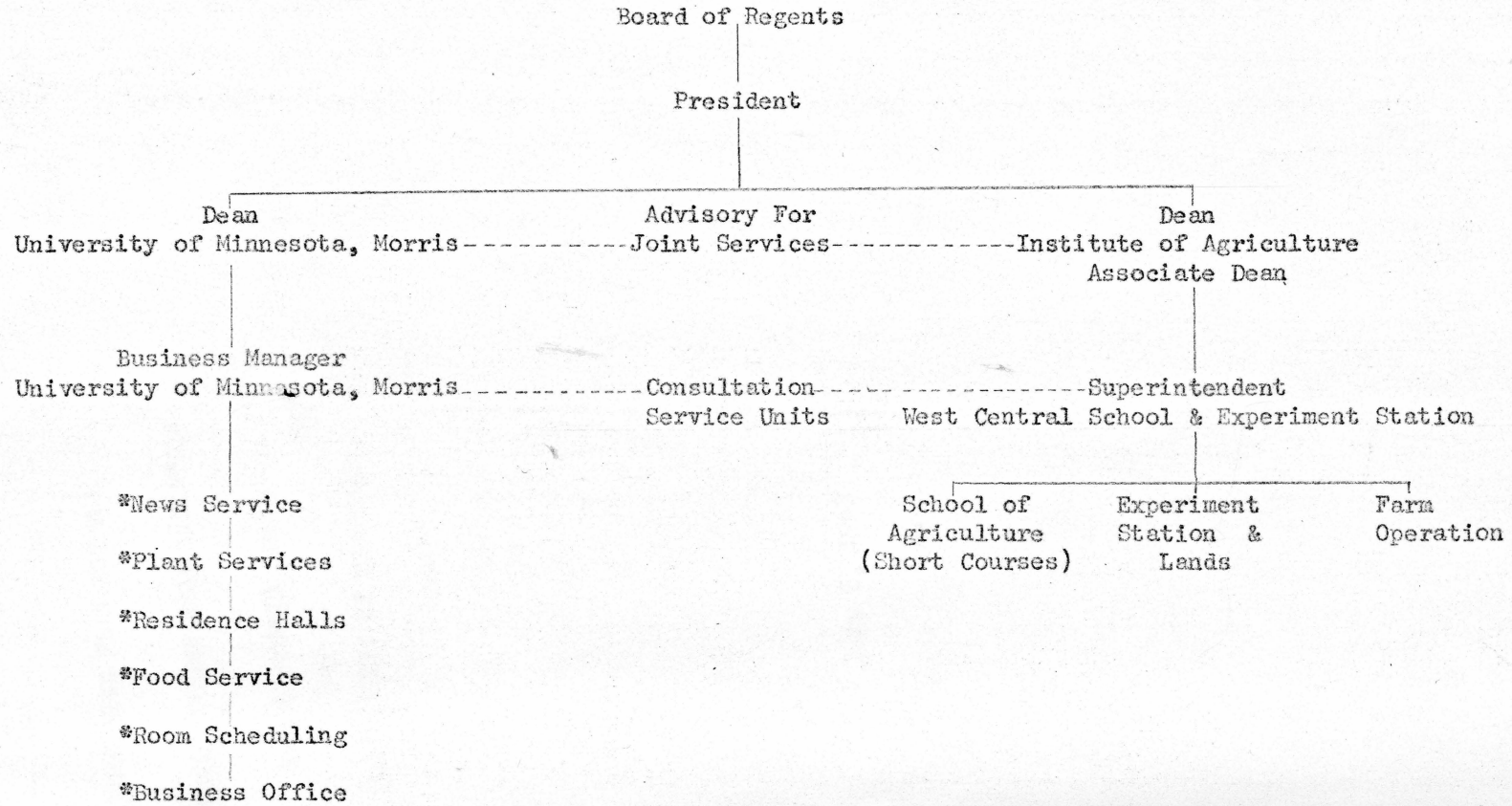
ORGANIZATION CHART FOR MORRIS

Effective July 1, 1961



*Would provide joint service to School and Station and College

PROPOSED ORGANIZATION CHART FOR MORRIS



*Would provide joint services to college and school and station