

Mr. President:

I wish to present several recommendations which you received from me in the mail.

For several months we have been actively engaged in a number of assessments and evaluations of this University, its administration and its programs. You will recall the recommendations of the three committees established to evaluate the President. All recommended restructuring of the University.

Opinions, advice and counsel have been invited and received from faculty members, students, alumni, administrators and a wide variety of public constituencies throughout the State of Indiana.

Today, I will recommend to you a number of changes which, if you approve, will become effective July 1, 1974 and their actual implementation will begin as soon as possible after that time. I am making this suggestion in that way because there are many, many specific details to be worked out; yet, the overall framework needs to be authorized and key personnel approved in order that subsequent parts of the actual implementation can be tied down to specific responsibilities and work assignments.

In coordination with our attempt to develop a ten year plan as requested by the Indiana Higher Education Commission, I have sought extensive advice and ideas on the nature of the changing environment for higher education in the nation and in Indiana and I have received it - particularly from the Task Force on University Reorganization, headed by Distinguished Service Professor York Y. Willbern, from the Trustees own sub-committee on reorganization and from business, professional and governmental leaders with whom we have been in direct contact. We have been in communication on these matters with President Hansen of Purdue University, and with Commissioner Gibb of the Commission for Higher Education, and others.

My recommendations are made in keeping with the primary mission of this institution which is "to provide high quality educational opportunities for men and women from Indiana and throughout the world through a community of scholars actively engaged in teaching, public service and research." More specifically my recommendations are directed toward these objectives:

1. To establish the best possible organizational means for continuing to develop and to improve the delivery of higher educational opportunities to the citizens of the State now and in the future.
2. To improve the communication among the internal elements within the University family as well as with our many external publics.
3. To reduce administrative burdens and costs by combining, eliminating and restructuring various administrative elements where possible.
4. To elevate the status of student relations and increase the capacity of the Presidency to respond to the ideas and concerns of the students on every campus.

5. To improve the lines of authority and at the same time shorten communication channels between the Presidency and the campus.

I wish to acknowledge my appreciation to Professor York Willbern and the members of his Task Force on Reorganization who have labored long and diligently in behalf of this University. They have consulted with faculty, staff, administrators and students throughout the system. They have held many meetings and have had many lengthy and frank discussions among themselves and with other interested parties.

I have not accepted every recommendation made to me by Professor Willbern's group, but I have accepted their report gratefully and it has weighed heavily in my recommendations to you.

Let me add that the evaluation reports on the Presidency have had considerable influence on my thinking and are reflected in these recommendations.

Now to my recommendations - I request your approval of the following recommendations and your authorization to proceed with implementation of them.

1. Recommend that Chancellors at Northwest, Fort Wayne, South Bend, Southeast and Kokomo, along with the Director at Richmond report directly to the President's Office where they can receive prompt attention and direct support from the appropriate functional Vice Presidents and other members of my staff.
2. Recommend that there be created a unit in the Office of the President headed by a Vice President for University Development who will have the responsibility for university-wide supervision and coordination of alumni affairs, public relations, public information services and governmental relations.
3. Recommend that we now fill the position of Executive Vice President who will serve with the President in a single organizational unit and carry out the responsibilities of the combined office as determined by the President.
4. I further recommend that you designate Vice President W. George Pinnell as Executive Vice President.
4. Recommend that the Office of the President be composed of the President, the Vice Presidents and the Treasurer and that they physically divide their time between Bloomington and Indianapolis.
5. Recommend that there be located within the Office of the President a Special Assistant for Student Relations. This individual will serve as spokesperson on student matters in University committees and councils and, through the President or the Executive Vice President, to the Board of Trustees.

Operating responsibilities for student affairs will continue to be vested in the chief administrator of the respective campuses; but the Special Assistant for Student Affairs will serve as liaison between the Office of the President and students and administrative offices throughout the entire Indiana University system.

6. Recommend that you designate two vice presidents each to be charged with the direct supervision of assigned academic programs as well as for providing adequate and appropriate support services including facilities, for all units operating on their respective campuses.

One position will be designated Vice President (Indianapolis). I further recommend that you approve Dr. Glenn Irwin for this position.

The other position will be designated Vice President (Bloomington). I further recommend that you approve Dr. Byrum E. Carter for this position.

7. Recommend that the Office of the Vice President and Treasurer be reconstituted with the duties and functions being reallocated and supplemented with a variety of responsibilities now being discharged elsewhere within the Office of the President.

One position, the Treasurer, will be responsible for financial, accounting and business affairs. I further request your approval of Mr. J. D. Mulholland as Treasurer.

The second position will be called Vice President for Administration. It will include responsibilities for budgetary planning and administration, information services (Office of Institutional Research, Management Information Systems, University Registrar and Admissions, faculty and administrative personnel records), intercollegiate athletics, management services and system-wide computer facilities and services. I further request your approval of the appointment of Dr. Edgar G. Williams who has been carrying out these responsibilities for me to this position.

8. I wish to call your attention to the Affirmative Action Plan which is to be taken up later in the agenda for action. If you then approve our recommendations, there will be established in the Office of the President a new position of University Affirmative Action Officer.

I request your "interim approval" for the following recommendations, with authorization for me to bring them at once before the Faculty Council and/or Senates and student organizations for reaction; with subsequent Trustee consideration, if necessary, in September. It is understood that planning for implementation will proceed, but final administrative action will follow the Board meeting in September.

9. I concur with the Willbern Task Force recommendation as follows:

The College of Arts and Sciences, the School of Law, the Graduate Library School, and the School of Health, Physical Education and Recreation (in Bloomington); and the School of Liberal Arts, the School of Science, the School of Engineering and Technology, the School of Dentistry, the Indianapolis Law School, the Herron School of Art, and the School of Physical Education (in Indianapolis) will continue to serve those particular student bodies and constituencies, but increasing efforts for cooperation among related program areas will be encouraged. The other schools of the University (Medicine, Nursing, Social Service, Business, Education, Music, Continuing Education, and Public and Environmental Affairs) are expected to conduct vigorous program

activities in both Bloomington and Indianapolis, along with appropriate program efforts on other campuses of the University. The deans of Business, Education, Public and Environmental Affairs, and Continuing Education will divide their time between the Bloomington and Indianapolis campuses.

The responsibility of the Vice President (Indianapolis) will be to provide general supervision, on behalf of the President, of the health related professional schools, both Schools of Law, the School of Social Service, the School of Business, the School of Public and Environmental Affairs, the School of Continuing Education, the School of Physical Education, and the School of Liberal Arts, the Herron School of Art, and with the cooperation of Purdue University, the School of Science and the School of Engineering and Technology.

The responsibility of the Vice President (Bloomington) will be to provide general supervision, on behalf of the President, of the College of Arts and Sciences, the Graduate School, the School of Education, the School of Music, the Graduate Library Schools and the School of Health, Physical Education and Recreation.

The lines of supervision indicated for both of these positions will be periodically reviewed by faculty and administrators, and appropriate changes made as they become necessary.

10. Recommend retention of our present organization of a single Graduate School for Bloomington and Indianapolis (with an office on each campus) and for any other campus which in the future may be authorized to offer graduate degree programs, that will control all graduate work given by the Arts and Sciences departments, and all Ph.D. and M.A. degree, regardless of the faculty by which given. Other graduate level work in the University will be controlled by the faculties of the appropriate professional schools.
11. Recommend, in keeping with the Willbern Report, that the program of the Division of General and Technical Studies be carefully reviewed. Those activities closely related to the missions of the schools of Indiana University (including Continuing Education) should be considered for assignment to those schools, and other activities of the Division considered for transfer to other institutions.
12. Recommend that the President be authorized to explore with Purdue University additional ways by which programs presently offered under the academic overview of Purdue in Indianapolis be continued and strengthened, with appropriate identification and visibility and appropriate control of the content and staffing of these programs from Purdue.
13. Recommend that the Bloomington-Indianapolis core of the University maintain a University Division, administratively responsible to the Presidency through the Vice President (Bloomington). This Division (along with the Office of Admissions) will handle relationships with secondary schools, and orientation programs for prospective and new students. It will administer programs (in both Bloomington and Indianapolis) for the first year or more of academic work for all entering students, except that students should be allowed to enter directly any school or college in the University which is willing to accept entering students.

Recommendations
of the
Task Force on Organization

June 19, 1974

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Indiana University is organized into eight campuses, a large number of schools, divisions, departments, and programs, and a variety of supporting services. The teaching, research, and public service activities of the University are conducted on the various campuses by the schools, divisions, departments, and programs, with the help of the supporting services.

For several years, the predominant organizational principle has been the division of the University into its various campuses. Increasing amounts of program decisional responsibility have been entrusted to the faculties of the particular campuses; primary responsibility for personnel and financial actions has been increasingly vested in the campus chancellors and their associated administrative structures.

This dominance of the geographic principle of organization has been far from complete. Some of the supporting services and controls continue to be exercised by and through the central system officials, although these services and controls have been diminishing. Furthermore, there are varying degrees of coordination and linkages of particular program activities, across campuses. After some consideration of the desirability of several separate medical schools, the alternative of a single state-wide medical education program was adopted, with integrated medical education activities conducted in several centers of the state (not all of them campuses of Indiana University), with administrative and faculty control exercised on a state-wide basis; the School of Public and Environmental Affairs, the Division of General and Technical Studies, and the Division (soon apparently to become a school) of Continuing

Education are considered to have state-wide mandates, operating upon different campuses. In each of these instances, there are geographic sections or units upon particular campuses, but the primary organizational entity is presumed to be the program, rather than the campus. In several of the professional schools (Social Service, Business, Education, and Music) major programmatic linkages across campuses have continued (partly because of the insistence of accreditation agencies that program responsibility continue to be unified), and division of responsibility between program unit and geographic unit is somewhat uncertain. There is also the presumption of a single Graduate School for the University, and faculty members in both Indianapolis and Bloomington participate in a single graduate program.

With regard to the six regional campuses, the Task Force is convinced that the emphasis upon the geographic basis of organization as the primary criterion for division of responsibility is desirable. Each of these campuses has a clearly identified regional service area, and each is located at considerable distance from the original campus of the University. None of these campuses will have the need or ability to develop highly specialized, advanced graduate and research programs for a long time. While there are advantages in program, service, and administrative connections to the central campus of the University, the necessity to develop coordinated and integrated programs in the particular geographic center, related as closely as possible to the needs of that community and region, suggests that the recent trends toward increasing autonomy for these campuses are both inevitable and appropriate.

The situation with regard to Bloomington and Indianapolis is significantly different. There are already highly complex and specialized programs in each of these two centers. These programs are not regional; they have state-wide, national, and even international impacts and ramifications. The characteristics of these two central campuses of the University complement each other. The Bloomington campus has the massive libraries, laboratories, physical plant, and associated facilities which have accumulated over one hundred and fifty years of history. It has a large residential student body, a high proportion of graduate and specialized students, specialized and graduate programs with national and international reputations, national visibility, accumulated alumni loyalty. The Indianapolis campus has several strong professional schools; it is located in the state's largest metropolitan area, the center of much of the state's economic and political life; it has the service needs and opportunities, and the institutional, social, and economic potentialities which can and should enrich and make more effective the educational, research, and public service activities of a great state university. Furthermore, these two central campuses of the University are less than fifty miles apart, and communication and movement between them should be increasingly easy.

There are, of course, advantages to differentiation of these two campuses, pointing in the direction of increasing geographical autonomy and separation. Here are some of them:

1. Group spirit, sense of mission and identity may be stronger in smaller units, with geographical propinquity. Faculty participation and governance may be easier in a single geographical location. There may be

less insecurity about faculty status and advancement in the smaller units.

2. There should be a greater opportunity for Indianapolis to shape a program to fit the peculiar needs and opportunities of the local community and for Bloomington to adapt its programs to state-wide and national interests.

3. There may be greater community and civic pride in and support for an institution with a higher degree of separation and autonomy. This enhanced local support may produce greater total state support for higher education.

4. Transportation and communications costs should be significantly less, with campus autonomy.

5. Competition between campuses might enhance performance.

There also seem to be persuasive reasons for a higher degree of linkage and coordination. Here are some of them:

1. Students could more easily build educational programs taking advantage of the resources available in both locations--specialized faculty and courses, research facilities, etc.

2. The larger number of faculty and wider range of interests, capabilities and resources would have greater visibility and prestige, attracting scholars, outside funding, etc. This would be particularly advantageous to the campus now having the lesser reputation in a particular area.

3. There should be some economies of scale in the management of larger program units.

4. Relationships with program constituencies, clientele, and alumni should be clearer and better coordinated. In some professional areas where clinical education and continuing education are significant, this is

especially important.

5. The existence of two separate teaching centers should encourage experimentation with new instructional technology.

6. Easier and more assured access to the metropolitan area should provide much better opportunities for clinical education and applied research for Bloomington students and faculty.

7. Indianapolis students would have immediate access to a wide range of advanced and specialized degrees and programs, now available through Bloomington resources but not likely to be available independently in Indianapolis for many years.

8. It should be more economical to the state to support a single quality program, in two locations, than two separate quality programs, in a particular subject matter area.

9. Faculty professional development should be enhanced through wider opportunities for interaction, participation in graduate work, cooperative research and teaching endeavors.

10. Decisions about priorities in the allocation of resources should be made with greater input by academic people, less by politicians.

It is the opinion of the Task Force that the advantages of organizational arrangements involving linkage outweigh those of arrangements which encourage separatism, for the two central campuses. We are convinced that, with regard to these two campuses which constitute the core of Indiana University, organization should encourage and facilitate linkages and interaction between the campuses, and the programs conducted on them, rather than to facilitate and encourage separatism and divergence. The continuing rapid development of all the campuses of Indiana University

depends upon the strength and vitality of this central core.

We think it would be undesirable, however, to attempt any major reorganization of existing schools and colleges which have developed a clear and specific geographic base. The basic undergraduate arts and sciences schools and departments in both Bloomington and Indianapolis are focussed upon the needs of the students of the particular campus; while communication and cooperation between and among these programs should be encouraged, no organizational integration seems indicated. Some of the professional schools (Dentistry, the Graduate Library School) can conduct their programs very adequately in a single location. In other instances (the two law schools and the two schools of physical education), differentiated programs and loyalties are so strongly established that separate entities seem inevitable, although continuing efforts at cooperation are clearly desirable. It is in the other areas of advanced, specialized, and professional education (in most of which research and public service activities are particularly important) that as high a degree of integration as is feasible seems desirable.

In addition to the considerations addressed in the preceding discussion, with regard to the basic organizational pattern of the University, there are other factors which seem to suggest significant reorganization. One is the fact that the central administration of the University is located in Bloomington, and the existence of the Bloomington campus administration offices nearby produces confusion as to program responsibility and the appearance to many of an unnecessary layer of administrative control and supervision there. Some clearer integration of central systems operations and the Bloomington campus operations seems to be necessary.

With regard to the administration of the six regional campuses, the Regional Campus Administration office has provided some helpful assistance and guidance, but increasingly seems to be an unnecessary layer, particularly with regard to the more mature campuses.

There is general agreement that the activities of the University in communicating with its off-campus constituencies, friends, and alumni are in need of increased attention and development, and that this increased attention and development can probably be assisted by some organizational changes.

Based upon all these considerations, the Task Force suggests the following organizational changes for the University:

1. That the Presidency of Indiana University, composed of the President, the Vice-presidents, and the Treasurer, maintain functioning offices in both Indianapolis and Bloomington.
2. That the College of Arts and Sciences, the School of Law, the Graduate Library School, and the School of Health, Physical Education and Recreation (in Bloomington); and the School of Liberal Arts, the School of Science, the School of Engineering and Technology, the School of Dentistry, the Indianapolis Law School, the Herron School of Art, and the School of Physical Education (in Indianapolis) continue to serve those particular student bodies and constituencies, but that increasing efforts for cooperation among related program areas be encouraged. The other schools of the University (Medicine, Nursing, Social Service, Business, Education, Music, Continuing Education, and Public and Environmental Affairs) should be expected to conduct vigorous program activities in both Bloomington and Indianapolis, along with appropriate program efforts on other campuses of the University. The deans of Business,

Education, Public and Environmental Affairs, and Continuing Education should maintain offices in both Bloomington and Indianapolis.

3. That there be a single Graduate School for Bloomington and Indianapolis (with offices on both campuses) which would control all graduate work given by the arts and sciences departments, and all Ph.D. and M.A. degrees, regardless of the faculty by which given. Other graduate level work in the University would be controlled by the appropriate professional schools, or (as they develop graduate level work) by the regional campuses.

4. That the University request the General Assembly to appropriate operating funds to the central administrative offices and services of the University and all of the programs centered in Bloomington and Indianapolis, in a single lump sum, with the presumption that large portions of teaching, research, and service activities in this core would be conducted in Bloomington and Indianapolis without fixed geographic separation. Appropriations to the regional campuses could still appropriately be made separately.

5. That recruitment, promotion, tenure, and compensation recommendations concerning faculty be made by the college or school in Bloomington and Indianapolis, or the regional campus, within the framework of general policies established by the Faculty, President, and Trustees. Those faculty members presently employed in tenure line positions in Bloomington or Indianapolis should be permitted, if they wish, to retain or achieve tenure under the same arrangements as are presently available to them.

6. That the University enter into negotiations with Purdue University to arrange that programs presently offered by Purdue in Indianapolis be continued and strengthened, with appropriate identification and visibility of the Purdue programs, and appropriate control of the content and staffing of these programs from Purdue, on a host-guest contractual arrangement, but that the name IUPUI no longer be used.

7. That there be created in the Office of the President a division of university development, or of university relations, headed by a vice-president, which would have responsibility for general supervision and coordination of the University's external relationships, including alumni affairs and relationships with the I.U. Foundation.

8. That the office of Vice-President and Treasurer be re-constituted, with duties and functions shifted to two positions. One position, that of the Treasurer, would be responsible for accounting and financial and business affairs. Another position, a Vice-President, should be responsible for budgetary planning and administration, including central supporting services such as the Office of Institutional Research, the Management Information System, central record-keeping, computer facilities, etc.

9. That the office of Regional Campus Administration be eliminated, and the regional campuses authorized to report directly to the President of the University. The degree of administrative and program autonomy, as contrasted to assistance and supervision from the central core of the University, which would be appropriate for each campus could continually be negotiated and adjusted.

10. That there be two vice-presidents with direct supervision of academic programs. One would be Vice-President of the University, and Chancellor for Indianapolis; he would have general supervision, on behalf of the President, of the health-related professional schools, both schools of Law, the School of Social Service, the School of Business, the School of Public and Environmental Affairs, the School of Continuing Education, the School of Physical Education, the School of Liberal Arts, and (with the cooperation of Purdue) the School of Science and the School of Engineering and Technology. The other would be Vice-President of the University, and Chancellor for Bloomington, with general supervision, on behalf of the President, of the College of Arts and Sciences, the Graduate School, the School of Education, the School of Music, the Graduate Library School, the School of Health, Physical Education and Recreation, and the Herron School of Art. The lines of supervision indicated here should be periodically reviewed and evaluated by faculty and administrators, and appropriate changes made.

11. That the Bloomington-Indianapolis core of the University maintain a University Division, administratively responsible to the Presidency through the Vice President and Chancellor for Bloomington. This Division (along with the Office of Admissions) should handle relationships with secondary schools, and orientation programs for prospective and new students. Furthermore, it should administer programs (in both Bloomington and Indianapolis) for the first year or more of academic work for all entering students, except that students should be allowed to enter directly any school or college in the University which is willing to accept entering students.

12. That the programs of the Division of General and Technical Studies

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be carefully reviewed. Those activities closely related to the missions of the schools of Indiana University (including Continuing Education) should be considered for assignment to those schools, and other activities of the Division considered for transfer to other institutions.

13. That there be a special assistant for student affairs in the Office of the President, who would serve as spokesman on student matters in the President's administrative committees and councils and, through the President, to the Board of Trustees, and as liaison between the Presidency and student affairs on the various campuses. Immediate operating responsibility for student activities on the particular campuses, however, should be vested in the chancellors for those campuses.

14. That the President designate one of the vice-presidents to serve in his place when he is not present or available.

15. That the central library administration continue to report to the President of the University, through one of the Vice-Presidents.

16. That it is recognized that the proposed administrative re-organizations may involve some re-structuring of faculty bodies and governance procedures. It is presumed that changes, if any, will be determined by the faculty councils or other faculty bodies.