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Minutes of the regular meeting of the Board of Regents of the University of Wisconsin: March 9, 1932. 1932

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Wisconsin System, 1932

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REGULAR MEETING OF THE BOARD OF REGENTS

Madison, Wisconsin

Wednesday, March 9, 1932, 9 A.M.

President Faast presiding

PRESENT: President Frank; Regents Callahan, Clausen, Drexler, Eimon, Faast, Grady, Gundersen, Runge, Sholts, Waters, Wilkie.

ABSENT: Regents Backus, Berger, Mead, Richardson, Ullsperger.

Regents Berger and Mead are still absent from the state; Regent Backus is in the east on business and a communication was received from Regent Ullsperger from Washington, D.C., in explanation of his absence. Regent Richardson was absent due to a serious automobile accident.

Upon motion of Regent Eimon, seconded by Regent Runge, the minutes of the meeting of the Board held on January 20, 1932, were approved as sent out to the regents.

Upon motion of Regent Callahan, seconded by Regent Waters, the minutes of the meetings of the Executive Committee held on January 25, February 12 and February 27, 1932, were approved, ratified and confirmed.

RECOMMENDATIONS OF THE PRESIDENT

- Letters and Science -

1. That Mrs. Frederick R. Mangold be appointed temporary assistant in Spanish, beginning January 2, 1932; salary \$250; charge to fund for assistants.

Adopted.

*minutes
11/5/32
Rec'd
Indexed*

2. That the salary of John W. Powell, Jr., instructor in philosophy, be increased from \$750 to \$900 for the second semester of 1931-32, because of additional teaching; increase, \$150, to be charged to the fund contributed by Mr. Meiklejohn.

Adopted.

Upon motion of Regent Waters, seconded by Regent Runge, recommendations 1 and 2 under Letters and Science were adopted.

- Agriculture -

1. That Winifred Bray be appointed assistant in rural sociology for a period not to exceed three months, beginning April 1, 1932; salary at the rate of \$75 a month; charge to item for labor, p. 82, fund 15-A.

Adopted.

32-33
2. That Jean McFarlane be appointed home demonstration agent for Winnebago County, beginning March 1, 1932; salary at the rate of \$1500 per annum, twelve months' basis, to be distributed as follows: University \$1200, County \$300; charge to aggregate amount for county representatives, p. 85, fund 15-A.

Adopted.

Randall

3. That Spas S. Ivanoff be appointed industrial fellow in plant pathology from May 1 to June 30, 1932; salary \$200 for the period; charge to Crop Protection Fund, 15-B.

Adopted.

Fellow

4. That the following persons be paid each the sum indicated for the service rendered; charge to Farmers' Institutes budget:

Walter C. Brill	Special Worker	\$275.00
C. H. Imig	" "	200.00
R. A. Kolb	" "	125.00
J. J. Lamb	" "	20.00
Roy McDonald	" "	50.00
Otto Onstad	" "	125.00
C. S. Ristow	" "	150.00
P. C. Swartz	" "	200.00

Adopted.

192-33 ✓
5. That Frank H. Everson be appointed county club agent in Jefferson County, beginning March 1, 1932; salary at the rate of \$1200 per annum, twelve months' basis; charge to aggregate amount for county representatives, p. 85, fund 15-A.
Adopted. *Randell*

432-33 ✓
6. That William Bowen Sarles be appointed assistant professor of agricultural bacteriology for three years, beginning July 1, 1932; salary for the academic year 1932-33, \$3,000; to be provided in the budget for that year. *Exempt from waiver*
Adopted. *Randell*

budget
32-33 ✓
7. That the title of John A. James be changed from assistant dean of the college of agriculture and professor of agricultural education to professor of agricultural education; to take effect September 1, 1932. (It is understood that Mr. James will be on full-time teaching basis.)
Adopted.

budget
432-33 ✓
8. That Ira Lawrence Baldwin, associate professor of agricultural bacteriology, be appointed assistant dean of the college of agriculture; to take effect September 1, 1932.
Adopted.

Upon motion of Regent Sholts, seconded by Regent Grady, recommendations 1 to 8 under Agriculture were adopted.

- Medicine -

1. ✓ That a charge of \$3.50 a day be authorized for patients from the Wisconsin General Hospital who are lodged in the Badger Annex.
Adopted.

Upon motion of Regent Gundersen, seconded by Regent Eimon, this recommendation was adopted.

- Law -

1. ✓ That Lloyd K. Garrison be appointed Dean of the Law School, his appointment to take effect July 1, 1932.
Adopted. *Randell*

*\$10,000 (no waiver)
See Bd Jan 20/32
p 29*

Upon motion of Regent Grady, seconded by Regent Drexler, this recommendation was adopted.

- Extension -

1. That S. D. Watts be appointed special lecturer in principles and methods for community social service to give five special lectures to extension classes at Appleton (3 classes) and Green Bay (2 classes) from January 15 to March 4, 1932; salary \$75 for the period; charge to additional instruction, class instruction, p. 169, fund 2A.

Adopted.

Upon motion of Regent Callahan, seconded by Regent Drexler, this recommendation was adopted.

- Administration and General -

1. ✓ That \$100 be transferred from Regents' Unassigned to cover the refunds on Ph.D. theses deposits to

George W. Filson
Rodney Slagg.

Adopted.

- Education -

1. ✓ That \$100 be transferred from the fund for assistants, department of art education (p.62) to the fund for assistants, department of education, p. 60.

Adopted.

2. That the salary of Lynn L. Ralya, assistant in education, be increased from \$400 to \$500 for the second semester of 1931-32, because of additional teaching; increase, \$100, to be charged to item for assistants, p. 60, fund 1A.

Adopted.

Upon motion of Regent Waters, seconded by Regent Runge, recommendation No. 1 under Administration and General and recommendations 1 and 2 under Education were adopted.

- Degrees -

1. That in accordance with the certification of the Registrar degrees be granted as shown in EXHIBIT A, as follows:

BACHELOR OF ARTS

Lloyd Duard Allan
William Leclair Anderson
Henry Kummel Baker
Edward Thomas Berkanovich
Jane Wilson Biggar (As of the class of 1930)
Meyer Samuel Bogost
Myron Courtney Brandt
Kathryn Mary Breckheimer
Martha Ballantine Brown
Mary Vick Burney
Elizabeth Virginia Carter
Mary Alma Chapman
Hung Ti Chu
Ebert Gene Fournace
Arthur Wain Frisch
Celia Theodora Goldberg
David Dorman Goldberg
Julia Haugan Grosvenor
George Earl Heath
Helen Pearson Herzberg
Lestra Hibberd
Henry Joseph Holm
Donald Julius Larson
Robert James Leahy
Montgomery Patrick McCormick
Eleanor McCullough
Robert Lee McGann
Jane Witmer McKaskle
Helen Strengl Maurer
Paul George Mayer
Philleo Nash
Marjorie Alice Paff
Kate Papert
Hannah Pearlman
Kenneth Oscar Rawson
Evelyn Bernice Nelson

(Cont.)

degrees

BACHELOR OF ARTS (Cont.)

Frank Albert Rentz
Maxwell Richard Rosenbaum
Helen Marie Safford
Alvin William Singer
Betty Ward Smith
Harry Alfred Speich
John Mathew Staron
Duncan Barnett Tingle
Fred Lavonne Vilas
Grace Marion Winter
Frederick Herman Wolf
Mary Elizabeth Wright

COMMERCE

Theodore Quest Buerck
Raymond Arthur Dahlquist
Robert Louis Flath
Ellen Magdalene Gauvin
Erling Sigvald Lid
Harold Thomas Lingard
Louis John Mosakowski
Stanley Bernard Nebel
Walter Lincoln Stock

BACHELOR OF ARTS
(Journalism)

Gwendolyn Elizabeth Jassinoff
Mark Randell
Jean Fred Rose

BACHELOR OF PHILOSOPHY
(General Course)

Carlton D. Boulay
Dessa Margaret Caldwell
Edward William Forkin (As of Aug. 28, 1931)
Harry Edmond Jennings, Jr.
Milton Edwin Luecker
Kenford Revere Nelson
Allen Collis Nequette
Arthur Joseph Orth
Robert George Schuehle
Grace M. Smith
Wilbert Francis Zwettler

degrees

BACHELOR OF PHILOSOPHY
(Normal Course)

Alta M. Alexander
Edith Augusta Carlson
Maud Estell Guest
William David Klingaman
Ferris Aaron McKinlay
Cora Josephine Sorenson

BACHELOR OF SCIENCE
(Chemistry)

James Kinney Colehour
LaVern Andrew Gilbertson
Catherine Weeks Ingenhutt
Donovan Albert Ivey
Charles Fredrick Kellogg

BACHELOR OF SCIENCE
(Medical Science)

Vincent George Springer

BACHELOR OF MUSIC

Bernice Adeline Larson

GRADUATE IN PHARMACY

Claude Timothy O'Neil
Harold R. Popp (Conferred January 20)

BACHELOR OF SCIENCE
(Education)

Gladys Elizabeth Ericksen
Harold La Verne Fischer
Marguerite Louise Hoyer
Helen Elizabeth Klika
Rita Katherine Pollo
Dorothy Rahn
Geraldine Jewell Richards
Beulah Eleanor Sohns
Alice Evelyn Tarnutzer
Lillian Carolyn Turek
Mildred Mae Williams

BACHELOR OF SCIENCE
(Art Education)

Mary Luellen Hugo
Thelma Marguerite Keyes

BACHELOR OF SCIENCE
(Mechanical Engineering)

Walter Henry Goeltz (As of the class of 1931)
Milon George Huber
Charles Nicholas Janishewski
Wilbur Fredrick Koester
Walter Svetislav Zuzuly

BACHELOR OF SCIENCE
(Electrical Engineering)

Kosmo James Affanasiev
Clark V. Bullen
Mitchel Lester Dack
Hiram Elvin Grant
John Jauch (As of the class of 1931)
John Arnold Johnson
Ernest Frank Semrad

BACHELOR OF SCIENCE
(Civil Engineering)

George Henry Caviezel

BACHELOR OF SCIENCE
(Mining Engineering)

Frederic John Sunday

BACHELOR OF LAWS

Joseph Blatecky, Jr.

MASTER OF ARTS

Glenn Jackson Baker
Raymond C. Davidson
Hellmut George Dirks
Howard Myers Field

(Cont.)

degrees

MASTER OF ARTS (Cont.)

Joseph Francis
Ernest Hiestand
Alice Isabel Holmes
Chen tung Liu
Freda Myrtle McKown
Philip von Rohr Sauer
Raymond Joseph Shebesta
Kenneth Andrew Siler
Evelyn Grant Tough
Franklin Royalton Zeran

MASTER OF SCIENCE

Chang Ying Chang
Roy Orval Greep
John Howard Heckman
William Walter Hill
Dan E. Miller
Albert Marion Murphy
Ruth Edith Pratt
Arlow William Rothermel
Ethol Esther Smith
Hugh Lonsdale Turrittin
Ray Lloyd Weber
Lawrence J. Webster

MASTER OF SCIENCE
(Civil Engineering)

Clement Pearl Lindner

MASTER OF PHILOSOPHY

Claude Joseph Hesh
Laura Terrell Johnson
Gladys Hershberger Smith

DOCTOR OF PHILOSOPHY

George Washington Batchelder
John Roy Campbell
Thomas Wilson Cape
Ernest David Coon
Lirren J. Hsiang
Spas Sim Ivanoff
Hilmar Carl Krueger
Elisa Perez
John Walker Powell

Adopted.

degrees

2. That the following honorary degrees be granted at Commencement, June 1932:

C O N F I D E N T I A L

MASTER OF ARTS

Ransom Asa Moore

DOCTOR OF SCIENCE

Walter Curran Mendenhall

DOCTOR OF LETTERS

Sir William Alexander Craigie

DOCTOR OF LAWS

Grace Abbott
Newton Diehl Baker
Daniel Webster Mead

Adopted.

Upon motion of Regent Drexler, seconded by Regent Runge, these recommendations were adopted.

The Business Manager presented the following recommendations made in the report on accounting and administrative costs given to the finance and executive committees February 12, 1932, and approved by those committees for recommendation to the Board:

Lump Sum Appropriations

It is recommended that for the mutual advantage of the State and the University, the Legislature be asked to make appropriations in lump sums for certain general purposes.

Quarterly Revisions of the Budget

It is recommended that a periodic revision of the budget be made quarterly.

(Cont.)

honorary
degrees

cf. to
legis.

210

✓ Monthly Estimates of Revolving Funds Income

It is recommended that the deans and directors of divisions and departments operating wholly or partially on direct income receipts be directed to furnish the business office with monthly estimates of such income at the beginning of each fiscal year.

✓ Laboratory Fees

of Bus. Fees
It is recommended that a committee of educational officers be appointed by the President to cooperate with the Business Manager in studying the feasibility of charging each student a flat sum for laboratory fees in place of the special fees now charged for each course.

2
no

✓ Dormitories and Commons Budget

It is recommended that as an experiment for the balance of this fiscal year, the 20.41 (5)(A) revolving fund budget of the Department of Dormitories and Commons be controlled on a cost accounting rather than an accounting classification basis, with details of the cost accounting budget control maintained in the office of the Director of Dormitories and Commons and central business office controls obtained by comparisons of monthly cost accounting reports with forecasts of monthly operating results furnished by the Director of Dormitories and Commons, and by such other means as may be directed by the Business Manager.

By-Law
✓ By-Law Relating to Accountant and Cashier

It is recommended by the Business Manager and the Secretary of the Board that the by-laws be amended to read that the University Cashier shall be responsible to the Business Manager, and the University Accountant shall be responsible to the Comptroller.

✓ Comptroller in Charge of Accounting

It is recommended that the Comptroller, under the supervision of the Business Manager, be directed to prescribe accounting forms and methods and to supervise the functions of accounting and financial record keeping in all University departments, divisions, and colleges.

Upon motion of Regent Grady, seconded by Regent Callahan, it was

VOTED, That these recommendations be adopted, with the understanding that this vote includes amendments to the by-laws where necessary.

Called vote was taken, all regents present voting and voting "Aye".

The Business Manager read a report on purchasing and personnel problems. (EXHIBIT B attached)

Upon motion of Regent Clausen, seconded by Regent Drexler, it was

✓ VOTED unanimously that the report be adopted and that the following by-law quoted, that the Business Manager "shall be the executive head of those officers and employees of the university that are not attached to the instructional force", be amended by adding "and shall have the responsibility for general supervision of civil service employees throughout the university".

Upon motion of Regent Grady, seconded by Regent Sholts, it was

✓ VOTED, That the Secretary should extend to Regent Richardson the deep regret and sympathy of the Board for his misfortune and their hope for a speedy recovery.

✓ Regent Clausen referred to the report by the Business Manager on the Athletic Council budget, showing that the present estimate of receipts for the current year is \$196,687, or \$5,400 below the estimates of \$202,087 budgeted on January 20, 1932, and recommended that \$2815 of this shortage be curtailed from the sports program for the remainder of the year, as recommended by Director Little, and that the balance of \$2585 be taken from the \$5000 tentatively allotted by the Regents on December 2, 1931, as a contingent fund.

Upon motion of Regent Clausen, seconded by Regent Drexler, this recommendation was adopted.

Upon recommendation of the Physical Education Committee, it was

✓ VOTED, That action on the faculty recommendation on physical education, repealing the requirement of two years' work in this course, be deferred to the next meeting of the Board.

(See Bd. Apr 27/32 p.3)

Regent Clausen read a letter from Director George Little, requesting that in view of the fact that he had accepted the position of Director of Physical Education at Rutgers University, his name be withdrawn from further consideration as Director of Intramural Athletics at the University of Wisconsin. Regent Clausen also read his reply to Director Little. (copy on file)

Regent Grady presented the following resolution:

✓ "WHEREAS, Mr. George E. Little has declined the Directorship of Intramural Athletics unanimously tendered him by this Board; and whereas, he has accepted the position of Director of Physical Education at Rutgers University;

BE IT RESOLVED that there be expressed to Mr. Little the most sincere regret of this Board in his decision, and that there be extended him the best and kindest wishes of the University of Wisconsin.

BE IT FURTHER RESOLVED that the Board extend its congratulations to Rutgers University in securing the services of one who, because of his fine character, kindly impulses and inspiring influence, has left an indelible impress upon the youth of our State.

BE IT FURTHER RESOLVED that the Secretary be requested to present to Mr. Little a copy of this resolution and to forward a copy of the same to the Governing Board of Rutgers University."

Upon motion of Regent Grady, seconded by Regent Eimon, this resolution was unanimously adopted.

RECOMMENDATIONS OF THE BUSINESS MANAGER

1. That upon the recommendation of Dr. Buerki, the 20.41 (10) (A) Wisconsin General Hospital revolving fund budget be increased as follows:

✓

Postage	\$ 700
Office Supplies	600
Printing and Publishing	700
Chemicals	12,000
General Supplies	4,000
Equipment Repairs	2,500
Apparatus	<u>1,000</u>
Total	\$21,500

and that the following transfers to General Supplies be approved:

✓

From Laundry	\$ 3,000
From Subsistence	20,000
From Machinery and Tools	<u>1,000</u>
Total	\$24,000

The increase of \$21,500 to be charged to the increase in receipts estimated at \$34,000.

Adopted.

2. ✓ That upon the recommendation of Dr. Kremers, the budget for the Pharmaceutical Experiment Station, fund 4-B, be increased as follows:

Printing and Publishing	\$ 250
Feeds	100
Chemicals	<u>63</u>
Total	\$ 413

Chargeable to \$2,200 balance on June 30, 1931 not budgeted.
Adopted.

3. ✓ That upon the recommendation of Mr. Bean, the Road Materials Survey budget, 20.41 (17)(B) for the current fiscal year be increased as follows:

For Travel	\$3,460
For Salaries	<u>890</u>
Total	\$4,350

chargeable to appropriation balance of \$11,125 originally set aside for expenditures between July 1, 1932 and October 1, 1932.
(Note: The 20.41 (17)(B) appropriation is for a fiscal year beginning October 1st rather than July 1st.)
Adopted.

here

Upon motion of Regent Callahan, seconded by Regent Drexler, these recommendations were adopted.

it was ✓ Upon motion of Regent Callahan, seconded by Regent Waters, VOTED, That the radio station be operated until the next meeting of the Board at a cost of not to exceed \$600 per month. Charged to Regents Unassigned.

*cf. to
let
mtg*

was ✓ Upon motion of Regent Waters, seconded by Regent Grady, it VOTED, That President Frank be requested to express to Colonel and Mrs. Charles A. Lindbergh the deep and sincere sympathy of the regents and the hope for the return of their son.

✓ At 11:30 the meeting was adjourned to 2:30 P.M. and during this recess the joint annual session of the Regents and Visitors was held in the Memorial Union Building. The report of the Board of Visitors was received, a copy of which will be mailed to Regents and Visitors. (copy on file)

✓ At 2:30 P.M. the Regents again assembled. President Faast announced the reappointment of Regents Backus, Berger, Clausen, Callahan, Sholts and Waters as members of the Regent-Faculty Conference Committee for the year 1932-33. The faculty members elected by the faculty on December 7, 1931, are Professors Bryan, Knaplund, Krauskopf, Meek, Roe, Rundell, Sellery, M. P. Sharp, Skinner, Wagner, Whitbeck, White, and Instructor Wood. Professor Withey, Chairman of the University Committee, is ex-officio a member of the Regent-Faculty Conference Committee.

*interest
trust funds Backus
4/16/32*

RECOMMENDATIONS OF THE TRUST FUND COMMITTEE

1. That the employment of Rudolph Kundert for the management of the Hiestand and Tesch farms in Dodge County, to be paid from trust funds at the rate of \$25 per month for each farm, effective March 1, 1932, be approved.
Adopted.

2. That the Attorney General be requested to at once start foreclosure proceedings on the Anna Kloman residence property located at 766 - 58th Street, Milwaukee. (Mortgage note \$6500, National Teachers Seminary Fund.)
Adopted.

3. That authority be granted to request the Attorney General to start foreclosure proceedings on the Phi Delta Phi property located at 823 Irving Court, Madison.
Adopted.

Upon motion of Regent Callahan, seconded by Regent Grady, these recommendations were adopted.

✓ The will of Mary Hill, copies of which have been forwarded to the Regents, was presented and upon motion of Regent Waters, seconded by Regent Runge, it was

VOTED, That the terms of the bequest to the university be approved and that the Secretary be authorized to accept and receipt for the Kappa stock and for any residue which may be received for the Kappa Kappa Gamma Scholarship.

Scholarship

Regent Grady withdrew the resolution which he presented to the Board on January 20, 1932, and presented in its stead the following resolution: Reck 9

WHEREAS, it appears advisable that there be established an Athletic Board discharging the functions of the present Athletic Council and such others as may properly be assigned to it, and that fixed terms of office for the members thereof be provided,

THEREFORE, in compliance with the rules and regulations of the Intercollegiate Conference,

BE IT RESOLVED:

1. That there be created an Athletic Board of the University of Wisconsin consisting of seven members, one of whom shall be the President of the Students Athletic Board, two representatives of the University of Wisconsin Alumni Association, and four members of the University faculty. The Chairman of the Regents Committee on Physical Education and the Business Manager of the University shall be advisory members without vote.

2. That the members of the University faculty and the members selected from the University of Wisconsin Alumni Association shall be appointed by the President of the University of Wisconsin, subject to the approval of the Board of Regents.

3. That the term of office for the members of the Board appointed hereunder by the President of the University of Wisconsin shall be for one year, but members may be eligible for re-appointment. The tenure of the Chairman of the Physical Education Committee and the President of the Students Athletic Board shall be during the term of their respective offices held by them. All vacancies on said Board shall be filled in the same manner as the original appointments.

4. That such appointments shall be made and reported to the Board of Regents at its next regular meeting.

5. That upon the completion of the organization of the Athletic Board created hereunder it shall enter upon the discharge of its functions, subject to the rules and regulations governing University athletics.

6. That any by-law, rule or regulation inconsistent with the provisions of this resolution is hereby repealed.

7. That in its actions said Athletic Board shall conform in all respects to the rules and regulations of the Intercollegiate Conference governing membership therein.

(Cont.)

✓ 8. That upon the completion of the organization of such Athletic Board the present Athletic Council shall be deemed abolished. (see Bd. Apr. 27, 1932 pgs. 13-14)

Ref. to
Apr 27
3d. Mtg.

Action upon this resolution was postponed until the April 27th meeting of the Board.

✓ Upon motion of Regent Callahan, it was VOTED, That the recommendation of the Athletic Council to fix the salary of Irwin C. Uteritz as director of intercollegiate athletics at \$5000 be effective April 15, 1932.

32-33

✓ Upon motion of Regent Clausen, seconded by Regent Grady, it was VOTED, That in accordance with the recommendation of the Athletic Council, Dr. Clarence W. Spears be appointed head football coach at a salary of \$8500 on a ten months' basis. Called vote was taken, all regents present voting and voting "Aye" *
10,000

2
1

ref. to
Finance
Com.

✓ Upon motion of Regent Wilkie, seconded by Regent Grady, it was VOTED, That the Finance Committee be directed to prepare and report to the next meeting of the Board a plan for changing the management of the Union, and a report of savings that can be thereby effected.

B.M.
will make
note of this

At 6 P.M. the meeting

A D J O U R N E D.

M. E. McCaffrey,

Secretary.

THE UNIVERSITY OF WISCONSIN

REPORT BY THE BUSINESS MANAGER ON PURCHASING AND

PERSONNEL PROBLEMS

At the Emergency Board hearing on proposed reductions in the 1931-33 appropriations to the University, the Governor and the Director of the Budget raised a number of questions about the extent of responsibility and authority of the Business Manager of the University of Wisconsin. The questions that were raised may be classified under two general heads, viz.,

- (1) What authority has the Business Manager over purchases proposed by heads of University departments, and
- (2) What authority has the Business Manager over the non-instructional personnel of the University?

In reply to questions relating to purchases, it was pointed out that it is the function and duty of the Business Manager to buy as economically as possible the articles requisitioned by the heads of departments as long as funds are available in the budget of the requisitioning department. The Business Manager inserts business judgment into the transaction but if the funds are available the Business Manager cannot deny a proposed purchase that has been properly approved by educational officers. This policy is supported by a number of opinions rendered by the Attorney General to the former office of Superintendent of Public Property in which it is determined that "the primary right and the primary duty of determining what is necessary devolves in the first instance upon the state officer or the head of the department, and that in the absence of an abuse of discretion by such state officer the superintendent of public property is not authorized to refuse to purchase property which has been requisitioned". These opinions of the Attorney General determine further that "if there is a difference in judgment as to what is necessary in a department, the doubt must be construed in favor of the departmental head".

While these opinions of the Attorney General were rendered before the present general purchase law of the State was enacted, it is the opinion of the State Director of Purchases that the basic situation still maintains.

In general the policy of permitting the head of the department to determine what is needed is sound. The departmental head is responsible for results to be achieved in the operation of his department. He should be given the freedom and authority necessary to achieve the desired results. It is the present practice of the business offices to question all proposed purchases that appear to be out of line with University business policies. While it would be difficult to accurately measure the results of many conferences held with educational offices concerning University purchases, experience has made it evident that the economics brought about by such conferences result in substantial savings to the Institution. By satisfying the needs of the educational officers and at the same time insuring the introduction of business judgment into University purchases, satisfactory results are secured.

It should be definitely understood, however, that while the educational officer should have the privilege of determining what shall be purchased, the business office should determine where the purchase shall be

made and the price that shall be paid. Furthermore, the business office should have the authority to determine that certain standard supplies and equipment shall be furnished except in the purchase of technical supplies, equipment, and apparatus.

Therefore, it is suggested that the business office be given specific authority to determine where orders for merchandise shall be placed and to require the use of standard merchandise when there is no technical reason why standard merchandise will not fulfill the purposes for which the merchandise is needed.

The excellent cooperation that the University receives from F. X. Ritger, Director of the Bureau of Purchases, and formerly the Purchasing Agent of the University, contributes to a large degree in attaining effective University purchasing.

The question of the extent and authority of the Business Manager over the non-instructional personnel of the University has been the subject of much thought and discussion on the part of University officers. The by-laws of the Regents specify that the Business Manager "shall be the executive head of those officers and employees of the University that are not attached to the instructional force". This has sometimes been interpreted to mean that the Business Manager is the executive head of all employees who are subject to the regulations of the State Civil Service. That the validity of such an interpretation is questionable is clearly evident from the fact that such positions as Secretary of the Faculty and Secretary to the President of the University are civil service positions. The House Director of the Wisconsin Union who is considered a member of the educational staff and whose salary is paid on the academic year instead of the fiscal year basis, that is, on the same basis as the salaries of the instructional staff are paid, also is classified as a civil service employee. The clerks and stenographers employed in educational departments to do routine work relating to instruction, research, and extension activities are under the jurisdiction of educational officers. Their work has nothing to do with the business affairs of the University and the Business Manager has neither direct nor delegated line authority over such employees.

Obviously it would not be good organization to have the daily work of any employee supervised by more than one officer. There should be no opportunity for confusion as to whose orders should be carried out. The lines of authority and responsibility must be definite and clear. Employees engaged in the routine clerical work associated with instructional activities should report to and be under the direction of the instructional officers who are responsible for those activities.

The general policy of associating responsibility for results with line authority over employees engaged in the work that produces the results, however, may not necessarily be identical with the responsibility for coordinating the activities and procedures in the several departments of the University. There is a possibility that improvements could be made in the University organization by more definitely coordinating the salaries, office hours, etc. of the non-instructional employees. The responsibility for such coordination could perhaps be assigned to the Business Manager without conflicting with the line authority that educational officers should have over those employees. For example, the Business Manager could determine the salary scale for non-instructional employees in a certain department in the light of salaries paid in other University departments where similar work is

performed. Office hours throughout the institution could perhaps be standardized to a greater extent than at present. Policies with reference to permitting employees to work part time and take courses in the University could be standardized. Hourly wage rates could be made uniform for work of like character.

These and other similar considerations are properly the duties of a personnel officer when such a position exists in an organization. The University of Wisconsin has no officer whose duties are entirely or chiefly devoted to personnel relations. Many of the general policies relating to personnel are determined and administered by the State Bureau of Personnel. Several details of administration, however, such as those that have previously been referred to, are internal problems that should be worked out within the University itself. Under normal conditions, the employment of a personnel officer undoubtedly would be a good investment. However, with the present necessity for curtailing expenditures, it is obvious that this would not be an opportune time to add to the staff. Nevertheless, the function of a personnel officer should be performed. Therefore, it is suggested that the Business Manager be given the authority to study the personnel problems of the University and to coordinate as far as possible with existing funds and staff in the business organization the personnel policies and practices in the several departments of the University.

J. D. Phillips
Business Manager

March 8, 1932