

# UNIVERSITY NEWSBEAT

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## President Macdonald issues statement on York University's administrative reorganization

The following is a statement on administrative reorganization made by President H. Ian Macdonald to the Board of Governors on January 10, 1983.

It is difficult to imagine York University without the presence of Vice-President Small at the centre of a host of activities. However, 1982-83 marks the final year in his long and distinguished career at York University. Bill Small joined the University in its formative stages and has played a most prominent and significant role in its development. His many achievements will be recognized and honoured in an appropriate way later in the year. Meanwhile, I was anxious to use his familiarity with the organizational details of York University to assist in the planning for 1983-84 and beyond, and his presence to provide for an orderly transfer of responsibilities.

When Bill Small advised me of his pending retirement this June and the consequent need to reassign the functions for which he is responsible, I decided upon a basic re-examination of the administrative organization of the University. Consequently, with the assistance of the four Vice-Presidents and employing the staff resources of Mr. Ransom and Mr. Levy, we have worked over the past four months to establish our objectives and to decide upon the best means of meeting them.

We have reason to be proud of the academic accomplishments of the faculty and students of York University. However, in these days of limited resources, we must exert every effort to ensure that the academic activities of the University are fortified by an efficient and responsible administrative support system. To that end, I have been guided by the following objectives:

1. to ensure that the public is kept fully aware of our accomplishments, that we develop strong community relationships, and that we enhance community support of the University;
2. to maintain a warm and welcoming physical environment in York University and to ensure maintenance of our physical surroundings;
3. to provide for the social and community needs of individual students in a University that has grown rapidly over the past three years;
4. to maintain the initiatives already undertaken towards longer term fiscal and resource planning;
5. to contribute to and benefit from the current, so-called "information revolution";
6. to provide for enhanced personnel development and career opportunities for professional and managerial staff;
7. to provide a smooth transition of responsibilities;
8. to consolidate and fortify various administrative initiatives recently undertaken;
9. to plan for future administrative needs and to ascertain how economy and effectiveness can be improved by taking advantage of technological advances;
10. to accomplish the transition and reorganization at no added administrative cost.

At this stage of my Presidency, it might have been understandable to appoint an Acting Vice-President to

succeed Mr. Small or simply to replace him within the same form of organization. However, in the light of our objectives and current resources, I began with the premise that we need not necessarily continue with our four vice-president model, nor with the current assignment of responsibilities, if we could arrive at an alignment of duties which followed organizational logic, represented feasible workloads for those involved, and matched individual capacities and experience to the tasks assigned. The pattern of organization which has emerged meets these standards, and allows for further evolution in the months and years ahead.

The formal transition will begin at the end of this month, and our objective is to phase in the new responsibilities and to complete subsequent tasks by June 30, 1983. As I indicated, a major factor in establishing this timetable is the opportunity to have Vice-President Small assist the other Vice-Presidents in the assumption of their new responsibilities, while he is completing a number of important assignments.

### New responsibilities

The redistribution of responsibilities will involve the substitution of three vice-presidencies for the existing four as follows:

1. Academic Affairs - W.C. Found;
2. External Relations and University Development - G.G. Bell;
3. Finance and Employee Relations - W.D. Farr.

Among the various shifts of responsibility, there are three major changes:

- (a) transfer of various responsibilities in the area of university services from Mr. Small to Dr. Bell;
- (b) transfer of responsibility for computing from Mr. Small to Dr. Found;
- (c) transfer of responsibility for finance from Dr. Bell to Mr. Farr.

As I shall describe, the transition has been planned to give each Vice-President an opportunity to become thoroughly familiar with his new responsibilities in advance of Mr. Small's retirement.

Thus, during the period of February 1 to April 30, Dr. Bell will be in a position to assist Mr. Farr with the assumption of the finance portfolio prior to taking on various university services functions on May 1. In that same period, Mr. Small will assist Dr. Found in taking on responsibility for computing, and between May 1 and his retirement, Mr. Small will be available to assist Dr. Bell in taking over the remainder of his new responsibilities.

The role that Bill Small has been identified with throughout his years at York has been the design and operation of the physical environment of the University. We have gone through cycles of overcrowding, construction on a massive scale, over-provision of space, and are now back to overcrowding and a necessity to make many painful decisions with respect to space allocation priorities. In our new organization structure, these responsibilities for Physical Plant and the utilization of physical resources will be assigned to George Bell, along with responsibility for several of the other areas that have been included in the University Services Vice-Presidency held by

Mr. Small—these will be Purchasing Safety and Security, Bookstores, Business Operations, Facilities Planning and Management, and Duplicating, effective May 1, 1983.

At the same time, I am concerned that more concerted attention be given to the public face of the University, and the effective representation of our needs before the multitude of public and private outside bodies on whose support we are dependent. To focus these efforts, I have also asked George Bell to assume the administrative responsibility for the Communications Department, as of February 1, 1983, and to concert its efforts with those of the Development and Alumni operations, for which Dr. Bell will continue to be responsible.

The Communications Department plays a vital role in the administrative process. It not only serves a variety of internal needs but also has major responsibility for representing the University to the external community. To be successful, our new external relations portfolio will require the daily involvement of the Communications Department. However, the Office of the President also is dependent upon the support of that Department, as is the University Policy Committee and other key bodies throughout the University with which there must continue to be regular liaison.

The other main area for which Mr. Small has been responsible is that of computing and systems development. The current year's budget gives priority to improving the quality of the University's computing facilities and substantial additional funds were budgeted for that purpose. Following Ryerson's notice that it wishes to withdraw from the York-Ryerson Computing Centre, we have been engaged in a comprehensive examination of how we will meet teaching, research and administrative computing needs.

Since there are many decisions to be made in this area, I have asked Mr. Small to continue to represent the University in discussions with Ryerson over the terms and timing of the dissolution of YRCC and I have located responsibility for computing (including the Departments of Academic Computing, Computer Services and Computer Systems Development) with Dr. Found, as Vice-President (Academic Affairs), as of February 1, 1983. The Registrar's Office and the Libraries, both important academic services and heavy users of computing facilities, will become Dr. Found's responsibility on that date as well.

The earlier transfer of responsibility to Dr. Found is also related to the need to consider a much closer administrative link between the computing realm and the library world. The form of the "printed word" is undergoing rapid change. At the same time, Mrs. Woodsworth, the Director of Libraries will be completing a five-year term on April 30, 1983 and moving to Pittsburgh as Associate Provost and Director of University Libraries in the University of Pittsburgh. I have asked Dr. Found, in a short period of time, to review both the library needs and our computer requirements before deciding on the future of senior appointments in those related areas.

Vice-President Farr has been

responsible for Employee and Student Relations for several years now. His Vice-Presidential experience prior to that assignment included several active years as York's chief budget officer. This prior experience and continued close involvement in our budgeting processes has the fortuitous effect of permitting transfer of the budgeting and finance responsibilities to him at this time. To allow Mr. Farr to take over the planning for the 1983-84 budget as it moves into its critical phase, this move will be effective February 1, 1983. Dr. Bell and Mr. Farr have been working on the transition since before Christmas to ensure that the changeover in financial administration is accomplished smoothly.

One reason we have been effective in recent discussions of system funding is the tremendous improvement that has been achieved in the compilation and analysis of data within the University. Much of this has been the work of Mr. Sheldon Levy. In order to build on this success, Mr. Levy will become Associate Vice-President (Management Information and Planning), also effective February 1, 1983. In this capacity, he will coordinate all external reporting to COU, OCUA, and MCU, and will be responsible for the development of specific management information projects. As Associate Vice-President, Mr. Levy will report directly to the President, but will be understood to be working with and for all of the Vice-Presidents.

The responsibility of the Office of the President to provide for policy guidance and coordination will be more significant than ever as we move into a new era of university affairs. The transfer of direct administrative responsibility for the Libraries and the Communications Department to Vice-Presidents will reduce the President's direct administrative burden while the creation of Mr. Levy's Associate Vice-Presidency will enhance the management information and planning support which effective policy-making requires.

### Subsequent tasks

There are three additional activities to be undertaken over the next few months to complete our reorganization.

### 1. Task Force on Information Systems

Rapid technological change and the likelihood that funding levels for universities will be low for many years to come make it imperative that we give careful thought to how the University will manage itself in the future. With this in mind, I have asked the Vice-Presidents and Mr. Levy to constitute themselves as a Task Force on Information Systems to look at future university needs in the areas of computing, print production, automated information systems, telecommunications and office automation, and to draw on the expertise of persons knowledgeable in these fields to recommend how those might best be met. Dr. Found will chair the Task Force. I have authorized them to engage the services of a consultant and have asked them to report by no later than June 30, 1983. At the same time, I have asked Mr. Small to examine procedures in a number of other leading universities, particularly in the United States,

where innovation has been significant.

### 2. Task Force on Student and Non-Faculty Colleges

Mr. Farr is presently responsible for Student Relations and will continue with this responsibility program. However, I am giving serious consideration to the creation of a new academic-administrative officer to be responsible for Student Services and Non-Faculty Colleges, reporting directly to the President. The other alternatives are to retain the status quo, or to redistribute the current functions among the Vice-Presidents.

Therefore, I will be forming a small Task Force on Student Services and Non-Faculty Colleges to advise me on this issue, and to report by April 30, 1983. Specifically, I will seek advice on:

- (a) the responsibilities of the position;
- (b) the appropriate level of seniority for the position and the name (Dean? Provost?) of the office;
- (c) the office to which the administrator should report;
- (d) the range of functions in the Student Services package;
- (e) whether admissions and schools liaison should be part of this responsibility.

### 3. Personnel Planning and Development

A particular need in York University is the creation of opportunities for mobility and promotion at the Associate or Assistant Vice-Presidential level. As there will be a number of retirements from professional and managerial ranks in the next three years, I have asked the Vice-Presidents to start planning for the vacancies thus created, so that any personnel shifts occasioned by the changes proposed here may be dealt within a longer time horizon. I have also asked them to ensure that principles of professional development be brought to bear on this situation. This will require the participation of the members of the professional and managerial group directly. I have asked the Vice-Presidents for a report, with recommendations, no later than April 30, 1983.

### Conclusion

This is the reorganization I propose to undertake at this time. The chart, which appears opposite, summarizes these changes and shows the functional responsibilities of those in the line positions who will report directly to me, as of May 1, 1983. I want to express my appreciation to my colleagues who have assisted in the formulation of these plans. We are particularly indebted to Bill Small for his many valuable contributions and dedicated service over the years, and for his willingness to help ease the other Vice-Presidents into their new duties. I also wish to express my confidence to Messrs. Bell, Farr, Found, and Levy as they take on their new tasks. I am convinced that this new alignment will serve to strengthen and promote the quality of the University and its teaching and research, while maintaining the University's financial responsibility and integrity. I look forward to working with the Board and the Vice-Presidents towards those ends and I feel confident that significant progress will be made in the coming year.