

Executive Memorandum No. 2

The University of Nebraska Administrative Structure

The University of Nebraska is a multi-campus university created by the people of Nebraska for the purpose of providing educational opportunities for its citizens, for discovering and disseminating new knowledge, and for extending educational public service to the people and the institutions of the State. To perform these responsibilities satisfactorily requires adequate financial resources, efficient management of these resources, an understanding of the mission of the University, a clearly defined organizational structure, and -- above all-- competent and professionally trained men and women of good will who are committed to the purposes of the University.

It is with the intent of clarifying certain administrative relationships spelled out in the Regents Bylaws that this memorandum is being circulated. However, more important to the University than these clarifying guidelines is the spirit of responsibility, cooperation, and purpose guiding those who, on a day-to-day basis, make the institution function.

1. The University of Nebraska is one university. It is governed by a single Board of Regents, and the Board of Regents has appointed a chief executive officer -- the President of the University of Nebraska -- as the single administrative officer responsible to the Board of Regents for the effective functioning of the University of Nebraska. The University conducts its programs primarily on four campuses with certain programs and operational functions assigned to the President's office.
2. The chief operating officer for each campus is its Chancellor, with line authority delegated from the President of the University. The Chancellor of each campus is responsible for the conduct of the affairs of that campus consistent with policies established by the Board of Regents and administered through the office of the President. In turn, each Chancellor shall appoint appropriate administrative officers to assist him in the conduct of the affairs of his campus, and these campus administrative officers are responsible in a line authority to the Chancellor of the campus.
3. The President of the University is assisted in the administration of the affairs of the institution by the four chief operating officers on the campuses, who also bear the title Vice President of the University, and by three principal staff officers -- the Executive Vice President and Provost, the Vice President for Business and Finance, the Vice President and General Counsel, and the Vice President for University Affairs. These senior administrative officers, together with the President, form the President's Council of the University. For purposes of easy reference, the office of President, including the staff of the President, shall be identified as "University Administration." Each campus shall be identified as "Campus Administration" with the appropriate campus prefix.
4. The Chancellors, as the chief operating officers on each of the campuses, are responsible to the President and through the President to the Board of Regents. The Chancellor of each campus shall be responsible for providing the leadership for establishing the administrative structure necessary for the effective functioning of his/her campus. While substantial authority has been delegated to the Chancellors, it is important to remember that each Chancellor is also a University Vice President, a member of the President's staff, and that the University of Nebraska is one university. In addition to these general responsibilities, each Chancellor shall have the following specific responsibilities:

- A. To provide creative leadership in developing all the programs under his jurisdiction;
- B. To seek ways for improving the learning opportunities for students enrolled on his campus;
- C. To develop all possible techniques for helping faculty in their professional growth and development, and in their service to students;
- D. To organize his staff in the most effective and economical manner to help achieve campus and University objectives;
- E. To provide regular evaluation of performance for all employees and, to the extent possible, reward meritorious performance through salary increases and promotions;
- F. To prepare annual budget requests within the University guidelines and to develop the annual operating budget after appropriations have been finalized -- subject again to University guidelines;
- G. To maintain an effective planning program and to develop a system for monitoring the effective implementation of these plans;
- H. To develop and maintain an effective program of liaison with the leadership in the primary community served.

Because of the University-wide nature of the responsibilities of the principal administrative officers of the University, it is expected that the Chancellors shall from time to time be requested to represent the President on state and national committees, commissions, and programs.

- 5. The Executive Vice President and Provost serves as the President's principal staff officer for academic affairs in the University. In this role the Executive Vice President and Provost is responsible for the following:
 - A. Reviewing and recommending action to the President and the Board of Regents with respect to all proposed new academic programs;
 - B. Reviewing and recommending personnel actions relating to academic appointments, terminations, promotion, continuous appointment, and salary for approval by the President and the Board of Regents;
 - C. Providing leadership in coordinating academic programs on the campuses when such coordination promises to improve the effectiveness of the University;
 - D. Monitoring the academic quality of the University;
 - E. Preparing reports on and analyses of academic matters as directed by the Board of Regents or the President;
 - F. Providing administrative leadership for the University-wide graduate program;
 - G. Coordinating matters in the area of student affairs which have University-wide implications;
 - H. Coordinating applications for grants from outside sources;
 - I. Providing administrative leadership for the University Office of Research and Planning, and coordinating the long-range academic planning of the University;

- J. Providing advice and counsel to the President, the Chancellors, and the campus academic officers on matters which are primarily academic in nature; and
- K. Developing, in cooperation with the academic officers of the campuses, academic policies for the University as a whole.

The Executive Vice President and Provost shall serve as Chair of the University-wide Academic Officers Council which shall include the chief academic officer of each campus. He shall include the chief academic officer of each campus. He shall use this Council in both an advisory and policy role in executing the functions of his office. While the chief academic officers of the campuses shall be administratively responsible to their Chancellors, they shall be expected to cooperate fully with the Executive Vice President and Provost in matters that have University-wide implications. In recommendations for appointment of the chief campus academic officers, for their salary adjustments, or for their dismissal, the Chancellor of each campus shall be joined in his recommendations by the Executive Vice President and Provost. Before recommending the appointment of any person to the position of vice chancellor, dean, or director of any academic program, each Chancellor shall seek and consider the advice of the Executive Vice President and Provost.

- 6. The Vice President for Business and Finance serves as the principal staff officer for the President for all matters which are primarily of a business or administrative nature. In this role the Vice President for Business and Finance has responsibility for the following functions:
 - A. The development, implementation, and maintenance of a uniform accounting system for the entire University;
 - B. The development of an annual University-wide budget request for presentation to the board of Regents;
 - C. The development of the annual budget for the entire University for presentation to the Board of Regents after the Legislature and Governor have established the University's annual appropriations;
 - D. Establishing an internal audit program to permit spot audits within the University for the purpose of assuring sound fiscal practices and compliance with policies of the Board of Regents with state and federal regulations; and the coordination of all externally performed fiscal audits of the University;
 - E. The development of uniform personnel policies for the nonacademic employees of the University, including fringe benefits, working conditions, employment practices, grievances, and compensation policies;
 - F. Recommending appropriations requests for new construction, for major renovation and remodeling projects, and for major repairs. These recommendations are to be made only after an analysis of existing available space and its functional condition, current utilization of available space, and determination that the recommended course of action provides the most economical solution to the problem consistent with functional requirements;
 - G. Recommending a final list of architects to the Board of Regents for new construction and major remodeling projects in accordance with established Board procedures;
 - H. The coordination of all business policies and practices of the University with particular concern for achieving savings through consolidated purchasing of high volume items;
 - I. The administration of the University computer system;

- J. Preparing such reports and analyses as may be required of him by the Board of Regents or the President;
 - K. Coordination, as necessary, with appropriate state government offices in the administration of accounting, budgeting, and computer operations of the University.
7. In meeting these staff responsibilities, the Vice President for Business and Finance shall establish and chair the University-wide Council of Chief Business Officers and shall seek the advice and assistance of this Council in the conduct of his duties. While the chief campus business officers shall be administratively responsible to their Chancellors, it is essential that close and open cooperation characterize the relationship of these officers and the Vice President for Business and Finance. In order to underscore the necessity of such a cooperative relationship while still protecting the concept of a single line of administrative authority, each Chancellor shall appoint, adjust the salary, and initiate dismissal proceedings for his chief campus business officer only with the full and prior concurrence of the Vice President for Business and Finance. In addition, before recommending the appointment of any person to the position of Business Manager or Controller, the Chancellor shall seek and consider the advice of the Vice President for Business and Finance.
8. The Vice President for University Affairs and Corporation Secretary shall serve as the primary officer of the University in representing the entire University to the Governor's office, the Legislature, agencies of state government, and to Congress and federal agencies. Specifically, this office shall have responsibility for the following duties:
- A. To serve as secretary for the Board of Regents and carry out those assignments spelled out for him in the Bylaws of the Board of Regents;
 - B. To serve as secretary for the Board of Regents and carry out those assignments spelled *out* for him in the Bylaws of the Board of Regents;
 - C. To represent the position of the University as determined by the Board of Regents or by the President acting for the Board on all matters coming before the executive or legislative branches of state government, and on all legislative matters of interest to the University with respect to federal agencies or to the Congress of the United States;
 - D. To serve as the representative of the President both internally and externally in the absence of the President unless other officers of the University have been specifically designated.
9. In fulfilling his responsibilities as legislative liaison officer for the University, the Vice President for University Affairs shall chair a Council on governmental Affairs to include a representative designated by each Chancellor which shall regularly discuss legislation of interest to the University as a whole or any component of the University. The Vice President for University Affairs shall be the only officially registered Legislative representative of the University, but he shall be free to call on campus personnel for counsel and assistance when he deems such counsel and assistance necessary. To assure orderly procedures in maintaining the University's relationships with government and to assure a full flow of information, all campus personnel are expected to keep the Vice President for University Affairs informed of all contacts either oral or written -- with the executive or legislative branches of the federal or state government. This is not intended to restrict immediate response to inquiries from these governmental resources but rather to insure that appropriate persons are informed and involved.
- If there are cases where any of the foregoing policies are found to be out of harmony with the Bylaws of the Board of Regents, they will be adjusted to bring them into line with the spirit and letter of the Bylaws.

Reference: January 9, 1976