

TO: Faculty and Staff
University of Alabama in Huntsville

FROM: H. Clyde Reeves
Vice President for Huntsville Affairs

SUBJECT: Clarification and Extension of Organizational Definitions

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Attached is an organization chart illustrating the current administrative setup in Huntsville of the University of Alabama (effective September 1, 1966, the University of Alabama in Huntsville, UAH). This substantially reflects the organization as it will be after September 1. Reference is made to Administrative Order No. 2, dated April 21, 1964. The greater number of formal relationships with Main Campus officials reflected therein are generally applicable until September 1. After that date, cooperation with and reciprocal support of all University personnel and strict compliance with the policies of the President are expected.

Effective September 1, the administration of Short Course and Conference Activities in Huntsville will become a responsibility of UAH. Prior to that date, plans for the management of these and other activities not detailed elsewhere, and further organization and functional definitions that may be necessary to comply with the President's memorandum of March 25, or that may otherwise be desirable, will be announced.

1. Admission of students will continue subject to review for undergraduate students by the Dean of Admissions and Records, and for graduate students by the Dean of the Graduate School. Dr. Charley Scott, with the assistance of Mr. Michael LaBouve and in concert with the affected dean, will develop any

needed definition of how this review will be exercised.

2. The Finance Officer, Mr. Earl Jacoby, has campus-wide responsibility for budgeting, including marshalling of resources and the development of the fiscal framework to accommodate program planning, accounting, procurement, and treasury functions, including the assumption of full responsibility of these effective September 1, 1967, handling of all purchase and payroll records; establishing a central personnel file; the classification and salary standardization of clerical and custodial personnel; and the supervision of building and grounds maintenance. In the areas of purchasing and buildings and grounds maintenance, in keeping with established practice, immediate responsibility ^{is} delegated to Mr. Ray Langlois. Prior to September 1, 1967, responsibility for some of these functions resides with the University Comptroller, Mr. Luther Callahan, and the University Treasurer, Mr. William Pickens. Care will be exercised to coordinate with the offices of these University officials and to operate consistent with their directions.

3. The Assistant to the Vice President and the Director of Community Relations, Mr. Philip M. Mason, is the focal resource for the appropriate handling of community, State Government and Federal relations other than those relating to research and scientific equipment contracts and grants, or not specifically assumed by me; and is responsible for news bureau functions, the preparation of UAH publications, excluding Research Institute Reports but including a catalog for 1967-68; and campus development, including coordinating the planning, construction and modification of buildings. As Assistant to the Vice President, Mr. Mason will also assume and be assigned a variety of general and special

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duties of the central administration in Huntsville.

4. The Director of Instruction (Director of Academic Affairs effective September 1, 1966), Dr. Charley Scott, is the senior academic officer for the instructional programs of the UAH. Dr. Scott will continue to assist the Vice President for Huntsville Affairs in giving direction to the library and student affairs programs.

5. For administration, instructional programs are divided into three primary divisions—(1) General Studies, (2) Engineering, and (3) Chemistry, Mathematics, and Physics. Each of these divisions is headed by a Director.

General Studies shall, at this juncture, include all regularly scheduled instructional programs not comprehended in either of the other two divisions literally defined. General Studies is headed by Dr. A. W. Braden; Engineering by Dr. Charley Scott, who is also Director of Instruction; and Chemistry, Mathematics and Physics by Dr. Wm. F. Arendale, who is transferred from Assistant Director of the Research Institute but will continue his research therein. Faculty members will please communicate their instructional problems meriting administrative attention to and receive management direction from the person acting as head of the primary division in which they function. Dr. Harold C. Steele will join our faculty June 6, 1966, and give on-site assistance in coordinating of the evening program.

6. Dialogue between faculty and division directors is encouraged. To facilitate communications and the development of management consensuses, a management level of and within the faculty will be accomplished by the establishment of departments headed by chairmen as the number of faculty members in compatible disciplines warrants.

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7. The departments established at this time are the following:

In the Division of General Studies, departments of (1) English, (2) history and political science, (3) foreign languages, and (4) public and business administration. The identifying nomenclature seems definitive except in the case of public and business administration. The department of public and business administration includes public administration, economics, finance, management, accounting, statistics, business law and marketing. The administrative and academic leadership functions of other disciplines will be carried out directly by the Director of General Studies.

In the Division of Physics, Chemistry and Mathematics, a department of mathematics. *complete sentence* The administrative and academic leadership functions of the other two disciplines will be carried out directly by the Director of Physics, Chemistry and Mathematics.

In the Division of Engineering, the faculty has a study under way to establish an undergraduate curriculum that may have characteristics different from the traditional departmental curricula. Pending determination of the curriculum, no multiple departmental structure is established. At this juncture, engineering instruction is considered to have only one department for which a chairman will be appointed. Grouping of instructional disciplines in engineering in patterns compatible with curriculum development is anticipated.

8. It will be the responsibility of the department chairmen to represent the faculty in the solution of academic problems; to sponsor the development of their group of disciplines to the appropriate academic division head; and to coordinate and lead in defining and carrying out academic objectives. Specifically, the

department chairmen will:

1. Coordinate the faculty in assisting in identifying and evaluating faculty prospects.
2. Encourage curriculum study.
3. Coordinate planning for development of programs and evaluate and recommend budgets relating thereto.
4. Advise respecting faculty salary and rank adjustments.
5. Identify needs for supplies, equipment and personnel.
6. Assist in the implementation of library development.

9. Department chairmen will be appointed initially for a period not to extend beyond September 1, 1968. Department chairmen normally will be offered twelve months employment and will be relieved from teaching of from one to three classes during a twelve months' period, depending upon the level of courses taught and the scope and complexity of the chairmanship. Tenure does not attach to the departmental chairmanship and is not affected by the acceptance of a chairmanship. Effective September 1, 1966, the responsibility of a department chairman will carry extra remuneration. This remuneration will be specifically stated when salaries of September 1 are known and will continue only as long as the faculty member is a department chairman. Department chairmen, as faculty members in certain areas, may also hold appointments of secondary responsibility in the Research Institute. They will, however, have primary responsibility in the instructional program and be engaged at least half time teaching, less relief time. In unusual cases, department chairmen and other faculty members may be granted additional relief time to accomplish program planning and other special non-teaching duties. The appointment of department chairmen will be announced later.

10. The Director of the Research Institute, Dr. Rudolf Hermann, will be

responsible for the overall direction of the scientific, engineering, and related research programs at the University of Alabama Research Institute. The Director is responsible for developing the Institute as a research center (a) for the advancement of sciences and technology by conducting multidisciplinary research, principally in the fields of aerospace and missile-related sciences and engineering, and (b) for support of the instructional program. The Director will provide, as appropriate, leadership, guidance, supervision, direction, and assistance to all personnel, including graduate students, engaged in research and in its supporting services. He will formulate and implement plans for objectives and programs, staffing and utilization of personnel, development of facilities, and financial support which will contribute to the excellence and balanced development of the Research Institute and the University of Alabama in Huntsville. The Director is assisted by a Technical Assistant to the Director, Mr. K. O. Thompson, and an Administrative Manager, Mr. W. P. Watts. The duties devolved in these positions will be detailed later.

11. The instructional program supportive functions of the Research Institute are now found principally in (a) providing leadership and the facilities for faculty research in which graduate students may participate and (b) being a resource for enlarging and enriching the teaching faculty by making its staff members available for instructional purposes. The objective in this context is to bring together faculty and graduate students in a coordinated program of education in important aspects of scientific and engineering research.

This function of the Research Institute tends to establish dual responsibilities for faculty engaged in both research and classroom teaching. To clarify

this arrangement, faculty members holding regular rank will be recognized as having primary responsibility in either the Research Institute or the instructional program. At the outset, the committal letter, or letter offer, which each staff member received will determine the situs of this primary responsibility. Staff members holding rank in the research professor category have primary responsibility in the Research Institute. The allocation of time between research and teaching which may have been established for any person is unchanged by this memorandum.

12. In the areas of the interests of the Research Institute and according to their interest and capabilities, faculty members are encouraged to request assignment in the Research Institute or instructional program as a secondary responsibility and may request transfer of primary responsibility from one to the other. Such requests should be made, with the knowledge of the Director in the area of their primary responsibility, to the Director of the area in which the faculty member is seeking secondary responsibility or to which he is seeking transfer. Such requests will be honored if they are compatible with the requirements of the institution, and, if honored, will not affect tenure or other primary conditions of employment unless specified in writing by the Vice President for Huntsville Affairs.

Every reasonable effort will be made to provide personnel who have regular faculty rank and primary responsibility in the Research Institute with an opportunity to teach at least three courses each calendar year. It is intended that Research Institute staff holding rank in research professor categories will be offered teaching opportunity as they may be available and needed. When a faculty member having primary responsibility in the Research Institute or the

instructional program has assignment in the other area, he is responsible to the Director of the other, as may be required. To the end that maximum flexibility between instruction and research compatible with institutional interests is achieved, Dr. Hermann and Dr. Scott will maintain close liaison. Similar ^{sp}liaison will be maintained to assure that all facilities are employed optimally in the meeting of all our responsibilities during the critical years immediately ahead when the stresses of growth will be most evident.

13. The Research Institute will be organized in sections, which are headed by section heads, some of whom will also be appointed as assistant directors as the Research Institute grows. The section heads will be appointed initially for a period not to extend beyond September 1, 1968. Section heads will have primary responsibility in the Research Institute and their appointments as such will be on a twelve-months basis. However, appointment as a section head does not carry tenure. Tenure does not attach to the position of section head and is not affected by the acceptance of the position. Effective September 1, 1966, the responsibility of a section head will carry extra remuneration. This remuneration will be specifically stated when salaries as of September 1 are known and will be continued only as long as the staff member remains a section head.

14. The section heads will participate in the formulation of objectives, plans, and programs including requirements for facilities, equipment, personnel and financial support in their sections. They will act as principal technical advisors to the Director in their scientific or engineering areas. This includes the review and evaluation of all proposals and contract reports for technical content. The section heads will take initiative in the staffing, leading, and guiding of

laboratory and group heads in the area of research conducted in their section and recommend changes in the rank and salary to the Director.

15. Each section consists of several "laboratories" of "groups." The term "laboratory" is used when experimental research is involved. Each laboratory is headed by the Head of the Laboratory who is appointed with the specific responsibility for the planning, development, and operation of the laboratory. In particular, he is charged with the authority of guidance and supervision of appropriate laboratory personnel, including graduate students, in concert with their thesis supervisors.

The term "group" is used when theoretical research, not requiring laboratory, instrumentation, or equipment, is conducted. Each group is headed by the Head of the Group who is responsible for the planning, development and conduct of research within this group, gives guidance and supervision, and is responsible for the personnel in this group, including graduate students, in concert with their thesis supervisors.

16. There are hereby established five sections within the Research Institute based on the research work now being conducted under proposals or under consideration for development in the near future. Currently, all research in the Research Institute is in the physical sciences and engineering.

Following is a list of the five sections with tentative breakdown in research areas existing and contemplated:

Mathematics and Control Sciences Section, with the following Laboratories or Groups:

mathematics, astrodynamics and celestial mechanics, control theory, digital computation, analog and hybrid computation, information retrieval, optimization techniques, and operations research.

Physical Sciences Section, with the following Laboratories or Groups:

physics, chemistry, chemical physics, optics; in particular, nuclear physics, atomic physics, surface physics, solid state physics, and plasma physics; also, thermoelectric and thermionic devices.

Electrical Sciences Section, with the following Laboratories or Groups:

electromagnetic wave propagation, antennas, communication, electromagnetic devices (parametric amplifiers, gyros), instrumentation research and development, and instrumentation services.

Fluid and Thermal Sciences Section, with the following Laboratories or Groups:

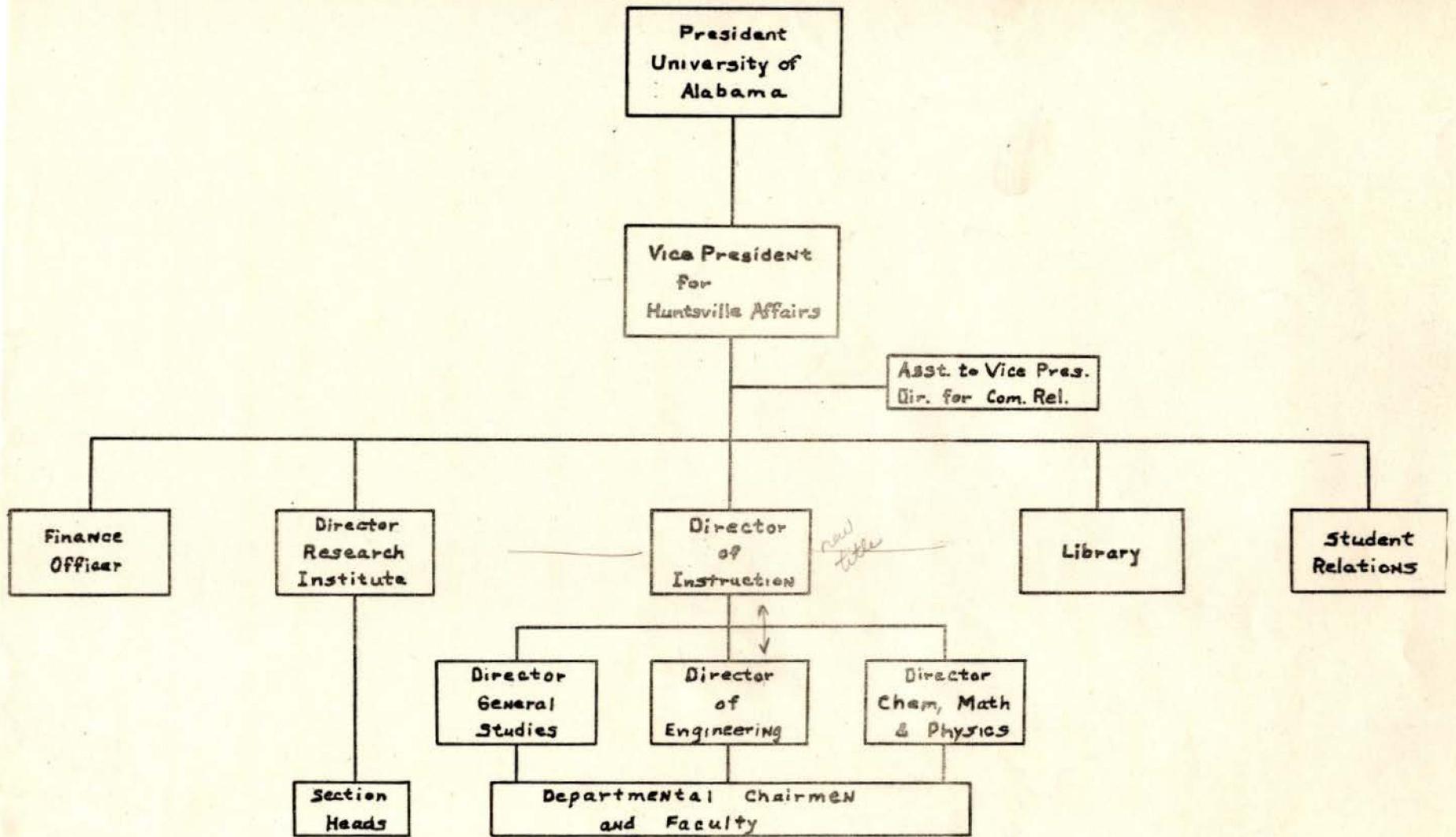
fluid mechanics, aerodynamics, gas dynamics, plasma dynamics, magnetohydrodynamics, thermodynamics, gas kinetics, energy and mass transfer, propulsion, and fluid devices.

Structures and Materials Sciences Section, with the following Laboratories or Groups:

analytical structural mechanics and experimental structural mechanics, in particular with respect to stress investigation, shell theory, vibration and impact effects, plastic flow, effects of thermal and nuclear radiation, materials properties.

Other sections may be added as new areas of research and/or faculty members are added. Research programs in management sciences are envisaged and life sciences may be added.

The appointment of section heads will be announced later.



Administrative Organization
 University of Alabama in Huntsville
 May 27, 1966