Executive Memorandum No. 1[1]

The Administrative Organization of the University of Nebraska

It has been eight years since the Legislature voted to make the Municipal University of Omaha a part of the University of Nebraska. It was at that time that the University of Nebraska System was established.

examination and restatement of organizational and functional relationships within the University should

3. A Budgetary Clarification

In order for the Board of Regents and the responsible officers of the Board to discharge their responsibilities effectively, it is essential that greater budgetary flexibility be accorded the Board of Regents. No informed person questions the responsibility of the Governor and the Legislature to examine budget requests, to ask penetrating questions about the management of the University, to seek clarification of Regents' priorities, to determine funds available to University operations, and to require detailed reporting of expenditures. Full accountability is a proper expectation. Yet, to remove the right of the Board of Regents to establish University priorities, to determine those who merit rewards for performance, and to adjust the budget to meet changing needs during the course of the year is to deny the Board of Regents ability to govern effectively. For these reasons it is essential, if the University is to function properly, for the Board of Regents to be given the maximum possible budgetary flexibility consistent with proper executive and legislative overview and safeguards.

4. A Procedural Clarification

There is growing evidence that one of the main causes of confusion in the administration and operation of the University of Nebraska is the current system for responding to legislative and executive requests for information. The current system has evolved on an informal basis and in a spirit of cooperation and good will. It is largely a carryover of practices from a less complicated era. That is, more and more often campus officers find themselves in direct official contact with the executive and legislative branches of government. On the face of it, this seems to many to be the simplest and most convenient way to function. However, this practice often results in subsequent confusion and misunderstanding, particularly when Central Administration and a campus administrator answer similar questions differently. Similar questions asked in different contexts at different times of different officers, who have different duties and either more or less comprehensive data, can understandably produce different answers. Confusion is inevitable. In order to minimize this communications hazard and in the interest of orderly procedures, it is important for the University to develop an understanding with government officers whereby their questions are brought to the Central Administration for response or delegation to the campuses and, similarly, that information from the campuses to the executive and legislative branches is processed through appropriate officers of the Central Administration.

In view of our experience of eight years as a multi-campus university, in order to clarify administrative procedures and in the interests of a more orderly and effective functioning of the University of Nebraska, I shall issue additional Executive