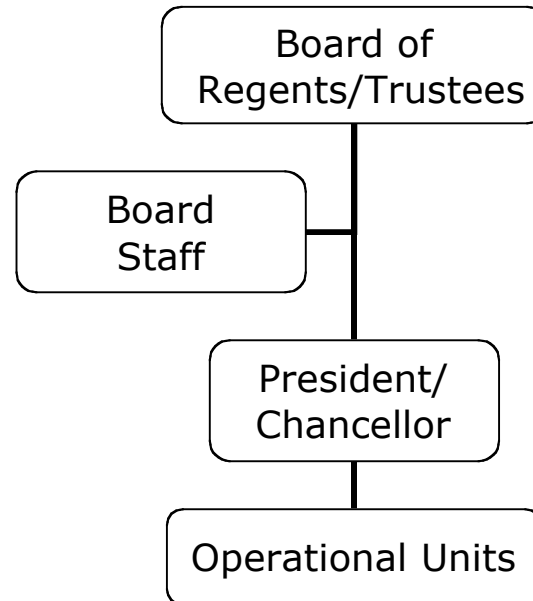


Organizational Aspects of American Universities

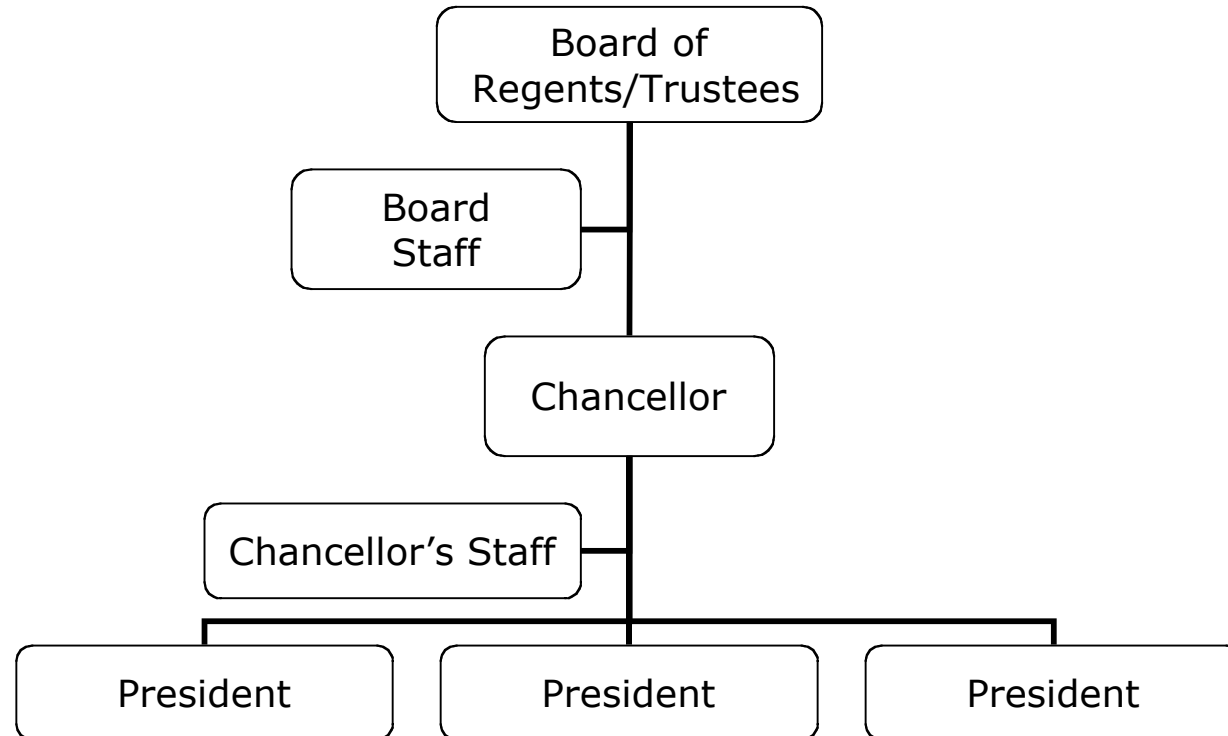
Commission of 125

June 12, 2003

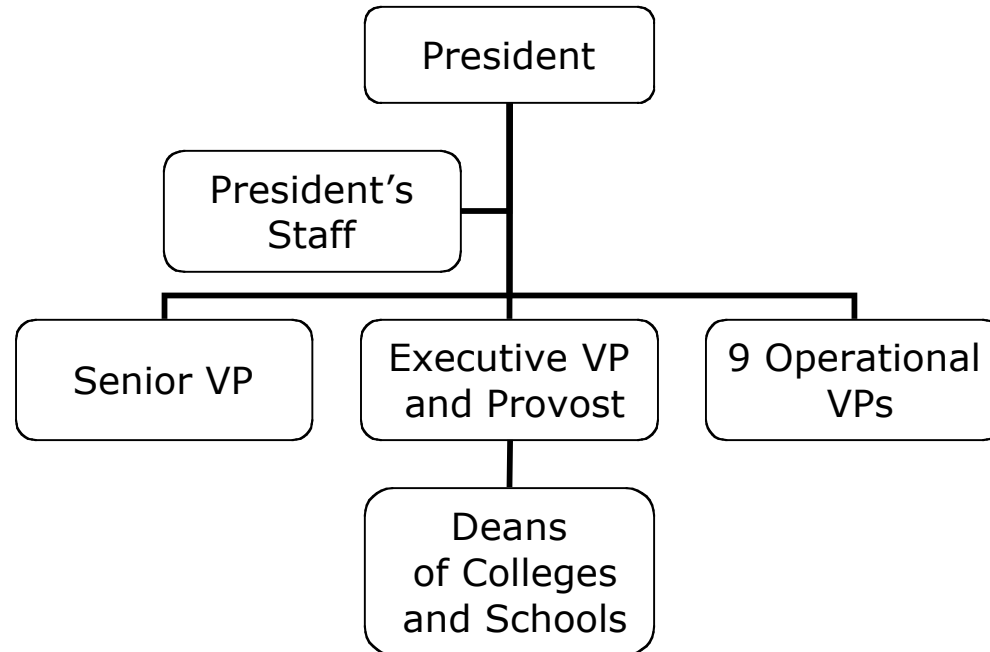
Ownership and oversight by a board (stand-alone)



Ownership and oversight by a board (system)



UT Austin's senior administrative structure



9 Operational VPs

- Community & School Relations
- Chief Financial Officer
- Employee and Campus Services
- Information Technology
- Institutional Relations & Legal Affairs
- Public Affairs
- Research
- Resource Development
- Student Affairs

VPs for “city services”

- VP & Chief Financial Officer

- Budget
- Comptroller
- Payroll
- Accounting
- Purchasing
- Financial Forecasting
- Resource management

- VP, Employee & Campus Services

- Human Resources
- Physical Plant
- Utilities
- Parking
- Campus security
- Planning & construction
- Environmental health & safety

Student-focused VPs

- VP, Student Affairs
 - Dean of Students
 - Health services
 - Recreational Sports
 - Registrar
 - Financial aid
 - Housing & Food
 - Student publications
 - Texas Union
- VP, Community and School Relations
 - Statewide Outreach Centers
 - Neighborhood Longhorns
 - University Interscholastic League
 - Hogg Foundation

Information-focused VPs

- VP, Information Technology
 - Network services
 - Telecommunications
 - Admin. information services
 - Student information services
 - UT Direct
 - Information Security
- VP, Public Affairs
 - Press relations
 - Local
 - Statewide
 - National
 - Crisis management
 - C/S/U network
 - Campus communication
 - Web presence
 - Publication design
 - University events

Relationship-focused VPs

- VP, Resource Development
 - Development operations
 - C/S/U network
 - Corporate & foundation relations
 - Planned giving
 - Gift administration
 - Gift compliance
 - Special Programs
- VP, Institutional Relations and Legal Affairs
 - Legal Affairs
 - Compliance
 - Government Relations
 - System relations
 - Intercollegiate athletics

Academic VPs

■ VP, Research

- Grants & Contracts
- Federal relationship
- Res. Compliance
 - Human subjects
 - Animals
- Tech community
- IP & tech transfer
- Organized Research Units
- Advanced computing

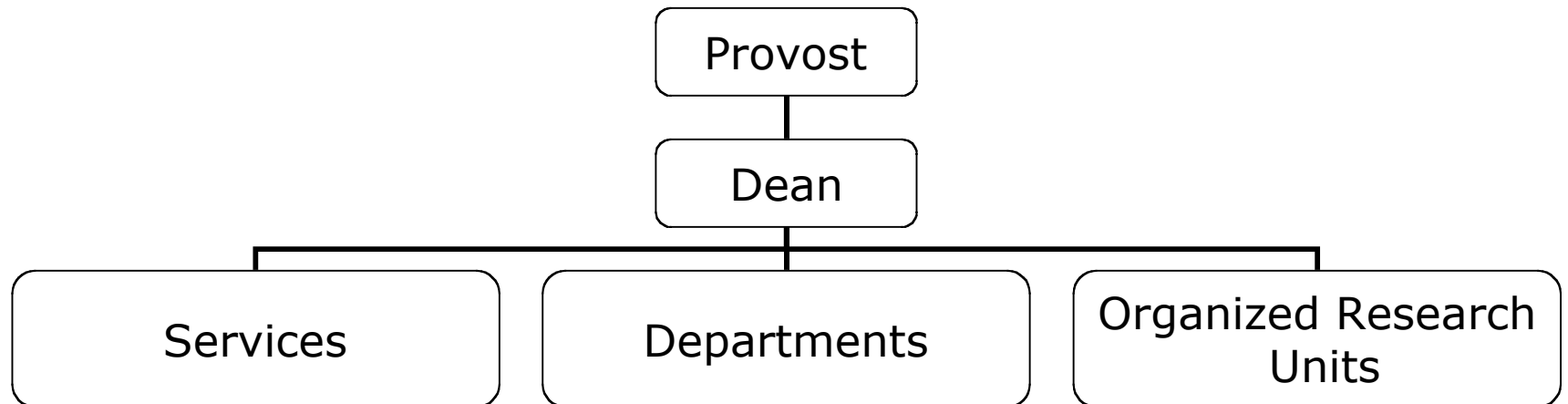
■ Executive VP & Provost

- Colleges & schools
- Libraries
- UT Press
- Academic policy
- Admissions
- International Progs.
- Institutional research
- Space management
- Planning

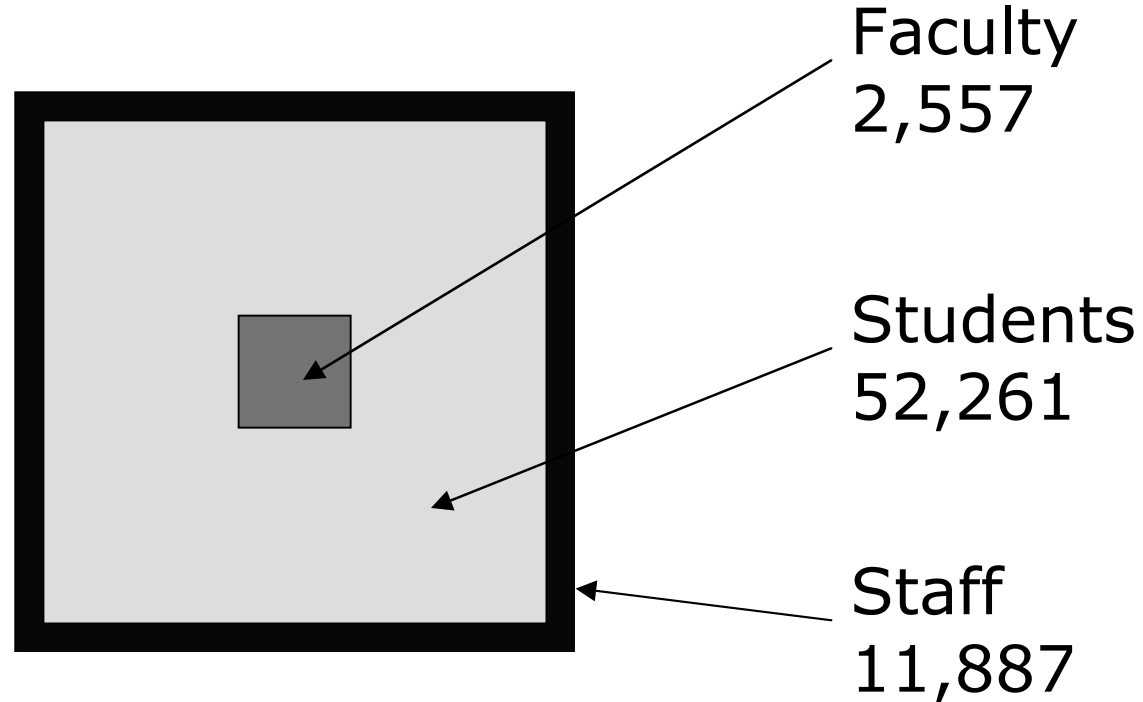
Academic structure under the Provost

- School of Architecture
- Red McCombs School of Business
- College of Communications
- College of Education
- College of Engineering
- College of Fine Arts
- School of Information
- School of Law
- College of Liberal Arts
- College of Natural Sciences
- School of Nursing
- College of Pharmacy
- LBJ School of Public Affairs
- School of Social Work
- Division of Continuing and Extended Education
- Office of Graduate Studies

Collegiate structure



Proportions of UT Austin



Faculty roles

- Teaching
- Contribution to the evolution of knowledge/practice in the field
- Evolution of the curriculum
- Interdisciplinary collaboration
- Public consultation and outreach

*Faculty define the knowledge agenda,
the capabilities, and the reputation
of the University*

Focus on the individual

- Universities in the US are strongly focused on individual achievement
 - Students
 - Faculty
- Ideas occur in the minds of individuals, may be refined in groups
- Structure is geared to maximizing independence and intellectual opportunity
- Tenure system for faculty supports maximum effectiveness among the faculty

Tenure system

- Applies to core, full-time faculty
- Probationary period for new members
 - Assistant professors, untenured
 - No longer than 6 years
- All the marbles on the table
 - Successful, promoted to associate professor
 - Unsuccessful, out of the University
- Final promotion
 - After another period of achievement
 - To “full” professorship
 - Typically 9-14 years past first appointment
- Post-tenure review

Criteria for offer of tenure

- Teaching effectiveness and skill
- Productivity and impact in research or creative activity
- Capacity for self-renewal
- Capacity for leadership in the field and for long term contribution to the University

Important properties of the tenure system

- High stakes for the university and for the individual leads to very serious review and judgment
- Security of appointment leads to greater entrepreneurship among senior faculty
- Protects against orthodoxy
- Sometimes protects against unhealthy political suppression of ideas