

CHRONOLOGY OF ORGANIZATIONAL STRUCTURE
CHANGES IN A COMMUNITY COLLEGE

by

J. Kathleen Stewart, A.A.B., B.L.A.

A thesis submitted to the Graduate Faculty of
Alaska Pacific University in Partial Fulfillment
of the requirements for the Degree of

LIBRARY
UNIVERSITY OF ALASKA, JUNEAU

MASTER OF ARTS IN TEACHING

APPROVED BY THESIS COMMITTEE:

Redacted for Privacy

Redacted for Privacy

Redacted for Privacy

For Reference

Not to be taken from this room
OCT 20 '87

ALASKA PACIFIC UNIVERSITY
Anchorage, Alaska
April, 1984

Copyright 1984

J. Kathleen Stewart

ALL RIGHTS RESERVED

Reprint permission received from:

Elmer E. Rasmuson Library, Fairbanks, Alaska
University of Alaska, Juneau, Alaska
Dr. Michael E. Paradise, for his "Glossary"

Table of Contents

	Page
List of Figures	ii
Acknowledgements	vii
Chapter	
1. Introduction	1
2. Methods and Limitations	6
3. History to 1956	11
4. Organization Structures 1956-1962	16
5. Organization Structures 1962-1972	32
6. Organization Structures 1972-1977	47
7. Organization Structures 1977-1980	67
8. Epilogue 1984	92
Glossary	97
Bibliography	100

Figures

Note: Numbers in parentheses refer to the figure's source(s) listed in the bibliography. All figures are photocopied pages from the source cited except the following:

a. Figures 10, 40, and 41 were redrawn due to poor quality of the reproductions.

b. Figures 13-19, 24, 25, 31, 32, and 50 were drawn by the author from information in the source cited.

Chapter Four Figures--following page 31:

1. Organization of the Executive Branch, June 1959 (36).
2. Organization of the Executive Branch, May 1960 (46).
3. "University of Alaska, Table of Organization" Proposed by Policy Committee, 3 May 1957 (186).
4. Organization proposed by President Ernest N. Patty, ca. May-Sept. 1958 (371).
5. Organization chart prepared by Robert R. Wiegman, 23 Sept. 1958 (404).
6. University of Alaska Organization Shown in Progress Report, ca. Oct. 1959 (153).
7. "Administrative Organization Plan," 5 Sept. 1961 p. 1 (76).
8. "Administrative Organization Plan," 5 Sept. 1961 p. 2 (76).

Chapter Five Figures--following page 46:

9. "Administrative Organization Plan,"
1 Aug. 1963 (77).
10. Proposal by Dean Arthur S. Buswell, 17 Jan. 1968
(219).
11. Structure Approved by the Board of Regents, 18 May
1968 (63).
12. University Organization in Professional Personnel
Manual, 1970 (157).
13. JDCC Reporting Levels, ca. 1970 (98).
14. JDCC Reporting Structure, 1971-72 (98).
15. Juneau Organizational Structures, 1971 (313, 316,
389).

Chapter Six Figures--following page 66:

16. Southeastern Region Fall 1972 (195, 389).
17. University Philosophy and Program Development Com-
mittee Recommendation, Dec. 1972 (169).
18. Southeast Regional Center, Summer 1973 (99, 258).
19. JDCC, Summer 1973 (99, 258).
20. "Office of the President--Executive Organiza-
tion" 5 March 1974 (184).
21. Southeast Region After 1974 Reorganization (179).
22. Southeastern Senior College After 1974 Reorganiza-
tion (179).
23. JDCC After 1974 Reorganization (179).
24. 1975 Organization Chart adapted from Southeast
Region Working Budget (199).
25. Urban-Rural Reorganization, late 1975 (307).

26. President Ferguson's Proposed Timetable,
1 April 1976 (248).
27. "Proposed Organization and Development Plan,"
1 April 1976 (248).
28. University of Alaska Current Structure, Nov. 1976
(1).
29. Southeast "Recently Revised" Chart, 1 Nov. 1976
(249).
30. "University of Alaska, Functional Organization
Chart as of January 1, 1977" (1).
31. University of Alaska, Southeast, 1976 Preparation
for FY78 budget (82).

Chapter Seven Figures--following page 91:

32. JDCC Organization During 1976-77 Merger Committee
Deliberations (129).
33. Organization Proposed by President Humphrey to
Implement 28 June 1977 Regents' Decision (62).
34. UASE Chancellor Jones' Proposal, 1 July 1977
(279).
35. UASE Structure, July 1977 (195).
36. Management Team Proposal, Aug. 1977, p. 19 (185).
37. Management Team Proposal, Aug. 1977, p. 21 (185).
38. Management Team Proposal, Aug. 1977, p. 22 (185).
39. Management Team Proposal, Aug. 1977, p. 25 (185).
40. "Present UAJ" Structure, 12 Oct. 1977 (280).
41. "Possible UAJ" Structure, 12 Oct. 1977 (280).
42. UAJ After Transfer of JDCC, 15 Nov. 1977 (160).

43. "Proposed Organizational and Development Plan For A Single Institution In Juneau." UAJ Faculty/ Administration Proposal, 25 Nov. 1977 (160).
44. Current and Proposed Structures in JDCC "Impact Statement," 29 Dec. 1977 (131).
45. Board of Regent's Educational Policy and Procedure Committee Proposal No. 1, 26 April 1978 (69).
46. Board of Regent's Educational Policy and Procedure Committee Proposal, No. 2, 26 April 1978 (69).
47. Unification Committee Proposal, May 1978 (167).
48. June 1978 Board of Regent's Decision on Placement of JDCC (73).
49. UAJ Administrative Structure, June 1979 (80).
50. UAJ Structure Requested by FY81 Budget, Prepared Fall 1979 (83).
51. UAJ Current Structure, 7 Aug. 1979 (347).
52. Chancellor Paradise's First Proposal, 7 Aug. 1979, With Notes for Second Proposal (347, 348).
53. Proposal Submitted to Board of Regents Nov. 1979-- Instruction (349).
54. Proposal Submitted to Board of Regents Nov. 1979-- Administration (349).
55. Jan. 1980 Plan Implementing 6 Nov. 1979 Merger Decision by Board of Regents (353).
56. "UAJ: Revised Structure (5/1980)" (354).
57. JDCC and SESC Merged, 1 July 1980 (188).
58. "Statewide Administration" 1 July 1980 (198).

Chapter Eight Figures--following page 96:

59. UAJ Organization, 1981-1982 (68).
60. Renamed Divisions 2 Dec. 1981 (357).
61. UAJ's Decision-making Process, 21 June 1982 (359).
62. Recipient's Reaction, June 1982 (399).
63. "University of Alaska, Juneau" Organization Chart, Aug. 1982 (144).
64. Personnel Reassignments, 29 April 1983 (362).
65. "University of Alaska Statewide Administration," July 1983 (176).
66. "University of Alaska, Juneau Organizational Chart," July 1983 (176).
67. "University of Alaska, Juneau Committee Structure," July 1983 (176).

Acknowledgments

Greatful appreciation is extended to everyone from Ketchikan to Fairbanks who helped in the quest for Juneau-Douglas Community College's organization structures. Many have gone "beyond the call of duty" in their official capacities; while individuals have shared their reminiscences and records. One of the largest private files is that of Dr. Lyle Hubbard. Although his personal opinions are rarely undiscovered, his records are most well-balanced. My thanks to him; to the Legislative Affairs Reference Library; the Division of Legislative Audit; the Department of Education; the State Archives and Records Service and many University of Alaska offices including the Elmer E. Rasmuson Library and Archives, and UAJ Library, which allowed me to copy and use their records, to Dr. Darroll Hargraves, whose history of community college legislation 1962-1971 (264) is recommended for any who wish to know more than the brief coverage given here, and especially to Dr. Dorothy Novatney, Mary Fishel, and Fred Koschmann, without whom the earliest days of JDCC would still be a blank. Most heartfelt gratitude goes to my husband, Chuck Stewart, who not only put up with the project, but also typed all of it.

CHAPTER ONE

Introduction

Reorganization is a frequent occurrence in twentieth century life. Governments, businesses, institutions, and associations reorganize with sometimes alarming rapidity, often as a response to a change in internal or external environment. Universities and colleges are not exempt from either the environmental pressures or the reorganization response. While a body of literature is developing on organization structures and higher education, most publications have concentrated on specific organizational acts, functions, and/or points in time, or have broadly discussed organizational theory and philosophy. In 1970 Keeley noted in his paper on university administrative units that "there is almost a complete dearth of information in this area" (285). Since then, a variety of studies and reports have contributed to a narrowing of the information gap. This paper will narrow it further by combining original research and previous point-in-time studies to develop a chronology of changes in organization structure of one small Alaskan School--Juneau-Douglas Community College.

Reorganization is a common solution for administrative problems. Stokes, Keeley, Smith, and Rehder, all introduced their works with a mention of pressures for expansion/con-

traction as reasons for reviewing organizational structures or considering reorganization (392, 285, 384, 377). One of the first steps in a reorganization can be to identify the structures and problems of similar agencies. Therefore, a study on the evolution of organizational structure from Juneau-Douglas Community College (JDCC) to the University of Alaska, Juneau (UAJ) will also be a useful example for other institutions.

Higher education's general organizational literature may be divided into three categories: items that narrate a specific institution's particular problem, those that report survey results, and those that propose or discuss various theoretical structures. None of these works has any direct bearing on this study. Their major usefulness has been to illustrate the lack of available information on chronological organizational changes and the prevalence of the idea of reorganization as a possible solution to felt needs.

In the first of the three categories--specific problems--Stokes, Smith, and Turnage each describe a problem and the use of reorganization to attempt its solution. Only the briefest coverage was given to previous structures and only in Smith did the structures of other institutions receive consideration. Baldrige was far more comprehensive in his analysis of relationships between power, conflict, and philosophical change in a New York university. As he says,

"case studies never 'prove' anything," but are valuable in suggesting new ideas, perspectives, and areas of study (392, 384, 396, 210).

The second literature category--survey results--might best be summarized by extending Kopecek and Clarke's conclusion to other postsecondary institutions: "There is no one way to organize a community college and there is little consistency in the use of titles for administrative personnel." In Smith's study of the department vs. division structures of 25 California colleges, no more than seven respondents fell into the same organizational pattern category. In all four categories, seven colleges reported they were contemplating a reorganization. Keeley found "terminological ambiguity" and an "absence of a common vocabulary" for names of administrative units to be a source of "considerable confusion" in his survey of the division of 63 large state universities into schools, colleges, divisions, and/or departments (289, 384, 285). Apparently one school's college may be another college's school. This ambiguity suggests the need for researchers in organizational structure to clearly define the specific terminological applications in the organization(s) under study and to note when the terms are used interchangeably. For this purpose, a glossary of terms used by UAJ has been appended at the end of this paper.

The third and most prolific category--general organizational literature--is that of theoretical organizational structures. While several theorists advocate a reorganization into or out of a more bureaucratic structure to solve educational problems (269, 377, 401), others take what may be called the textbook approach of describing a variety of structure models along with their advantages and disadvantages in various applications. Theoretical models, of course, are more perfect than their real-life counterparts and so of little practical value in this study except in sensitizing the author to possible ambiguities in term usage and elliptical references to parts of the organizational structure encountered in the records. Both discussion of the evolutionary cycle theory in Richardson and detailed explanations of boards and committees in Sprunger and Bergquist are also helpful sensitizing instruments (379, 386).

In summary, the organizational structures of educational institutions past and present, attempted and contemplated, theoretical and actual, are of great and confusing variety. There is no consensus on even the terms used to describe the structures, much less the structures themselves. Outside of a few theoretical models and brief histories of the "how-we-came-to-need-reorganization" type, no attention has been given to the cumulative past struc-

tures in a specific institution. Reorganizations are often recommended, sometimes attempted, and occasionally successful--all with little reference to the past experience of others. Theorists who make conflicting recommendations add to the confusion. Conflicting definitions, interpretations, and recommendations, coupled with very narrowly focused studies leave considerable gaps in the information available on organizational structures. Another study, narrowly focused on Juneau-Douglas Community College, but extensive in its focus over time, should serve as an example to other schools contemplating organizational change and, hopefully, as a starting point for further research on the subject of academic reorganization.

CHAPTER TWO

Methods and Limitations

The thrust of this project has been to locate and identify materials which would show, suggest, or explain the organization structures of Juneau-Douglas Community College (JDCC) from its inception to its absorption by the University of Alaska, Juneau (UAJ). Historical analysis of the causes and effects of JDCC's many reorganizations has been specifically excluded for political reasons. Ongoing litigation and recency of the last changes suggest more harm than good would come of rehashing differences and reopening not-so-old wounds. However, because one must identify what has occurred before analyzing why and how, this research will serve as an excellent framework for some future historian, historically minded educator, or political scientist.

Limiting the investigation to discovery and reportage of what organizational structures have been proposed for and experienced by JDCC has reduced but not eliminated the possibility of bias. Three areas where bias may still remain are in oral history, personal involvement, and persuasive writings. A 1972 fire and the normal destruction of out-dated records have combined to leave extant very few original documents on JDCC's early years. Participants' memories and personal files have been used to fill blanks

and place into context the remaining records. The author, as a student, experienced some of the articulation problems which have been used as one justification or cause of the 1977 reorganization effort. Some unconscious bias regarding these events may have avoided the author's scrutiny. Her informants have all been involved as administrators, faculty, community advisory council members, or staff, in one or more of the reorganizations experienced by the University of Alaska and/or its various components. Where bad experiences have generated obvious bias an attempt has been made to glean information from unbiased parties or, at worst, from those with an offsetting opinion. JDCC's history has been a series of controversies, each generating its own flurry of position papers, reports, and counter findings, many of them purposefully written to persuade the uncommitted. Where a question of fact arises in comparison of these oral and written memories and reports an attempt has been made to locate a primary source document or, failing that, an agreement in some particulars among otherwise contradictory secondary sources. Where the disagreement could not be resolved the discrepancy is reported or, if the questioned fact is only peripheral to the project, it has been omitted.

Because JDCC is now a unit of UAJ, research started with the current organization and worked backwards in time. Very often more recent studies built upon previous ones,

giving clues to the existence of earlier materials. A concurrent survey of known document repositories and personal contact with those involved in the various stages of JDCC history have led to additional documents. The holdings of the State Library, State Historical Library, Legislative Affairs Reference Library, and University of Alaska, Juneau Library, all in Juneau, and the Elmer E. Rasmuson Library at the University of Alaska, Fairbanks, have all been thoroughly reviewed. Selected holdings of the Elmer E. Rasmuson Library Archives, and both the Division of Legislative Audit and State Archives and Records Center in Juneau were reviewed in detail while the Anchorage Consortium Library and other State agencies receiving a preliminary survey were found to contain little, if any, pertinent data not already located elsewhere. Although the records storage room of the University of Alaska, Juneau, was found to contain numerous documents of obvious importance the author was permitted only one hour to peruse them. Since this hour was the result of several weeks' effort to gain access to the materials, even the obvious presence of additional pertinent items did not seem to warrant another major investment of time, especially when such effort could conceivably make more difficult certain of the author's employment functions. Both the University of Alaska, Fairbanks, Internal Audit Department and the Alaska Legislative Budget and Audit Com-

mittee, Legislative Audit Division, were exceedingly cooperative--to the point of themselves reviewing certain confidential records in an effort to locate organization data of a non-confidential nature. Both the Alaska Postsecondary Education Commission and the Alaska Department of Education gave permission to review their records in the Alaska Records Center, to no avail. The necessary documents had for the most part, and in accordance with their retention schedules, been destroyed in 1981. Seven other University, State, and City and Borough of Juneau agencies were contacted, but no useful records located.

Over the last 28 years Juneau-Douglas Community College has involved a large portion of the local residents in one way or another. Through letters, formal interviews, informal chats and chance meetings with over two dozen people, a great deal of background information and pertinent organizational data has been obtained, as well as names of others to contact. At one point it seemed like every third person met had at some period been affiliated with JDCC. To dispel this notion the author accosted a couple at the next table in a restaurant. Neither of them had been involved with JDCC but they were able to give the names and locations of others who had, including one early employee the author had been unable to locate. As an experiment it was unscientific, but as an illustration of community involvement in

JDCC it suggests a broad base of community interest.

More appropriate procedures were applied to evaluating materials and information acquired in more traditional ways. Each document was analyzed in situ, both in relation to those attached or adjacent, and regarding their original function and purpose of being retained where found. Although the authors of several bureaucratic documents remain unknown, the documents' retention in official files and use in budget and accreditation reports suggests they accurately portray the official (if not always the operational) organization structure of the period. In most cases where a document or its placement was questioned, a satisfactory explanation could be found by reading adjacent narratives or by correlation with other sources. A few problems were settled by asking possible authors while others had to remain only tentatively attributed or unresolved.

Once the initial materials were gathered and organized chronologically they were again evaluated and compared with other items of the same period, other writings of the same source, and, for interpersonal communications, other communications by the second party. Any remaining questions on the source or accuracy of information are noted in the explanatory text accompanying the organization charts beginning in chapter four, or shown by incomplete citations in the bibliography.

CHAPTER THREE

History to 1956

The history of public higher education in Alaska is comparatively brief. Purchased from Russia only 116 years ago, Alaska did not become a territory until 1912. Three years later, on March 4, 1915, the U. S. Congress designated land for a land-grant mining and agricultural college which eventually grew into the University of Alaska. By 1928 discussion had started regarding the need for junior colleges. They were suggested by the Territorial Commissioner of Education; recommended to Governor Parks in a 1930 letter from John Cooper, U. S. Commissioner of Education; and proposed in a variety of reports and theses by university presidents, governors, chambers of commerce and other interested parties from 1928 until 1954--when Anchorage began the first community college in Alaska (37, 264, 231, 291, 106). Legislative actions followed the recommendations. A 1929 bill to establish junior colleges in a few communities did not pass. Then, in response to a 1944 Board of Regents resolution, the 1945 Legislature appropriated \$2,500 to study extending the University into Southeastern Alaska. A \$500,000 appropriation for a branch in Southeastern failed the 1951 Senate by an 8-8 tie; however, another Senate Bill, SB74, did pass. It instructed the University to expand but

appropriated no funds to do so (291, 311, 323). Later that same year, University of Alaska President Terris Moore published a study recommending two-year community colleges. He felt they should be established by adding thirteenth and fourteenth grades to local high schools rather than by over-extending the University. The study aroused interest in several communities and, when the Board of Regents sought and received a 1953 appropriation of \$100,000, community colleges became a reality (309, 310, 311).

Under the original Community College Act: Chapter 57, Session Laws of Alaska 1953 (Ch. 57, SLA 1953), colleges were set up by local school districts for "vocational and academic instruction applicable to grades thirteen through fourteen and eligible for accreditation by the University of Alaska." The Board of Regents managed the program. They determined if a school district met criteria for local need, accreditation, and student body size. Then the University would contract with the school districts and reimburse them for seventy-five percent of instructional and administrative expenses. The districts furnished the balance of funds, physical plant, and building maintainance. While local school boards performed immediate supervision of the colleges, the Board of Regents established regulations and set qualification standards for the faculty and curriculum pertaining to credit courses (42). A University committee

reviewed the Act. They felt it encouraged a unified education system and reduced the possibility of conflict between institutions that some states experienced. They also hoped the added expense to the Territory would be soon offset by increased enrollment in upper division courses at Fairbanks (166).

Anchorage and Ketchikan rapidly took advantage of the new act to establish community colleges. Juneau was a little slower. A Chamber of Commerce committee studied the feasibility of a Juneau junior college in February 1954 (374). One of their first contacts, President Ernest N. Patty, was very encouraging but said the University's legislative appropriation was only for reimbursement of seventy-five percent of costs for college credit courses, not for vocational courses. He advised that "the community college would actually be a prong of the university" which would "screen" the instructors and be consulted in selection of a director. Patty also recommended a name change from "junior" to "community" college (366). When Don Dafoe, Commissioner of Education, explained that junior colleges were limited to lower division work; but, at community colleges, "work in the 15th and 16th years could also be given," the committee agreed to the change. They reported favorably to the Chamber of Commerce in March, recommending a survey to see if enough demand existed in Juneau (375).

The Juneau School Board took their advice and conducted a survey in April 1954. Although 270 people applied, the Board decided it would be inappropriate to commit additional finances to another project when heavily involved in constructing a new high school (368, 369). Not until April 11, 1956, almost two years later and after some membership changes, did the School Board finally include community college funds in their budget (291).

Dr. Dorothy Novatney, Deputy Commissioner of Education, was hired in July as the first "Director, Juneau Community College" (382). By September registration, the name had been changed to Juneau-Douglas Community College. Classes started in the old high school at 5th and Franklin Streets on September 10, 1956 and ran in two 1-1/2 hour sessions: 7:00-8:30 p.m. and 8:30-10:00 p.m. Monday through Thursday. Faculty were paid at a nominal hourly rate. Although well-qualified professionals in their areas of expertise (several were government employees), few other than Dr. Novatney had state teaching certificates. All courses were taught in the evening, using high school classrooms. Dr. Novatney shared an office with the high school counselor. Local funding was originally included in the school district's budget but soon the college and school board agreed to submit separate requests to the Juneau Borough (324, 291, 332, 238).

Thirty-three classes were offered that first semes-

ter, including four non-credit courses: outboard motor repair, gunsmithing, driver's training, and a naturalization citizenship class. Although twenty-nine credit courses were listed in the official class schedule, two more had been included in the first newspaper advertisement and thirty were counted in the 1957 accreditation report. The offerings included anthropology, art, business law, shorthand, typewriting, chemistry, engineering drawing, composition, clothing, family life, journalism, French, music, American government, and public speaking. Noncredit instructors were Sequine, Skinner, Williams and Dean, and Poling. The credit course schedule listed Nagel, Penrod, Camerot, Hamilton, MacSpadden, DeLaHunt, Bolton, Novatney, Stewart, Montgomery, Sundborg, Woolford, de Germaine, and Wells. Only nine of the credit classes had enough enrollment to be taught: anthropology, art, engineering drawing, English, journalism, two business courses and two in secretarial science. Of the 193 enrollees, about 45% failed to complete their courses. The same trend held true in the ten classes given during the second semester when the accreditation team visited. They found that JDCC was too new to receive formal accreditation action and recommended submission of progress reports for the next two years (324, 322).

CHAPTER FOUR

Organization Structures 1956 - 1962

In the beginning Juneau-Douglas Community College had no internal organization structure because it had no staff to organize. Dr. Novatney was director, personnel manager, instructor, and librarian (with an initial book budget of \$500). A part-time secretary acted as registrar (322, 332). Externally, JDCC was established as an "extension of the University of Alaska" and "operated under a contract between the University of Alaska and the local school district" in accordance with Ch. 57, SLA 1953 as amended by Ch. 58, SLA 1955 (322). This amendment clarified funding and disbursement responsibilities. The 1953 Act had not specified who would keep the income from tuition and fees. At first, the community colleges assumed they could use all monies collected to cover their 25% local share. However, the University raised the question of prorating income in the same manner as expenditures, that is 25% local and 75% University. Chapter 58 settled the matter by establishing a fund to receive and disburse operating income. These monies were to be distributed 25% to the school district and 75% to the separate community college fund in which general fund appropriations were maintained. Both funds were to be managed by the Board of Regents (374, 366, 367, 375, 42).

On February 5, 1956 a Constitution was signed for the proposed State of Alaska that did not legally go into effect until statehood. Although the constitutional wording implied initial creation, it, in effect, confirmed previous practices. Article VII, Section 2. established the University of Alaska as the state university and Section 3. created the Board of Regents. They were appointed by the Governor (subject to legislative confirmation) to formulate university policy and appoint the University President. The President also acted as the Board's executive officer (215). Although commonly accepted that the University of Alaska is constitutionally separated from both legislative and executive branches of state government, financial problems in the late 1970's raised questions about just what control the legislature could have over the University. A memorandum from Billy G. Berrier, Director of the Division of Legal Services, Legislative Affairs Agency, to Representative Charles H. Parr reports, "From the proceedings of the constitutional convention only two clear areas of university autonomy emerge. The university may not be dissolved by the Legislature and it may not be placed in the executive branch with a single executive at its head." A year later a memorandum to the Honorable Sally Smith from A. R. Latham, Senior Policy Analyst of the same agency on the same subject, found the university and board were created "but not

[emphasis in original] as an autonomous branch of government." Latham noted some statutory ambiguity regarding financial and property management since, although given the right to manage items they receive from non-legislative sources, management must be "according to law." The legislature, of course, makes the laws. Therefore, "the legislature may [emphasis in original] legally modify or change regent policy through the budget process" (215, 294, 36). Figure 1, prepared in 1959, and Figure 2, reissued in 1960, show the University's relationship to the Executive Branch of government.

Between the constitution signing in 1956 and statehood in 1959, the University underwent a reorganization which generated the first organization charts showing community colleges. President Patty had formed a committee in December 1956 to "recommend policy and regulations for the conduct of the University." In early deliberations they "found it would be necessary to set down the organization of the University" and so developed the proposed organizational chart shown in Figure 3 (148). This chart has an unusual division of authority and communication between "policy matters" and "routine matters," with the community colleges receiving input on the former from the "Dean & Corporate Faculty" and on the latter from "Dean of the University." Dr. Patty felt the Vice President should have some assigned

responsibilities, including community colleges. When the committee's interim report failed to meet his expectations, he reiterated his desires and drafted an alternative organization chart (Figure 4). This proposal gave the Vice President direct supervision of nine functions in addition to the community colleges. Vice President Wiegman was officially handling community college matters by November 1957 (371, 245). Figure 5 is a chart prepared by Dr. Wiegman in September 1958, apparently at the behest of President Patty. At this time both President and Vice President positions are in the same box, directly below the Board of Regents. Community Colleges, Museums, Summer Sessions, and Military Branches are annotated as "handled for the President by the Vice-President" (404).

Meanwhile, problems were appearing on the accreditation horizon. First, Dr. Patty reported pressure from Anchorage and Ketchikan after they discovered a Northwest Association Visitation Committee had suggested that the community colleges obtain their own buildings and expand to include full-time day instruction. In a few years, wrote President Patty in a draft letter to the Visitation Committee chairman, establishing branches of the University would be the demand. Small population and tax base made the idea absurd. The Territorial resources were already strained trying to provide educational necessities. "It is my conviction that the

only excuse for the extra expenditure for a separate physical plant and day classes at community colleges, exists only when there is a need to take some of the load for lower division work off the shoulders of the Universities." But, the University of Alaska had plenty of room for students and so should not be put into competition with the community colleges for legislative appropriations. Patty concluded that the community colleges were doing a good job exactly as the system had been planned: using high schools at night, having a student base that worked during the day, a small full-time faculty, and a program that was "mostly adult education" (370).

The second of Dr. Patty's accreditation problems was more serious. On December 9, 1957, the Northwest Association of Secondary and Higher Schools notified him that accreditation was given to the University, and to the community colleges as branches of the University (390). However, when the Northwest Association's Higher Commission had met with Kenneth E. Young, Dean of the Faculty,

the commission said in effect that the community colleges were not up to accreditation standards in all respects and that the University would have to decide whether the community colleges were part of the University or separate institutions. Northwest policy is that if any part of an institution is not up to accreditation standards, the entire institution will not be accredited (418).

Up to this time approval of courses and instructors had

been rather informal and after the fact. Although the University attempted to standardize procedures and require approval by the Dean of the Faculty prior to hiring instructors or advertising classes, the effort did not meet with too much success. JDCC's Fall 1958 schedule and faculty lists were not submitted until October 13, 1958. By November 4th the Director, Dr. Novatney, was asking the Dean of the Faculty what she should do about a math course. Dr. Young had denied approval for an instructor to teach Math 103-104, which he was teaching, and approved him for Math 102-103, which was not even being offered at JDCC (324, 322, 325, 326).

Dr. Novatney's problem does not appear to be an isolated incident. Earlier files contain little or no record of approvals; then, suddenly, the reading files are full of letters giving individual teachers authorization to teach specific courses. The community college system had grown more rapidly than the University could handle. In its first semester of operation, JDCC had one full-time employee--the Director--plus a part-time registrar, and eight part-time teachers in addition to Dr. Novatney. The second semester, Spring of 1957, there were ten teachers (six men and four women, including Dr. Novatney). By the start of the 1957-58 school year JDCC had moved to the new high school on Glacier Avenue. June B. Ordway was full-time registrar/secretary,

Dr. Novatney started a library in a storage room, and the faculty included such Juneau notables as Jack O'Hair Asher, Henry J. Camarot, Dwight William Dean, Robert L. Dyer, Christian J. Ehrendreich, Albert N. Eide, D. C. Langdon, Rosemary Allen Nagel, Mary Lou Neville, Bobbie G. Olson, Loretta Penrod, Louis D. Rainery, Walter A. Soboleff, James Henry Taylor, Herman Trivette, Gerald O. Williams, and Eric Winter. However, only seven had higher than a Bachelor's degree and only three had degrees in Education (324, 322, 84, 332, 85).

The School Board frowned upon using certified high school instructors in the college on a permanent basis because they would be "doing double duty." But, hiring non-certified members of the community was difficult. Transcripts previously sent to Fairbanks could not be located later, so the proposed instructors would have to obtain new ones, at their own expense. This became discouraging when there was no assurance their class would even have the minimum number of students enrolled. Despite these problems Dr. Novatney was able to find enough local talent to develop the community college philosophy. Comparing her staff "to a regular college faculty" in a November 1958 letter to Dr. Young, she said, "We have no faculty, we have a collection of people who like to teach" (326). She had succinctly described a difference in attitude between the University and

Community College which presaged future problems.

Dean Young, as early as January 1958, had recognized the accreditation and instructor approval problems and proposed a solution to Vice President Wiegman. Apparently no action was taken on his proposal for he recommended it again on September 25, this time to President Patty (418).

Young's memorandum reminded Dr. Patty that a follow-up report needed to be sent to the Northwest Association of Secondary and Higher Schools. The Dean felt strong improvement could be shown in most areas discussed in the last accreditation report, but cited one "trouble spot"--the possibility that community college failure to meet accreditation standards could imperil University accreditation. His solution was to establish a General Extension Division which, "with great fan-fare," would take over all credit course offerings, leaving only vocational and interest courses to the community colleges. Dr. Young suggested a publicity campaign selling "the theme that this is a state-wide University," including possible legislative action to change the Community College Act, and using the accreditation report "as a support" (418). The idea of a General Extension Division was given serious consideration over the next two years as University officials worked to find the best way to solve accreditation problems.

In late 1958 the Board of Regents directed Dr. Wiegman

"to develop a proposal and plan of action that would change the community college set-up" (420). Dr. Wiegman then asked Dean Young for his ideas and, in March 1959, received the same general plan previously suggested to both him and President Patty. Young envisioned both the Juneau and Ketchikan directors as being employed approximately half time by the University as a "Director of Extension" and, for the time "devoted to non-credit courses, as 'Director of the . . . Community College.'" The one problem area would be Anchorage, where the director position would be split only temporarily. Eventually it would become a full-time community college position and the University would hire another Director of Extension "responsible for all academic courses offered in the Anchorage area" (419).

By May, President Patty was instructing Vice President Wiegman to sound out the Juneau and Ketchikan school superintendents and directors (the Anchorage School District had already shown favorable interest) on a plan whereby the districts would furnish plant and 25% of expenses and the University would select the director and have "complete control" of the program. Patty suggested Dr. Wiegman begin his arguments with the Northwest Association's recommendations. He felt that "the University is going to have to take over complete responsibility for the operation of the academic phase of the community college program" (372).

On June 30, 1959, Dr. Wiegman sent President Patty a draft proposal for a General Extension Division that he, with Dean Young and Dr. William Keller, had been discussing for two years. One week later he sent a revised plan whose major difference was a change in the wording describing a function of the proposed division. From "absorb the present academic offerings of the Community Colleges (the title, Community College, could be retained and upper-division and graduate work superimposed)" the description changed to "offer work beyond that authorized in existing Community College legislation." The Division Director would be titled "Dean of Educational Services" (405, 406). This title appeared on Dr. Wiegman's 1958 proposed organization chart (see Figure 5). Figure 6 is almost the same chart (changed apparently to reflect the 1959 plan but with "General Extension Division" replaced by "Educational Services"). This chart appeared in Progress Report, a volume in the Elmer E. Rasmuson Library issued by the University of Alaska. Library records indicate a 1957 publication but the section on JDCC activities indicates a later date: "the library has about 1,200 books, most of them with 1957, 1958, or 1959 copyrights;" and enrollment statistics include the first week of the Fall, 1959 term (158). A February 16, 1959 progress report from Dr. Novatney to Dr. Wiegman gave a figure of 800 library books cataloged and projected over

1000 for the end of the semester (159). Together these items suggest the "1957" progress report was written approximately October 1959. Its location as an official chart, in a volume probably written as an accreditation progress report, suggests the administration had started to implement the July plan at least in the grouping of existing agencies. Educational Services is shown as a future position while the Vice President still "handled" community colleges "for the President."

Meanwhile, JDCC's growth, while not as rapid as the other community colleges, was still appreciable. Most of its courses were those of the University's lower division subjects that held local interest. A unique offering at the time, Dr. Soboleff's Tlingit Culture, became popular for teacher recertification. Each semester about fourteen classes were offered with nine or ten of them receiving adequate enrollment. Although all of the faculty were part-time, a dependable core group regularly returned. The 1959-60 catalog was the first to show separate academic divisions: Liberal Arts, Science & Mathematics, Social Sciences, Business Administration, Education, Engineering, and Home Economics, as well as vocational and interest courses (409, 159, 158, 86, 112). By April 1960 JDCC had two staff positions, a registrar and a clerk, in addition to Director Novatney. At that time she was jointly supervised by the

Vice President of the University and the Superintendent of Schools. Her duties included finances and academic records, personnel, payroll, purchasing, class scheduling and advertising, as well as supervision of staff and faculty and acting as librarian, student guidance counselor, instructor, and book store operator (127). Despite the catalog's "Divisions" JDCC apparently still had no internal organization structure.

Elsewhere, organization was receiving a hard look from one of the many research groups which were to investigate Alaskan postsecondary education every few summers for the next fifteen years. Stanford University, at the behest of the University of Alaska and partially sponsored by the Ford Foundation, recommended a number of changes at the Fairbanks campus. A major change also affected the community colleges. Their October 1960 Progress Report 3-4, "Planning for Action," later published as part of A Plan for Action (A Working Guide), outlined the change. It called for a "general instructional service unit that would have the status of an academic college." Their chart did not specify where in the University hierarchy the unit would report, but included in the unit most of those areas managed by the Vice President. They named it "Statewide Services" (146).

About the same time as the Progress Report was prepared a chart entitled "Administrative Organization--Proposed,

September 15, 1960" entered the President's files, author unknown. A quite similar structure is in the official 1961 charts, shown in Figures 7 and 8, the major difference being the "proposed" chart had JDCC reporting to the Academic Vice President through the Dean of Statewide Services rather than directly (75, 76). The official charts also indicate the Stanford study's major proposals had been adopted. Instead of one Vice President, there were now two, instead of ten academic divisions, seven--including a new Division of Statewide Services (410).

Regarding the community colleges directly, the Stanford group said, "non-credit adult programs and vocational programs of less-than-college grade, can and should be provided by the local public schools, either as a part of the community college program, or simply as an adult evening program of the high school itself." They found the colleges could do "a reasonably satisfactory job" on lower division general courses but felt they could not adequately provide lower division specialization. Recommendation number two suggested Statewide Services provide some upper division and graduate courses at the community colleges (146). This recommendation was followed the next summer. Statewide Services gave JDCC its first Summer Session; fifteen students enrolled (114, 79).

The question of whether community colleges should be

part of the school district or part of the University arises again and again. University President William R. Wood's files contain drafts of several bills for the 1961 and 1962 legislative sessions. With them is a November 30, 1961 memorandum to George W. Adams, Academic Vice President, discussing other administrators' attitudes on the subject: "I have a notion Short [Director of Anchorage Community College] is interested in disassociating community college activities from the University, whereas our interest is quite the reverse of this. . . . Lets study the community college law and see if we can come up with any suggested rewording of the basic act" (411). Three months later, on March 6, 1962, the Anchorage School District made a statement opposing SB267 which would place the community colleges under sole supervision of the University. An unattributed analysis of the bill in the same file of Dr. Wood said, "The new bill completely reverses the concept of the community colleges as developed by the Community College Act of 1953" (170). On signing the bill (Ch. 75, SLA 1962) on April 9th, Governor William A. Egan mentioned the concerns of some educators but felt it was a good law and, if shown necessary in application, it could be ammended later (42).

Chapter 75 made the first major changes in the organizational structure of community colleges since their inception. The 1953 Act had defined "community college" as "a

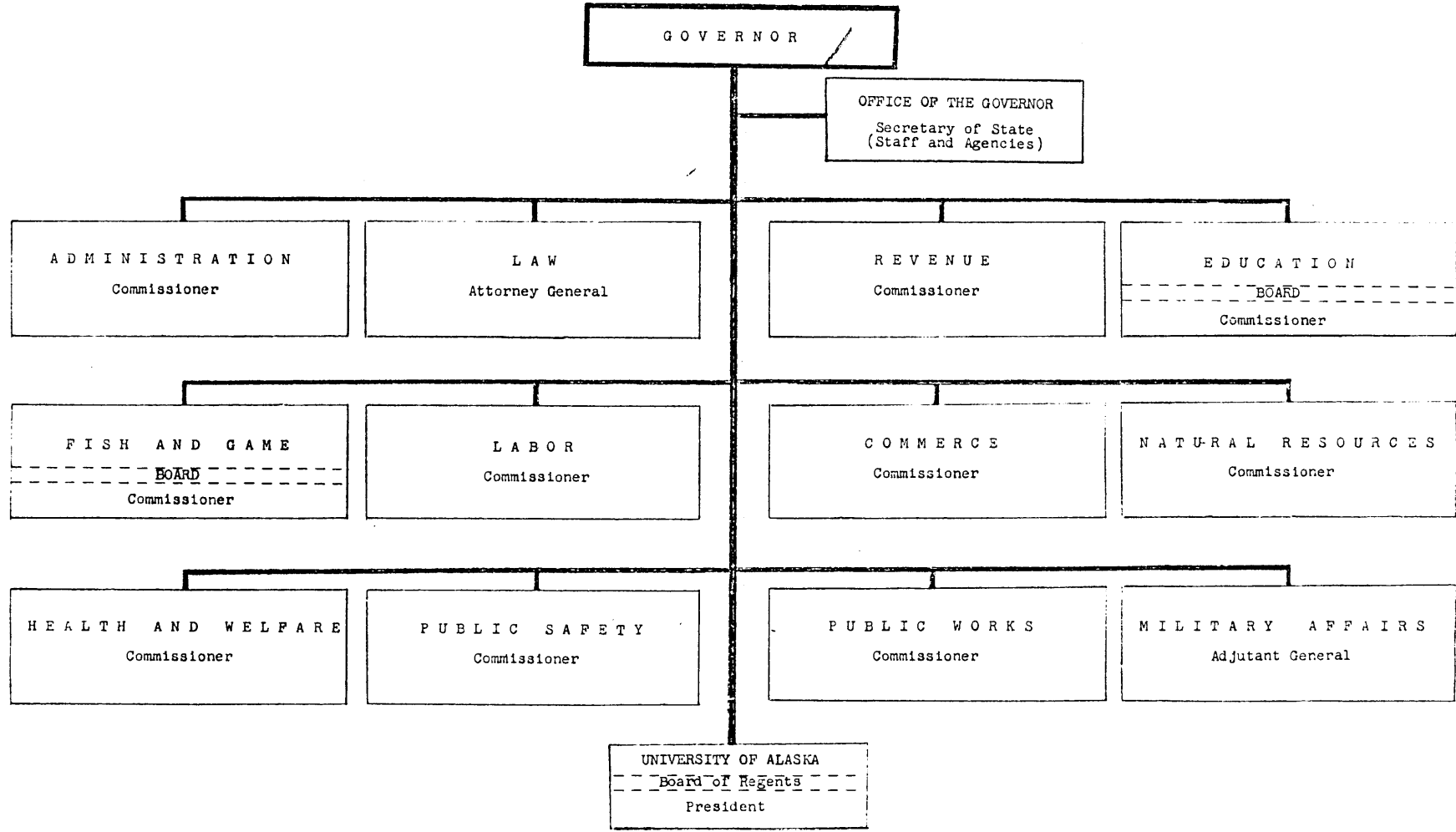
program to be set up by qualified school districts" while the 1962 Act defined it as "a program of education to be established by the University of Alaska . . . including both academic degree and nondegree programs." Up to this point no statutory distinction had been made between financing credit and noncredit courses except possibly in Section 6. Ch. 57, SLA 1953. It included the vaguely worded statement that the University's appropriation was to be used "in connection with educational courses for which no provision is made in Territorial School law." Its purpose was to prevent duplicate funding. This section was probably the basis for the University decision that their 75% reimbursement would only apply to credit courses, since federal and state funds were already available for vocational education. The new Act gave statutory authority to University policy but changed the ratio from 75/25 to 100% University financing and receipt retention for academic programs. The local school district or political subdivision was responsible for 100% of the funding and kept all of the receipts pertaining to "nondegree college programs and activities offered." The last major change, in Section 4., explained that, "since academic education beyond the high school level is a state-wide responsibility," the Board of Regents had responsibility for "selection of all community college instructors." Section 6. gave the same authority to appoint the director

of each college--subject, however, to local approval (42). From their beginnings as "night-school" extensions of the local high schools, Alaskan community colleges had moved, in less than eight years, to full-fledged subdivisions of the University (223).

3-91
 AHC
 v.F.
 [ASL]

Executive

Chart I
 ORGANIZATION OF THE EXECUTIVE BRANCH

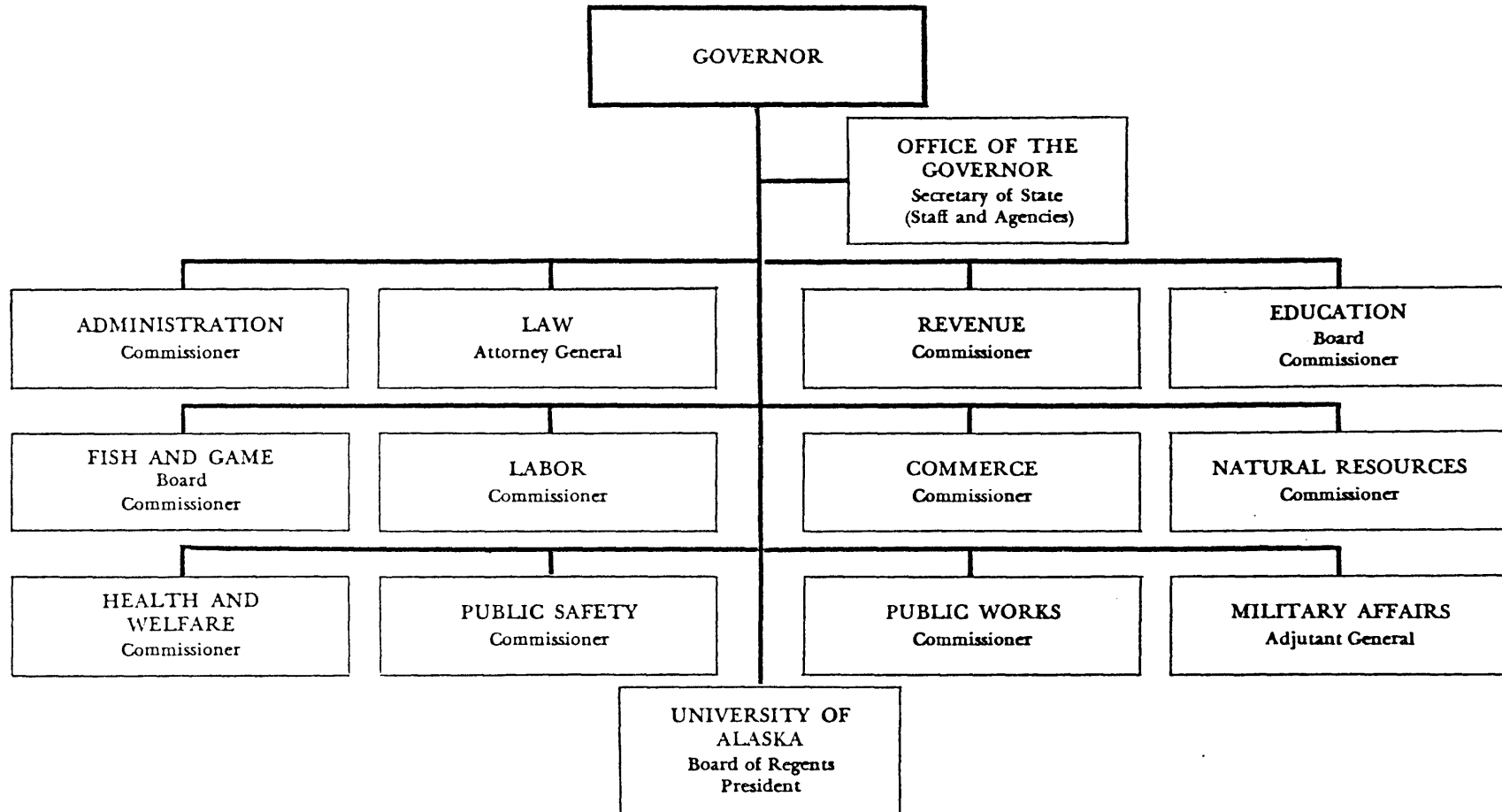


Principal departments and agencies based on the State Constitution and the State Organization Act of 1959. Members of the Fish and Game and Education Boards and the Board of Regents appointed by Governor. Commissioners of Education and Fish and Game appointed by Governor from names submitted by Boards. Heads of all other principal departments directly appointed by Governor. All appointments subject to legislative confirmation. The administration of the University of Alaska is specifically established by the Constitution and is not under the same direct executive control as the principal departments included here.

Prepared by the Alaska Legislative Council, June, 1959

Figure 1. Organization of the Executive Branch, June 1959 (36)

Alaska
ORGANIZATION OF THE EXECUTIVE BRANCH



Principal departments and agencies based on the State Constitution and the State Organization Act of 1959. Members of the Fish and Game and Education Boards and the Board of Regents appointed by Governor. Commissioners of Education and Fish and Game appointed by Governor from names submitted by Boards. Heads of all other principal departments directly appointed by Governor. All appointments subject to legislative confirmation. The administration of the University of Alaska is specifically established by the Constitution and is not under the same direct executive control as the principal departments included here.

Figure 2. Organization of Executive Branch, May 1960 (46) Prepared by the Alaska Legislative Council, June, 1959

TABLE OF ORGANIZATION

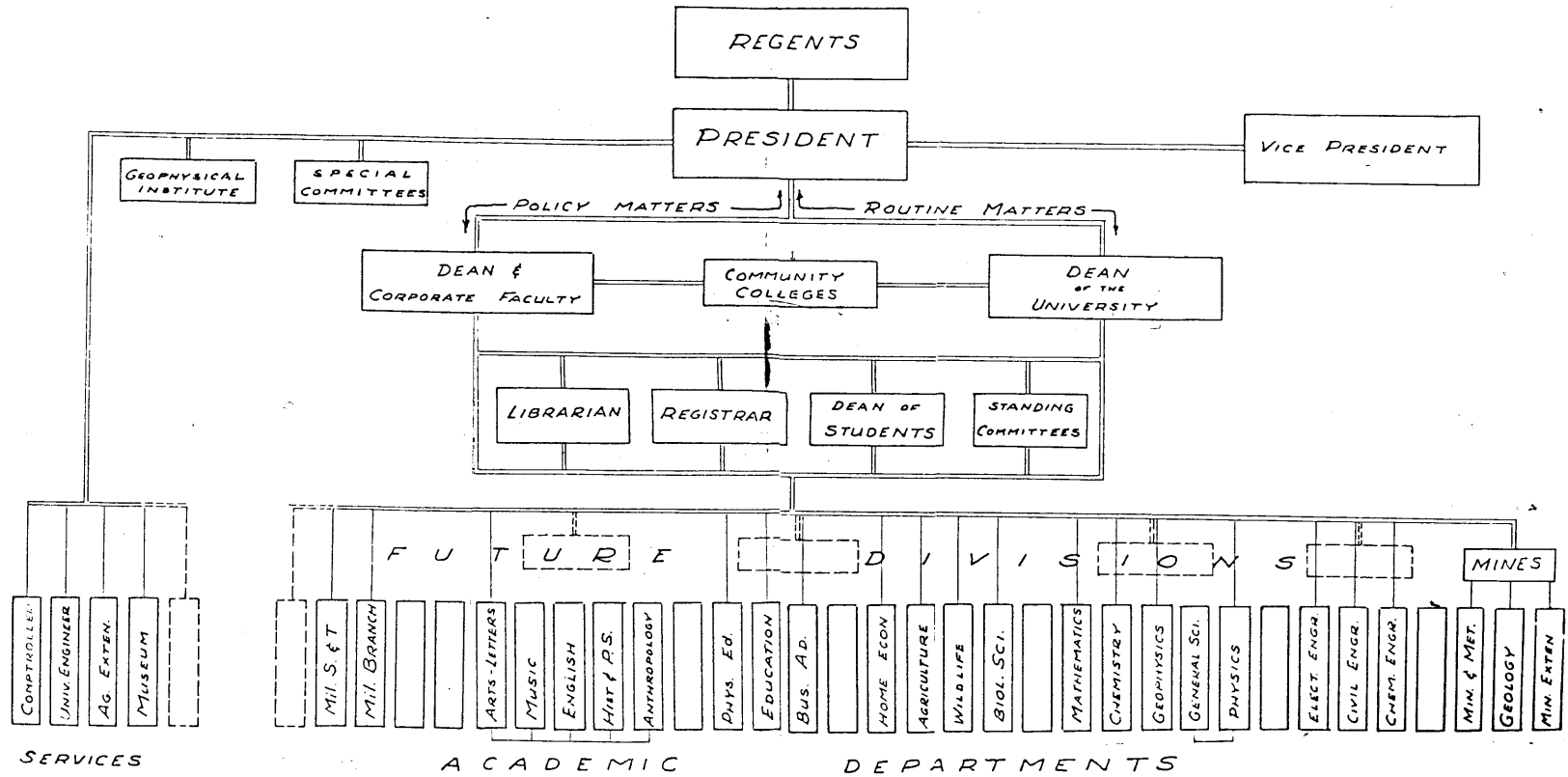
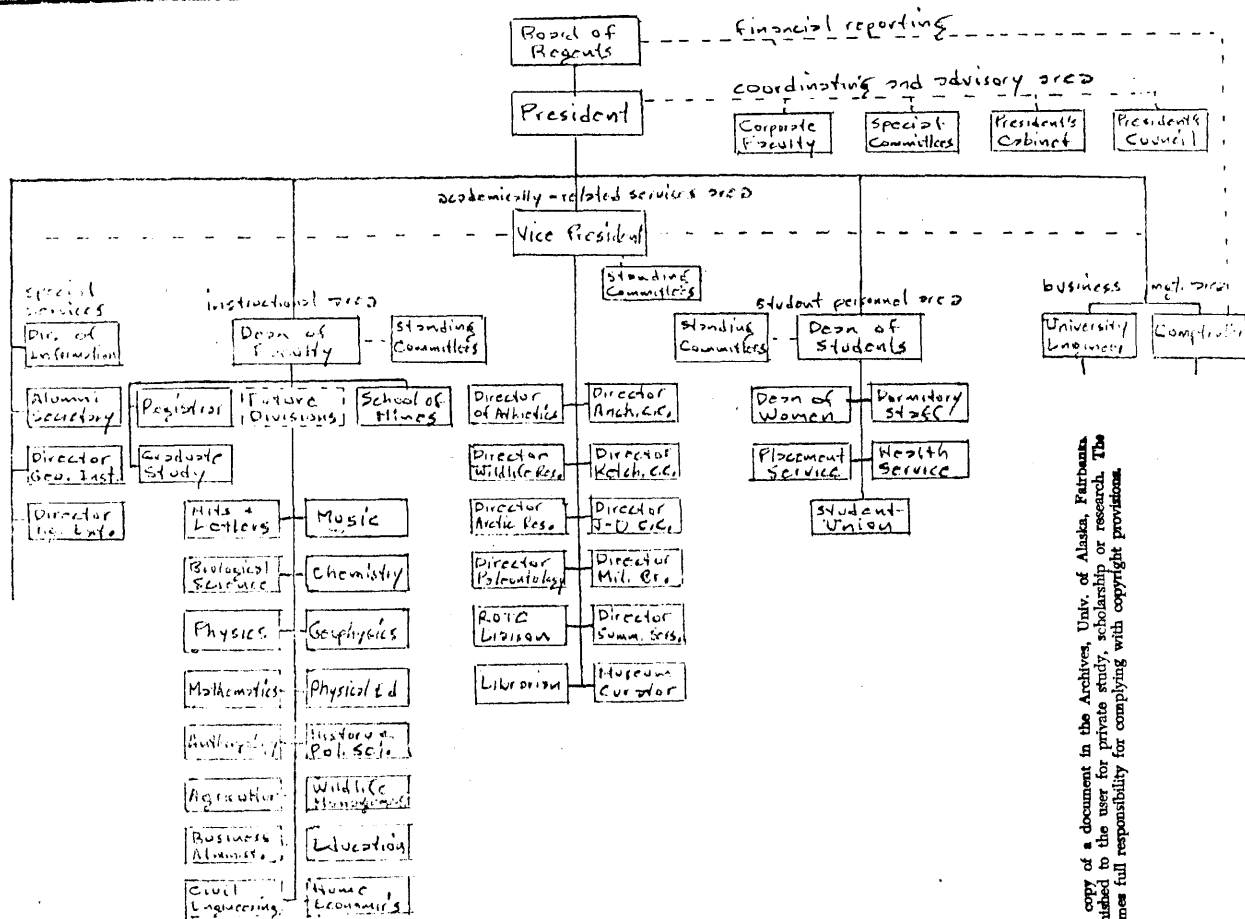


Figure 1. "University of Alaska, Table of Organization" Proposed by Policy Committee, 3 May 1957 (186)



This is a copy of a document in the Archives, Univ. of Alaska, Fairbanks. It is furnished to the user for private study, scholarship or research. The user assumes full responsibility for complying with copyright provisions.

Figure 4. Organization Proposed by President Ernest N. Patty, ca. May-Sept. 1958 (371)

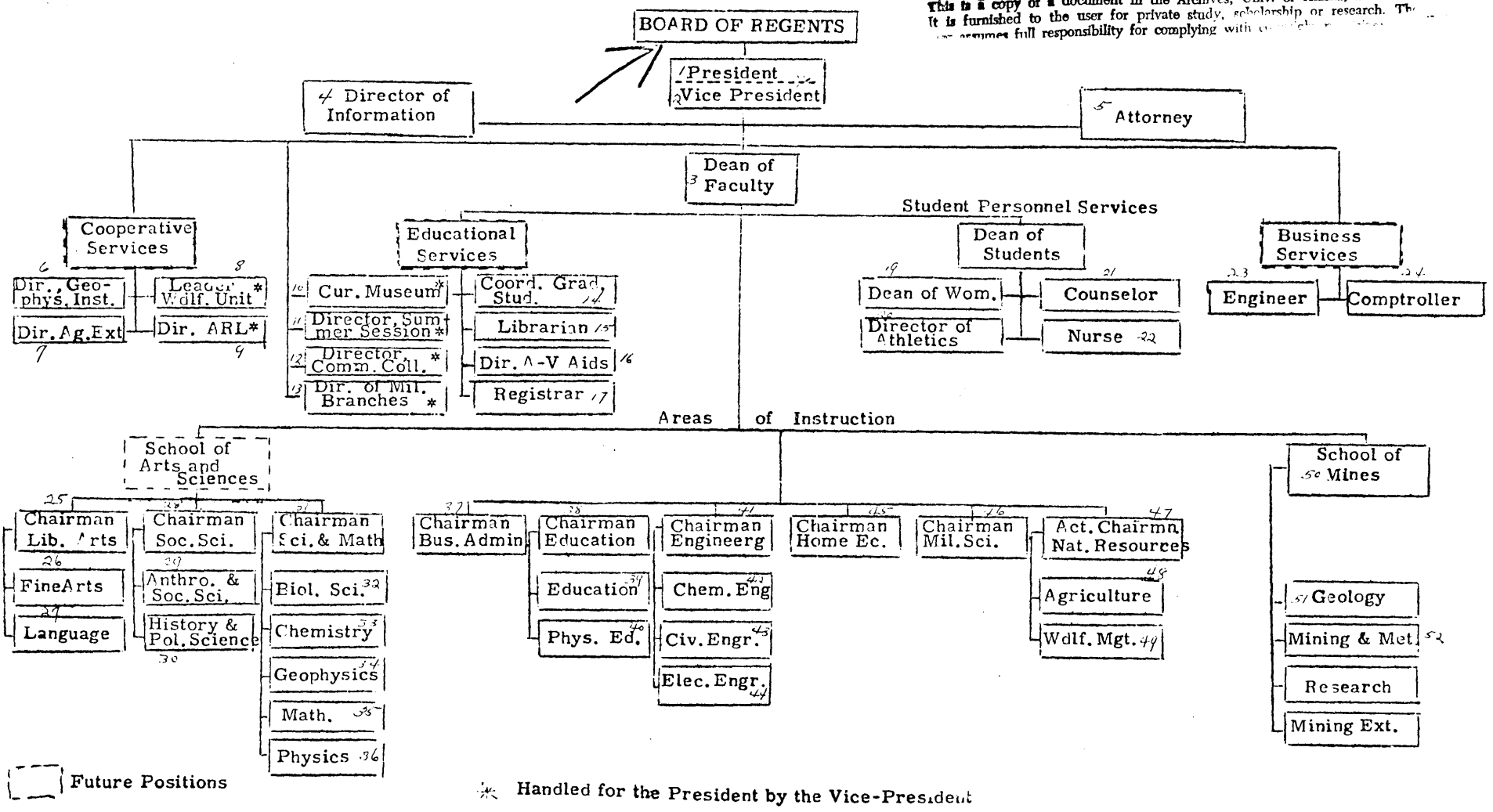


Figure 5. Organization Chart Prepared by Robert R. Wiegman, 23 Sept. 1958 (404)

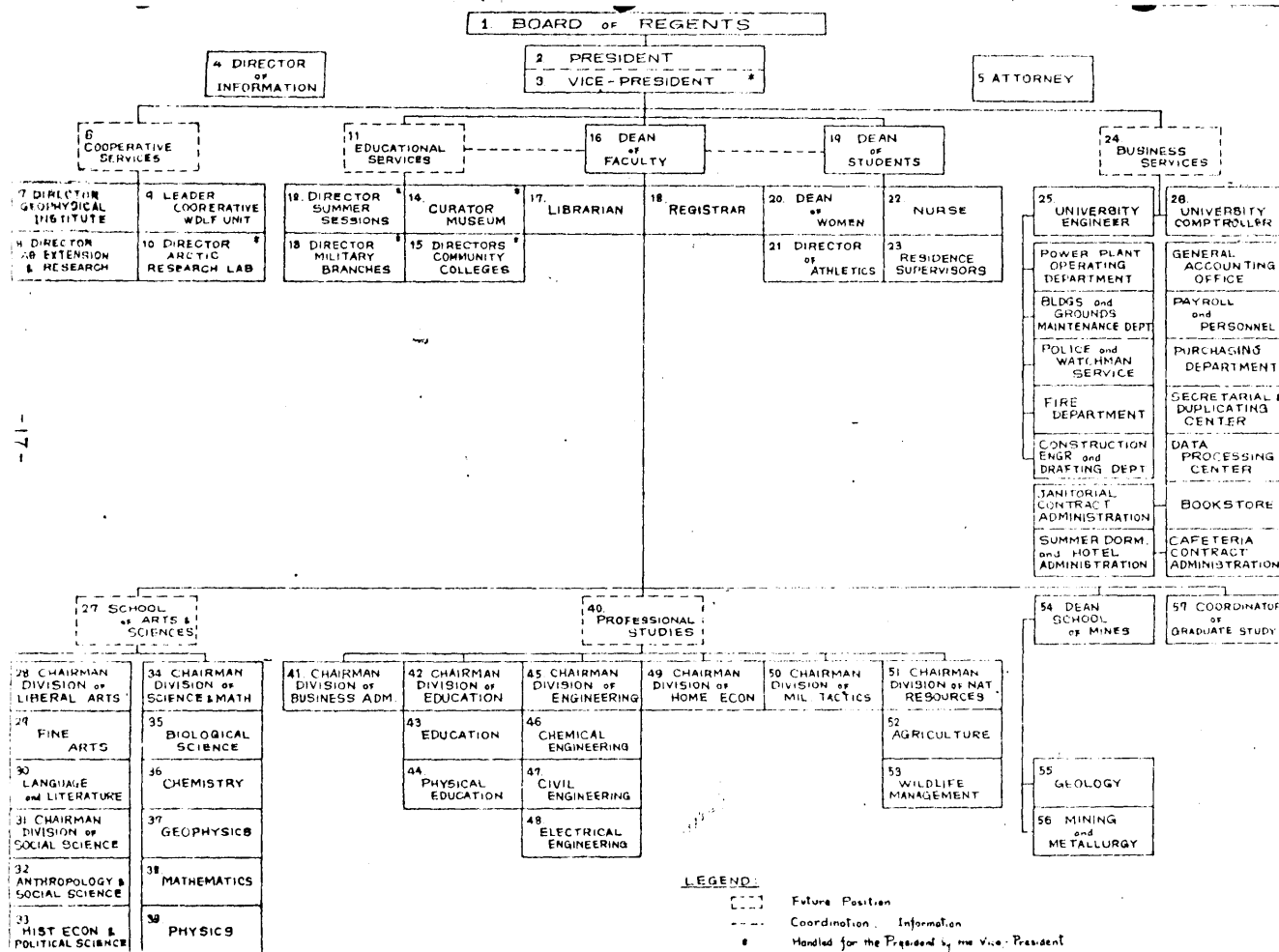
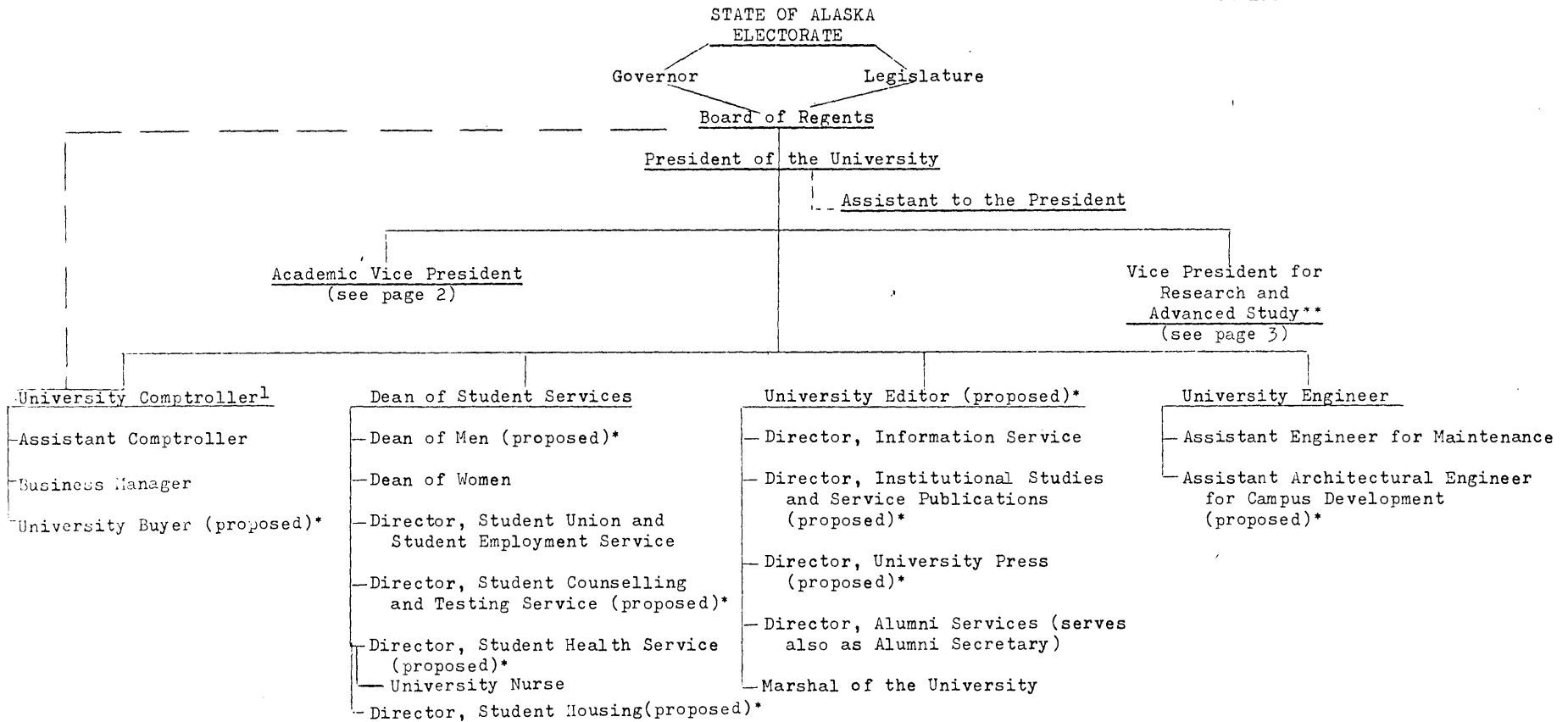


Figure 6. University of Alaska Organization Shown in Progress Report, ca. Oct. 1959 (158)



¹As chief fiscal officer, the comptroller is directly responsible to the Board of Regents for Accounting and Auditing functions.

Figure 7. "Administrative Organization Plan," 5 Sept. 1961, p. 1 (76)

Academic Vice President

<p><u>Dean, College of Arts and Letters</u></p> <p>Head, Department of:</p> <ul style="list-style-type: none"> - Art - English and Philosophy - Journalism and Creative Writing - Linguistics and Foreign Languages - Music - Speech and Drama 	<p><u>Dean, College of Earth Science and Mineral Industry</u></p> <p>Head, Department of:</p> <ul style="list-style-type: none"> - Geochemistry and Solid Earth Geophysics (proposed)* - Geology - Fuel and Ceramic Technology (proposed)* - Mining and Metallurgy - Mineral Economics (proposed)* 	<p><u>Dean, College of Behavioral Science and Education</u></p> <p>Head, Department of:</p> <ul style="list-style-type: none"> - Anthropology and Geography - Curriculum and Teaching - Foundations of Education - Health, Physical Education and Recreation - Home Economics - Military Science - Psychology and Sociology - School Administration 	<ul style="list-style-type: none"> - Director, Anchorage Community College - Director, Juneau-Douglas Community College - Director, Ketchikan Community College - Director, Palmer Community College (proposed)* - Director, Sitka Community College (proposed)*
<p><u>Dean, College of Biological Science and Renewable Resources</u></p> <p>Head, Department of:</p> <ul style="list-style-type: none"> - Agriculture - Forestry (proposed) - Wildlife Management - Biology - Health Science (proposed)* 	<p><u>Dean, Mathematics, Physical Science and Engineering</u></p> <p>Head, Department of:</p> <ul style="list-style-type: none"> - Chemistry and Chemical Engineering - Civil Engineering - Electrical Engineering - Engineering Management - Geophysics (upper atmosphere) - Mathematics - Mechanical Engineering - Physics - Technician Training (proposed)* 	<p><u>Dean, Statewide Services</u></p> <p>Director, Department of:</p> <ul style="list-style-type: none"> - Cooperative Extension Service (in Agriculture and Home Economics) - Audio-Visual Communications - Evening, Off-campus, and Correspondence Study - Mining Extension - Summer Sessions, Conferences and Institutes 	<p>Registrar and Director of Admissions</p> <hr/> <p>Assistant Director of Admissions</p> <hr/> <p>University Librarian</p> <ul style="list-style-type: none"> - Head, Reader Services - Head, Technical Services <hr/> <p>Director, University Museum</p> <ul style="list-style-type: none"> - Curator, Historical and Scientific Collections - Curator, University Herbarium (proposed)*
<p><u>Dean, College of Business, Economics and Government</u></p> <p>Head, Department of:</p> <ul style="list-style-type: none"> - Accounting (proposed)* - Business Administration - Management and Marketing (proposed)* - Economics - History and Political Science - Office Administration (proposed)* 	<p>(Continued from previous block)</p>	<p>(Continued from previous block)</p>	<p>(Continued from previous block)</p>

Figure 8. "Administrative Organization Plan,"
5 Sept. 1961, p. 2 (76)

This is a copy of a document in the Archives, Univ. of Alaska, Fairbanks. It is furnished to the user for private study, scholarship or research. The user assumes full responsibility for complying with copyright provisions.

CHAPTER FIVE

Organization Structures 1962 - 1972

The community college transition, from being supervised by local agencies to supervision by the University, went fairly smoothly; although, there were some small financial problems. The 1953 Act had said the University would "reimburse" the school districts. Strictly applied this would mean each municipality had to appropriate 100% of their community college budget and apply for reimbursement after making expenditures. Because such a system would put an unacceptable burden on local resources, the University found another way. They advanced each local agency a "revolving fund" equal to about two months' disbursements. The school districts charged their expenses and deposited receipts in a checking account established by the advance. If bookkeeping was done correctly and reimbursement requests submitted in a timely manner, there should always be a fund balance adequate to cover both immediate needs and the time-lag inherent in the reimbursement transmittal process.

The difficulty in closing out such accounts may have been why full implementation of the 1962 Act was delayed until fiscal year end, June 30, 1962. Harold A. Byrd, the University's Comptroller, sent many letters on the subject during the transition period, explaining the change to both

school districts and community college directors. He assumed that by June 30 the spring semester transactions would have all cleared and the school districts could transfer their full fund simply by changing the bank accounts from themselves to the community college directors. He also advised that, as a result of the new Act, "each director then becomes a University department head" (223, 222).

Having each of the seven academic deans, the Registrar, Librarian, Museum Curator, and each community college director reporting directly to the Academic Vice President (see Figure 8) gave him a rather large span of control. It also meant he had to get involved in all the minor coordination problems between units. For example, in December 1961 Dorothy Novatney wrote to Vice President George Adams asking how credit extension courses were handled. The local Cooperative Extension Agent informed her that a teacher was planning with Dr. Buswell to teach weaving in Juneau. Director Novatney suggested she shouldn't be the last to know if she was expected to furnish space and clerical support (328).

President Wood recommended, at an August 6, 1962 conference on organization of off-campus instruction, that the organization be changed to have community college directors report directly to the Dean of Statewide Services. His suggestion was taken, as a September 1 memorandum announced:

the restyled "Resident Directors of Community Colleges," were to report to Dean Buswell, Director of Statewide Services (105, 412, 184). Although it is the second page of an Administrative Organization Plan dated August 1, 1963, Figure 9 illustrates these changes.

The records suggest few Juneau problems in the next years. More community colleges were added to the system, faculty grew, and courses diversified. However, JDCC still had no internal divisions. There were twenty-one part-time teachers during the 1960-61 school year (still including Dr. Novatney teaching English and literature), plus a Registrar and a clerk (88). The Registrar failed to return for the Fall 1961 term so Dorothy Novatney interviewed Mary D. Fishel and hired her on the spot. It was a move of long-term benefit to the University, as Mary stayed until her retirement in June, 1973. She filled-in wherever work needed to be done, from janitor to acting Director. When Dr. Novatney resigned July 31, 1963 because of her husband's ill health, Mrs. Fishel took over her duties until a replacement could be found. It took almost a year. Dr. William K. Keller came up from Seattle to consider the position and left on the same ferry. Dr. I. J. Montgomery, sent down temporarily by the Fairbanks administration, stayed less than a week. Finally, in March 1964, Fred Koschmann was hired, effective June 30, when his Sitka

duties would be finished (329, 332, 258, 257, 341, 287, 152, 90).

During Dr. Novatney's last year, the first under direct control of the University, community college expansion seemed a distinct possibility. Dr. Novatney wrote to President Wood September 24, 1962 suggesting the University consider acquiring land for JDCC on the tide flats between Glacier Avenue and "the new outer drive" near where there was talk of putting in a swimming pool. On October 8 he replied that the Board of Regents had been considering land for Juneau since 1954 and had already applied for approximately twenty-five acres in the Auke Lake area (330, 413). By April of 1963 both Juneau and Ketchikan Community Colleges were actively pursuing the idea of having a "full freshman year program." The Juneau Superintendent of Schools offered the high school facilities both before and after regular school hours (216). However, nothing immediately came of this idea as the University worked on developing the concept of regionalization.

In 1964 the Board of Regents decided a decentralized regional system would be the most effective. Then, the President's Office issued a report entitled "Concerning the proposed consolidation of public higher education in the Anchorage metropolitan area." And finally, the Northwest Association Visitation Committee gave a very negative report

on the current structure. The Committee felt calling them community colleges was a misnomer. The University units outside Fairbanks were really extensions, so accreditation of the community colleges would be contingent on identifying them as extension centers in all catalogs. The most serious remark, by the Northwest Association's Executive Director James F. Bemis in a letter to President Wood, was that, if the extension centers continued to expand, "eventually, accreditation of the entire system of public higher education could be jeopardized" (130, 104, 320, 214). With these problems at hand, implementation of the regional system was postponed. Not until 1966, when the Southcentral Region was established, did a decentralization plan go into effect (195).

These activities "up north" had little immediate impact on JDCC's growth. The Spring 1965 list of tentative offerings included only twelve credit courses: Freshman courses in biology, English, political science, and math; Sophomore English and speech; and four Senior level education classes. Of these, only three lower division and two upper division courses (the latter offered through Statewide Services) were successful (133). Then, Juneau's School District authorized Community College use of their "5th Street School," as soon as the U. S. Forest Service headquarters could move from there to the new federal building

under construction. The Division of Statewide Services planned to start daytime classes at JDCC in the fall and began recruiting for Juneau's first two full-time faculty (340, 164, 191).

The Forest Service was unable to leave as soon as expected so the Community College did not move from the high school to the 5th Street Building until Summer of 1966. At first they boarded up most of the building, using only a few small rooms. Besides Director Koschmann, Mary Fishel, and Florence Sachs as administrative staff, JDCC had three full-time and up to twenty part-time faculty and a "continuing high school" added to the program (291, 389, 380, 332). During the 1963-64 year when Mary Fishel was working alone at the College, JDCC first became involved with the VISTA volunteer program. By 1964-65 the JDCC budget included \$17,401 in federal Manpower Development and Training funds, \$1,769 in other federal funds, \$12,850 from the State for vocational education and \$6,420 in local support. Twenty vocational education classes were held during the year and twelve academic courses, taught by eight part-time teachers. The federal and state funds were received through the Alaska Department of Education. This meant the Department's policies and procedures had some effect on the growth of JDCC (258, 29, 31). In 1966 there were thirty-three full-time students in credit courses, twenty in noncredit courses, and

482 part-time students, according to a report of architects hired to plan the University's Auke Lake campus (107, 415).

The expansion of community college programs throughout Alaska eventually raised questions about areas of authority and responsibility. On January 31, 1967 President Wood asked Academic Vice President Beistline and Statewide Services Dean Buswell, "Are Upper Division courses offered by a community college? Or by the appropriate Academic Department of the University Campus [emphasis in original] through the Statewide Services Division?" The response from Dr. Buswell, although quoting extensively from the 1962 Act, did not directly say whether or not colleges were indeed offering courses themselves. Instead, the Dean emphasized that his department, rather than the academic departments, should be the agency offering all courses anywhere except at regular and extended-daytime classes on the Fairbanks campus (414, 217). Shortly thereafter President Wood, at the request of several advisory groups, established a committee on institutional governance to review the current situation and make recommendations. On October 18, 1967 they recommended that the Board of Regents authorize a University Assembly. One of the functions suggested for the Assembly was policy making about course offerings of the various campuses. The Board authorized the Assembly that same month (168, 292, 184).

Dean Buswell started thinking of reorganizing his department along programatic lines. He sent a proposal (see Figure 10) to President Wood on January 17, 1968. In addition to increasing the number of administrative levels, its major change was the clear separation of academic and non-academic programs. May 18, 1968 the Board of Regents approved a new management structure for the whole University. Figure 11 shows both current and contemplated positions. Although several other Executive Directors are mentioned, public services is not one of them. By August, Dr. Buswell's title had changed from Dean to Executive Director, Public Services, as he proposed in January (157, 63, 221).

The day before Dean Buswell suggested reorganizing his Division of Statewide Services, JDCC announced its first real organization. Up to this point, although their catalogs occassionally had shown courses segregated by discipline, a real division of functions or programs did not exist. On January 16, 1968 the Commissioner of Education announced in a press release "To: ALL NEWS MEDIA--STATE OF ALASKA" that JDCC, "with the cooperation of the State Division of Vocational Education, has organized a Business College" (18). From its inception, JDCC had found business and office occupations courses popular. With the closer academic relationships that developed after implementation of the 1962 Act, Juneau began to do more professional planning,

rather than just adding classes as student interest or instructor availability suggested. A legislative audit of the 1964-65 fiscal year drew attention to the fact that Alaska was far behind the other states in utilization of its federal funding in both academic and vocational areas (31). This encouraged JDCC and the Division of Vocational Education to consider expansion. The Division furnished approximately \$19,000 for typewriters and other office equipment. They also funded additional noncredit vocational courses which were to be approved and supervised by them (292, 94, 102).

The "Business College" offered bookkeeping, income tax, and securities and investments, along with clerical and secretarial courses. Open entry and fees set at \$3.00 per course per week encouraged student registration. The first semester had evening classes only, however, an enrollment of eighty-seven or eighty-eight students by May (including some supported by the Manpower Development and Training Agency)--and the anticipation of more referrals from MDTA, the Bureau of Indian Affairs, and the local employment office--gave Director Koschmann hopes of offering full-time day courses in the fall and eventually developing an A.A. degree. The program expanded again when the Department of Education suggested establishing General Equivalency Diploma (GED) Test Centers at Juneau-Douglas and other community colleges.

On August 1, 1968, Dr. Buswell advised the Department of Education that the University would be very pleased to cooperate (102, 230, 221).

Back in May, a meeting of Resident Directors had passed a motion by Fred Koschmann requesting Dean Buswell recommend to the Board of Regents that the "Division of Statewide Services give the community college directors in Southeastern Alaska regional responsibility for University academic programs in a specific area and develop the budget." Dr. Buswell passed the request to President Wood on June 10, recommending the directors be given "direct responsibility for day to day operation of the upper division and graduate credit programs in their areas." It was informally approved the same day (102, 220).

The University hired Community College faculty and staff, while those for vocational education were hired and paid by the Juneau Borough. A 1968 study on Alaska's vocational/technical system recommended all high school and post-high school vocational programs be placed under the Department of Education. The authors saw less than the required emphasis on these programs in the community colleges. Actually, emphasis in Juneau was growing. By fall of 1968 an organization structure began to appear. Under Director Koschmann, JDCC was separated into General Education (with three instructors) and Business, headed by Larry

Saunders. Business included general business courses, Adult Basic Education (ABE), the alternate high school (forerunner of "Project Careers"), a GED Testing Center, MDTA, and other vocational education grant programs (297, 389, 291).

1969 brought several changes to JDCC. The first building of the Auke Lake campus opened. Some of the offices, academic classes, and the library moved out there. Dr. Charles W. Fry was hired as an Assistant Professor of history and humanities. He developed the first program-level organization of the history, English, and psychology areas. Another first in 1970 was the offering of both the Graduate Management Engineering program and the Master of Public Administration (393, 117, 291, 258, 122, 123, 316).

Continuing reorganization on the statewide level brought more changes in 1970. Figure 12 shows the title "Provost, Southeastern Region" as an actuality. However, until 1972 this position was a second hat worn by Fairbanks Public Services and Statewide Services personnel. The on-paper establishment of the Southeastern Region on July 1, 1970 added two graduate coordinators and more upper division and graduate classes to the Juneau offerings. Other than removing the day-to-day management of graduate courses from the Community College Director's duties, it caused little organizational change until a resident Provost arrived in 1972 (157, 183).

Other changes in Juneau had more immediate impact. A Fairbanks joint meeting of the State Board of Education and University Board of Regents had defined their spheres of influence regarding community colleges. The Department took responsibility for nondegree, noncredit programs while the University would cover all degree and credit programs. The Department of Education, Division of Vocational Education then entered into cooperative agreements with local school districts and boroughs to plan and fund certain vocational programs. The Juneau-Douglas Independent School District also transferred its community college responsibilities to the City and Borough of Juneau in 1970 (14, 29, 182). With additional federal, state, and local funding, programs expanded and a Director of Vocational Education was added to the JDCC staff (see Figure 13). Although the 1969-1970 Catalog identifies credit courses with the Auke Lake campus and vocational and adult education classes with the 5th Street Building, personal recollections are of both types of courses being offered in both locations (291, 95, 292, 380).

By Fall 1971, Juneau enrollment had increased to 517 in vocational and adult education and 203 in academic courses, with twenty-one full-time teachers and fifteen part-time-- according to the 1972 Statewide Bulletin. However, several studies note that varying computational methods over the

years have given widely disparate results, while others simply cite different figures for faculty and/or students, depending on the emphasis desired. The main reason for discrepancies was because of "crossovers." A given student might, in the same year, be part-time and full-time, take credit and noncredit, upper and lower division courses. Teachers could also, if appropriately qualified and the need arose, teach outside their main area, while a number of permanent full-time faculty would appear in Juneau to teach an upper division or graduate level course and then return to Anchorage or Fairbanks (183, 11, 291, 44, 195, 64, 65, 179).

In 1969 Charles O. Ferguson had been appointed Dean of Statewide Services under Vice President for Public Service, Arthur Buswell. During the 1970-71 school year Dr. Buswell was appointed Acting Provost for the Southeastern Region, so the Community College no longer had to report through the Division. In an August 6, 1971 memorandum, President Wood formally assigned liaison responsibility for community colleges to the Vice President for Public Services position. Figure 14 illustrates the change and also shows the beginnings of what would become the Southeastern Senior College (SESC) when Dr. Ferguson took up his duties as Resident Provost in July of 1972 (94, 95, 98, 97, 236, 316).

Before that happened, several more changes took place

in Juneau. Offerings were expanding to the point where public school facilities were again used. In 1971 courses in physical education, history, economics, and pilot ground school were at the Auke Bay Elementary School, art and jewelery were at Marie Drake Junior High School, and welding used the high school shop. The Community College purchased some additional welders for use of both high school and college students.

Most of the 5th Street School was still boarded up and unusable. To help finance renovation, the College sublet the first floor to the Alaska Department of Administration, Personnel Division. The JDCC Business Division took over the whole second floor and Vocational Education used half of the third floor. The other half was vacant except one room shared by the two senior college coordinators, Dr. Robert E. Newton who coordinated extension courses for the Master of Public Administration and Dr. W. Russell Jones, Coordinator of the Education program. Figure 15 shows the organization structure in 1971, shortly after the renovation (393, 389, 316).

On Washington's Birthday (February 22) 1972, disaster struck JDCC. An early morning fire destroyed the 5th Street Building. Near zero weather caused water from the fire hoses to immediately freeze. Typewriters and file cabinets later had to be chipped out of the ice. Community College

students carried their classroom equipment next door to the Capital Elementary School for thawing (244, 391, 389).

Before JDCC moved to the 5th Street Building there had been some talk of using the old Mt. Jumbo School in Douglas. Now the students pleaded for reopening of the condemned Mt. Jumbo building so their classes could continue. A combination of one or two janitors, students, staff, faculty, and community volunteers cleaned, repaired, painted, and reopened JDCC in Mt. Jumbo five days after the fire. They stayed there for several months. The two graduate coordinators found a storefront office on South Seward Street as temporary housing and continued their programs. However, with all but the Auke Lake staff in temporary quarters, higher education in Juneau was ripe for a major organizational change (389, 315).

<p><u>Dean, College of Arts and Letters</u></p> <p>Head, Department of: Art English Journalism and Creative Writing Linguistics and Foreign Languages Music Philosophy Speech, Radio and Drama</p> <p>Dean, College of Behavioral Science and Education</p>	<p><u>Dean, College of Earth Sciences and Mineral Industry</u></p> <p>Head, Department of: Geology Department of Mineral Engineering</p> <p>Mineral Industry Research Lab.</p> <p>Dean, Mathematics, Physical Science and Engineering</p>	<p><u>Dean, Statewide Services and Mining Extension</u></p> <p>Director Cooperative Extension Service (in Agriculture and Home Economics).</p> <p>Head, Department of: Audio-Visual Communications Evening, Off-campus, and Correspondence Study Summer Sessions, Conferences and Short Courses Commercial Fisheries Extension</p> <p>Resident Directors, Community Colleges:</p> <p>Anchorage Juneau-Douglas Ketchikan Palmer Sitka</p>	<p><u>Registrar and Director of Admissions</u></p> <p>Assistant Director of Admissions and Assistant Registrar</p> <p><u>University Librarian</u></p> <p>Head, Reader Services Head, Technical Services</p> <p><u>Director, University Museum</u></p> <p>Curator, Historical and Scientific Collections Curator, University Herbarium (proposed)</p>
<p>Head, Department of: Anthropology and Geography Education Health, Physical Education and Recreation Home Economics Military Science Psychology and Sociology</p> <p>Dean, College of Biological Sciences and Renewable Resources</p>	<p>Head, Department of: Chemistry and Chemical Engineering Civil Engineering Electrical Engineering Engineering Management Mathematics Mechanical Engineering Physics Electronics Technician Training Program</p> <p>Arctic Environmental Engineering Laboratory (proposed)</p>		
<p>Head, Department of: Agricultural Science Forestry (proposed) Wildlife Management (incl. Fisheries Biology) Biological Sciences</p> <p>Dean, College of Business, Economics and Government</p>			
<p>Head, Department of: Accounting Business Administration Economics History and Political Science Office Administration</p>			

*This is a copy of a document in the Archives, Univ. of Alaska, Fairbanks
 It is furnished to the user for private study, scholarship or research. The
 user assumes full responsibility for complying with copyright provisions.*

Figure 9. "Administrative Organization Plan," 1 Aug. 1963 (77)

DIVISION OF STATEWIDE SERVICES

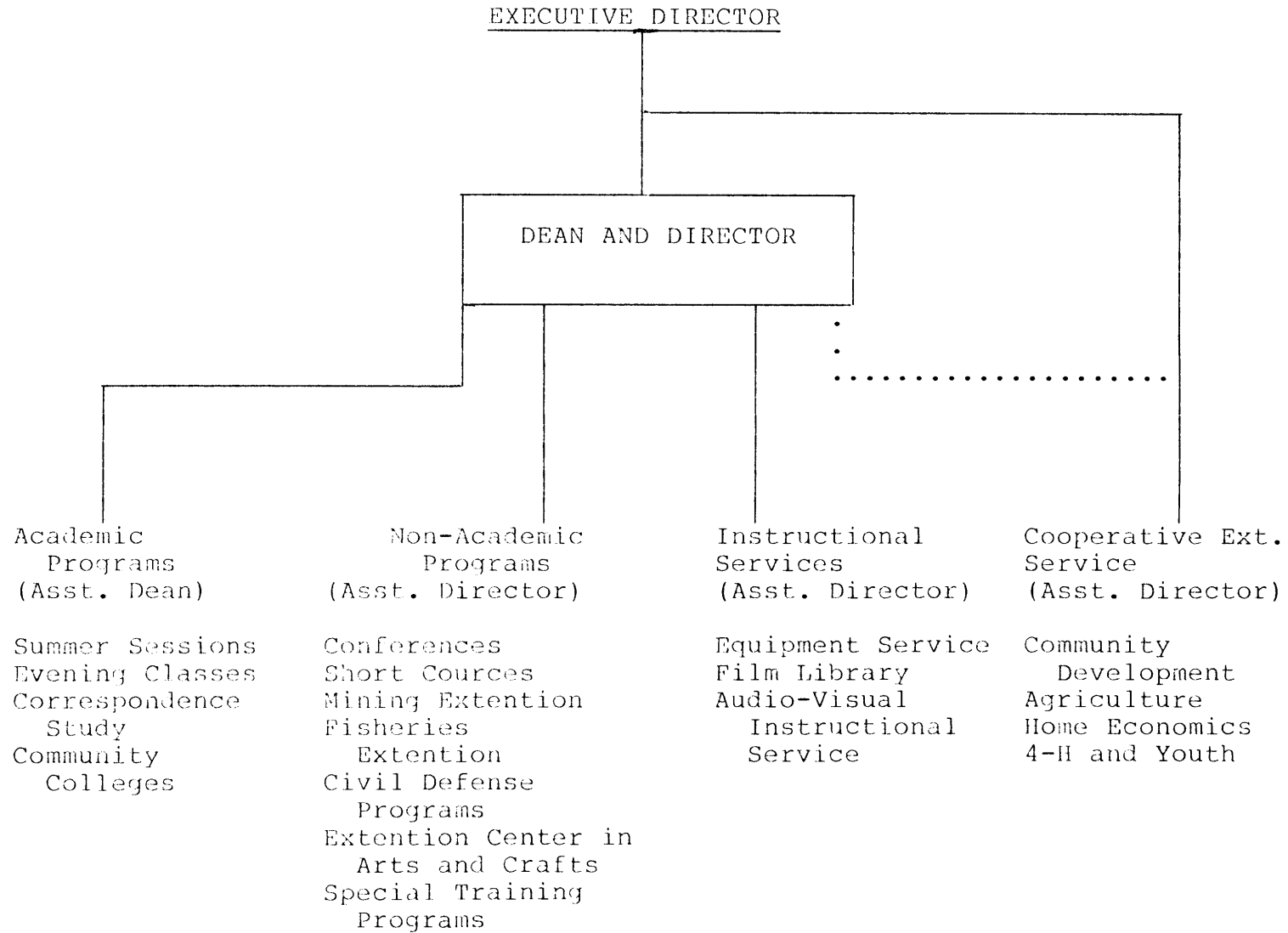
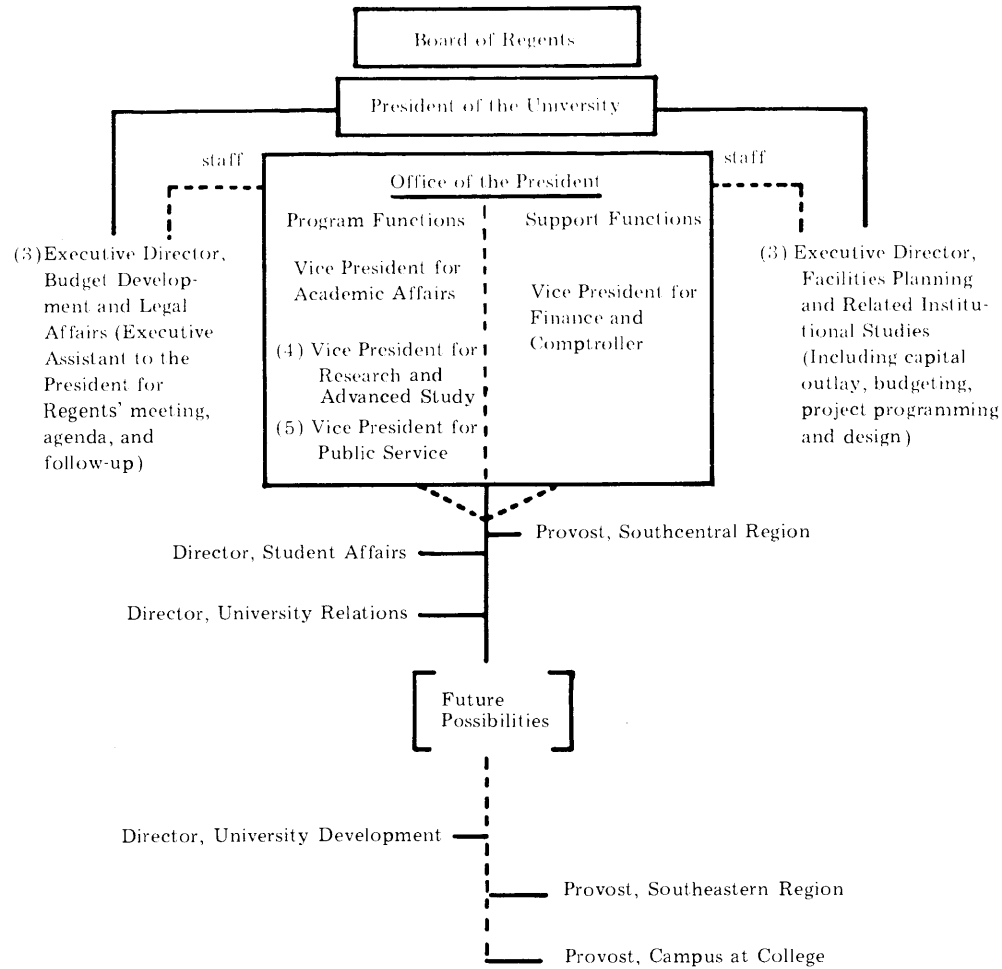


Figure 10. Proposal by Dean Arthur S. Buswell, 17 Jan. 1968 (219)

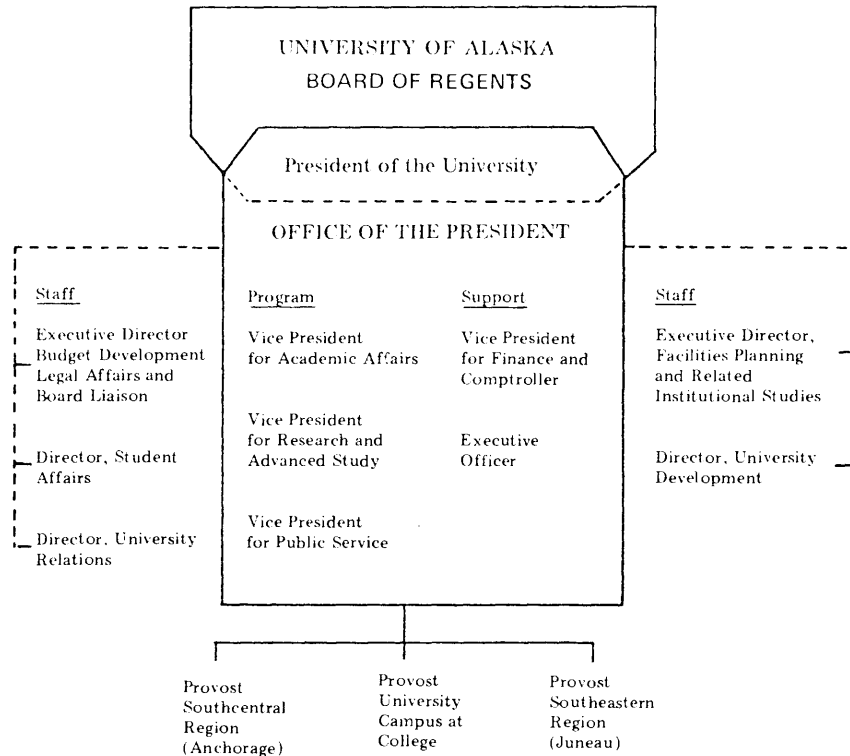


- Note:
1. Positions listed on this chart comprise the President's Administrative Council.
 2. The Members of the Office of the President, the Presiding Officer of the University Assembly assisted by the Executive Director for Budget Development and the Executive Director for Facilities Planning comprise the University Budget Review Committee.
 3. Title designator may be modified.
 4. Includes responsibility for coordinating government relationship matters pertaining to grants and contracts.
 5. Includes assignment as "Director, Cooperative Extension Service."

Approved 18 May 68

Figure 11. Structure Approved by the Board of Regents, 18 May 1968 (63)

The establishment of the Office of the President allows the President to spend a greater portion of his time and energy on the external affairs of the University, particularly in the fields of public understanding and the development of resources, and to carry out the comprehensive higher educational planning and leadership efforts of a statewide University in the best interests of the people of Alaska.



NOTES:

1. The President of the University is an Ex Officio member of the Board of Regents and, under the constitution of the State of Alaska, its Executive Officer.
2. Positions listed on this chart comprise the President's Administrative Council.
3. The University Budget Review Committee is comprised of the members of the Office of the President, the Presiding Officer of the University Assembly, and the Provosts, assisted by the Executive Director for Budget Development and the Executive Director for Facilities Planning.
4. The Executive Officer of the Office of the President presently holds a dual appointment as Provost, College, Campus.

Figure 12. University Organization in Professional Personnel Manual, 1970 (157)

University of Alaska

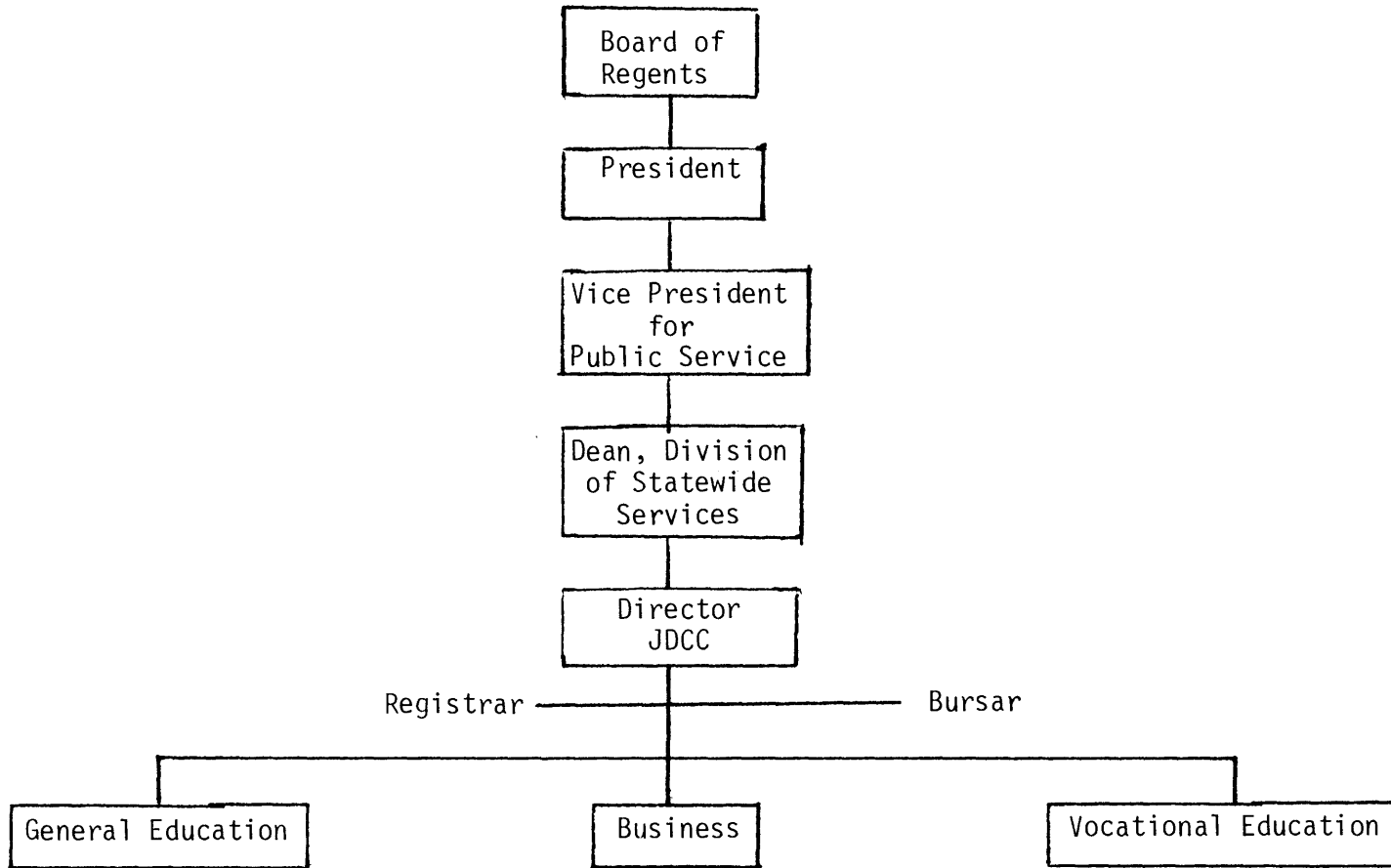


Figure 13. JDCC Reporting Levels, ca. 1970 (98)

University of Alaska

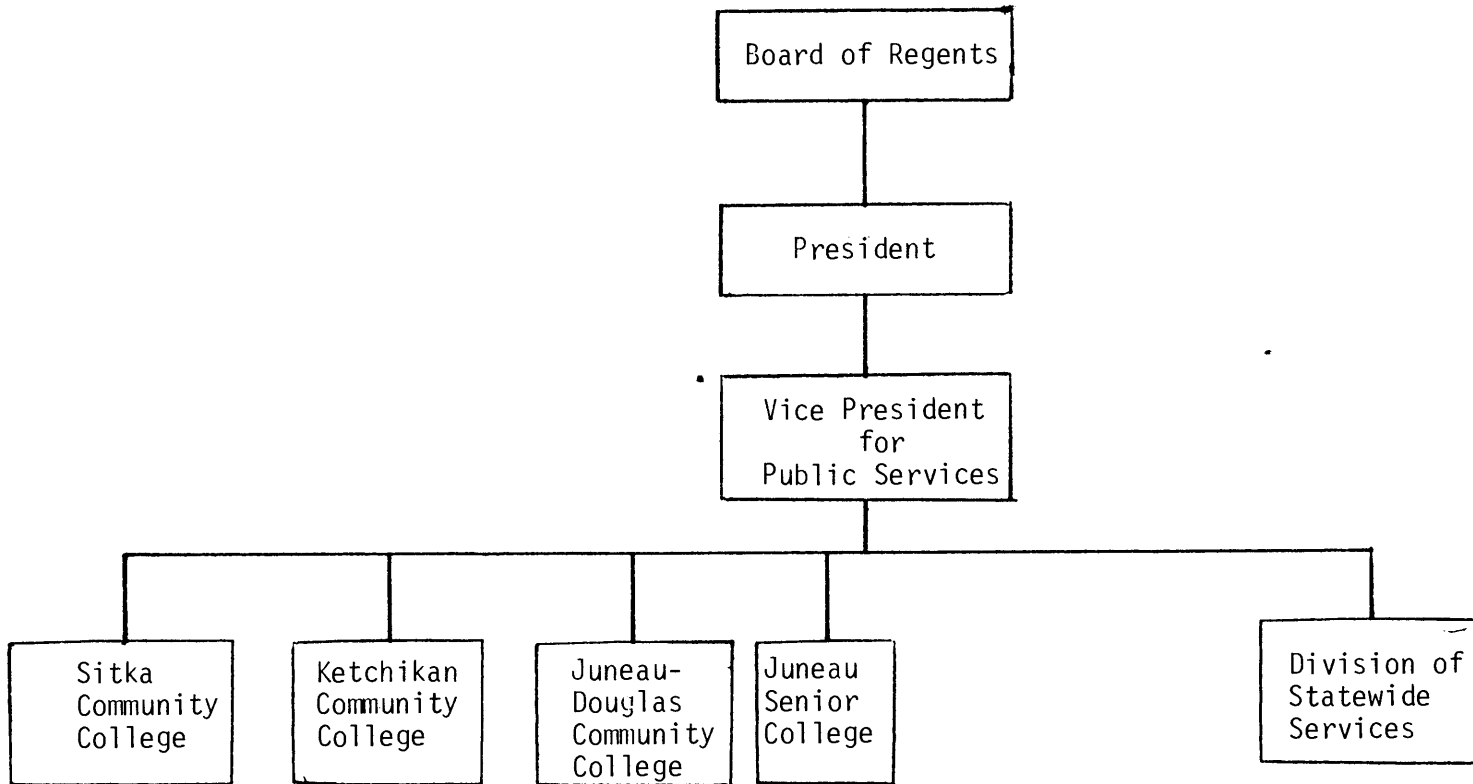


Figure 14. JDCC Reporting Structure, 1971-72 (98)

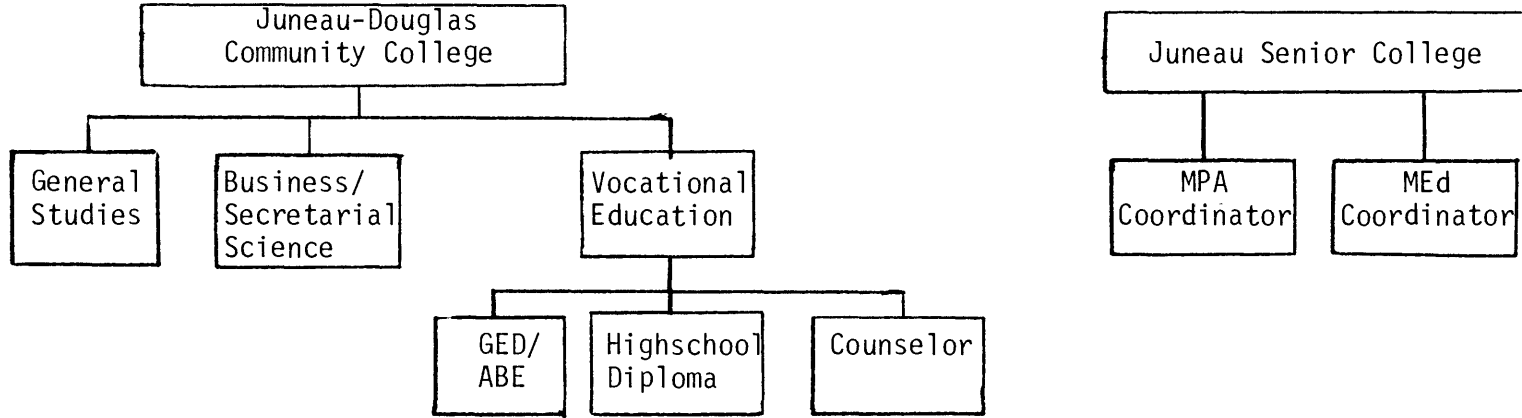


Figure 15. Juneau Organizational Structures, 1971 (313, 316, 389)

CHAPTER SIX

Organization Structures 1972 - 1977

Shortly before the fire, a legislative subcommittee transmitted to the legislature the results of several months' study, research, and hearings around the state on the subject of higher education. The results were recommendations for important changes in the budget process, including higher percentages of funding for community colleges; giving the University separate funds (line items) for each college; and limiting transfers between line items to a maximum of five percent. Other recommendations were a major administrative reorganization of the University, transfer of the Division of Vocational Education and the Skill Training Center to the University, and giving community college faculty "the same rights, privileges and status" as those at Fairbanks (25).

The subcommittee also transmitted what has been called "the Starcher Report" (after its director) or "the McLean Report" (after the firm which conducted several higher education studies during the 1970's). The report praised the community colleges, suggested the University get more involved in vocational education, saying "all post-secondary education programs should be University directed," and noticed that there were some conflicts arising between the

community colleges and upper divisions of the University. They felt the "move of the University of Alaska towards regionalization is both wise and timely," because all educational efforts in a geographical area should be coordinated (303).

Over the years, several legislative efforts had been made to remove community colleges from the University system, or to separate them from the University but keep them under the Board of Regents, such as the 1970 House Bill 701 and Senate Bill 487. However, none of these bills passed into law. 1972 saw an even greater flurry of proposed legislation, some based on the McLean report and some opposed to it. Hearings around the state showed considerable differences in public opinion and publicized some of the conflicts suggested by the McLean report. None of the 1972 bills were successful, so several reappeared in later years in slightly different guises. The two main bill objectives were to either reaffirm the Board of Regents and/or University as responsible for community colleges (HB606 1972, HB541 1974, HB144 1975, HB922 1976, HB415 1977, HB493 1977) or to set up a separate community college system either completely independent or under the Department of Education (HB636 1972, SB658 1976, SB294 1977, HB410 1977). University financial problems changed the emphasis of proposed 1977-78 legislation somewhat but efforts to legislate the

relationship between community colleges and University remained (264, 42, 40, 39).

Financial problems back in 1971 brought about a change in the composition of JDCC programs. The Community College's Vocational Education Division was funded primarily from "soft money," a variety of grants through the Department of Education. When a shortfall occurred, some of the staff were layed off and Business teachers were tranferred to the Adult Basic Education (ABE) program. This problem illustrated difficulties of coordination with the School District in the ABE and Project Careers (alternative high school) areas. The School District said they had to make up their minds whether to have their programs under JDCC or under the District. The staff voted, and Project Careers went to the District, while adult education and business programs stayed in JDCC. Since Jim Hill (Director of the Vocational Education Division) chose to go with Project Careers, a new director, Gary Fuller, was hired. A new building was also located for JDCC, an old church at 240 Main Street (389). The organization structure shortly after the move is shown in Figure 16.

In October 1972 Jim Hill, then Director of Project Careers, wrote to the GED Testing Service advising them of the move from JDCC to the City and Borough of Juneau. He requested administration of the GED program also be trans-

ferred. When JDCC Director Fred Koschmann heard about it, he immediately wrote trying to prevent the move because JDCC continued to operate the Adult Basic Education (ABE) program with 150 students. Koschmann failed to prevent Project Careers from obtaining authority to operate the GED Center (Commissioner of Education, Marshall Lind approved the transfer on November 22, 1972). But, the Testing Center decided there could be more than one program in Juneau so JDCC kept theirs, at least for a few years (268, 290, 259, 260, 295).

The Juneau-Douglas Community College Advisory Committee had been reorganized on March 1, 1972 to make it more effective and include the anticipated Southeastern Senior College. Suggested was a possible subcommittee for the community college. On April 17 the Advisory Committee met with Director Koschmann and discussed a number of local problems including finances, relocation problems caused by the fire, and the possibilities of purchasing land to build a new community college. President Wood, after reviewing their minutes, told the new Vice President for Public Service, Don Dafoe, that he felt the Advisory Committee should not concern themselves with such administrative matters. The Committee, according to some, became less effective shortly after this. They repeatedly tried to get copies of Board of Regents' meeting minutes in a timely manner, but were

told they could not until months later when the minutes were formally accepted at the next Board meeting. By 1974 the Advisory Committee had been reactivated for "Program Content" (284, 416, 275, 316, 184, 179, 11).

Although the Southeastern Region was authorized in 1970, the Regional Center had not been funded. By Spring of 1972 the need for a resident Provost was so apparent the Board of Regents approved opening the Regional Center, if money could be found in the FY73 budget. A consolidation of functions in Statewide Public Services generated the funding. Dr. Charles O. Ferguson moved to Juneau in July 1972 as Provost of the Southeastern Region. Each of the three community colleges, Ketchikan, Sitka, and Juneau, received responsibility for the lower division courses in their geographic area. The Southeastern Senior College (SESC) was established and given the responsibility for all upper division and graduate work in the region. SESC offered a Master of Public Administration, in Juneau, and a Teacher Education program throughout Southeast. Faculty came down from Anchorage that Fall term to give courses in the Master of Engineering and Science Management program (179, 247, 126).

Implementation of the Southeast Region was a step forward in the University's efforts to regionalize and decentralize. The idea had grown from the Board of Regents' approval of the regional concept in 1964, to decentraliza-

tion of the Anchorage area by establishing the Southcentral Region in 1966 (130, 99, 184). Now that a second region had begun (the Northern Region would be established in 1973), the University would have an opportunity to test their plans and theories in practice. As Robert Burns has said of "the best laid plans," they do not always function as anticipated. So it was with regionalization. Having two regions undoubtedly created difficulties not previously considered. However, the University had another more serious problem.

The Commission on Higher Schools notified the University in July 1972 that a "full-scale reevaluation" of accreditation would take place in October 1974. This was not unexpected because the previous accreditation had been due to expire that year. What was disturbing to the Board of Regents and to the Administration was the manner in which the Commission planned to evaluate and accredit the various units of the University. In June they had given accreditation to Anchorage Community College, "as an operationally separate unit of the University." Concern arose that "operationally separate" accreditation might somehow split the University. In November the Commission decided "they could effectively evaluate and accredit units within a state, but not a complex statewide system." A compromise was effected whereby the Commission would consider accreditation by region rather than by evaluating each campus separately. The

newness of the Southeastern Region suggested evaluation for candidacy would be most appropriate (184).

Meanwhile, during the second half of 1972, committees of the University and community colleges reviewed organization structures and the Community College Act, both to solve some of the problems previously identified and in anticipation of the introduction of bills similar to those that failed in the last legislature. One of the proposals was to have separate provosts for the University branches and community colleges, with separate faculties for vocational programs. The University Philosophy and Program Development Committee submitted an alternate proposal for JDCC (see Figure 17). They recommended the academic and vocational faculty not be separated. Instead, the academic and vocational assistants would serve in a staff capacity and be responsible for administrative duties (236, 169).

Shortly afterward Dr. Dafoe, Vice President for Public Service, notified the community college directors that their February 1973 meeting agenda would include discussion of relationships between directors, provosts, and himself. Dr. Dafoe said the President had recently re-emphasized to the Board of Regents the President's 1971 designation of Dr. Dafoe's position as responsible for community colleges. "In effect the Vice President for Public Service [Dafoe] was also serving as Vice President for Community Colleges"

(236).

While the Juneau and Statewide administrations and committees were considering how best to organize the community college/University relationship, Juneau-based programs were continuing to grow. The campus expanded to include Haines, Skagway, Hoonah, Gustavus, and Yakutat; a second Auke Lake building completed Phase II of the development plan; the Adult Learning Center opened; and a student financial aid office started (171, 126, 178). In the Fall 1973 Class Schedule a good many of the faculty names were ones that are familiar today: Graham, Hubbard, Jones, Olson, Ratcliff, Rosenthal, Silva, Spector, Stell. JDCC offered forty-four classes with eighteen faculty in addition to "staff." The Senior College offered sixteen courses at the 400-600 levels by Jones, Spaziani, LeFevre, Hilpert, Newton, Rogers, Hall and "staff." Figures 18 and 19 illustrate the Southeastern Region's organization about the time Mary Fishel retired in 1973, shortly before the December appointment of Roberta Stell as Acting Coordinator of the Adult Learning Center at 240 Main Street (258, 99, 187, 178).

The self-study reports developed for accreditation helped redefinition of the University's administrative structure. A reorganization was effected over the 1973-1974 year end (see Figure 20) which, among other things, formalized some of the Executive Vice President's duties. He was

responsible for coordinating among the vice presidents, provosts, and other staff reporting to the president, and for providing liaison for community colleges. A major change was the identification of many functions as statewide or regional (184).

As the University reorganized, McLean Associates submitted another major report to the Legislature's interim committee on higher education. An extensive review of recent policies and activities of the University, it strongly recommended the University be put in charge of "all public post-secondary education, including vocational and technical programs." Other recommendations were establishing a post-secondary commission for coordination of higher education efforts and keeping the community colleges as part of the University. The legislature did establish the suggested Commission, but it did not begin operations until funding was available in July, 1975 (305, 4, 1, 306).

Possibly as a partial result of the McLean report recommendations, an "integration of related vocational and academic programs into single divisions" was seen to be more appropriate than the separation proposed in 1972. So, on July 1, 1974 the Southeastern Region was reorganized (see Figure 21). Both the Senior and Community Colleges received divisional structures. Although the Senior College still had only the same two full-time coordinators as two years

earlier, there were now four Divisions (see Figure 22). The other two positions were planned for 1976, budget approval permitting. One of the two coordinators, W. Russell Jones, was appointed acting director (179, 293).

The start of a new fiscal year and the retirement of an organization's head are often seen as fortuitous occasions for reorganization. The combination of both at JDCC in July 1974 was irresistible. When Fred Koschmann retired, Charles Fry became Acting Director as well as being appointed Coordinator of the newly established Division of Arts and Sciences. Roberta Stell became the Coordinator, Division of Business, and Sally Wellman of Social Sciences. Trade and Technology's Coordinator was yet to be appointed when JDCC's first formal organization chart (see Figure 23) was issued in late summer 1974 (179, 292, 100).

Almost a year's worth of reorganizations on both the statewide and local levels were, however, not enough (or perhaps too much) to solve the University's problems. The accreditation committee, on their October 1974 visits, found "confusion" and "uncertainty" on reporting lines, areas of authority, etc. There was an "urgent need for a master plan." The same communication problems were found both within and between the central and regional administrations. The University and its regions were continued in their appropriate accreditation statuses, despite the problems

noted. While the University awaited word from the visitation committee it experienced the first community college teachers's strike. On January 9, 1975 the strike was settled by "the first contract ever made" between the University and community college teachers. Yet, by July the teachers were suing, claiming the University was not living up to the contract (321, 307, 110, 111).

This was the beginning of contention and conflict between the University, the community colleges, and the Alaska Community Colleges' Federation of Teachers (ACCFT) which, in one form or another, may be found today. Although union/University problems have been both the cause and the effect of some reorganization efforts, and although the subject is a fascinating one in itself, it is best left for a later more dispassionate era. Therefore this report will studiously avoid the topic whenever possible to do so without serious damage to the project.

By May, 1975 the University was reorganizing again. This time Provosts were to be called "Chancellors." The Postsecondary Education Commission had its first meeting that month and moved "to look with favor upon the establishment of a community college advisory committee." McLean's 1975 report noted growing controversy between the public, the legislature, the University, and the community colleges and hinted the Postsecondary Education Commission might be

another source of University problem, since its duties could conflict with University autonomy. The Commission itself noted considerable public, educator, and legislative unrest the following year (110, 6, 306, 1). Another significant action of the 1975 legislature was passage of Committee Substitute for House Bill 179 (CSHB 179, Ch. 103, SLA 1975), the Community Schools Act, which established Community Schools programs in the local school districts for "utilizing school buildings beyond the normal school day" (45).

With all the disturbances of the mid-1970's, a few cheerful points stand out: The University of Alaska Adult Learning Center reopened at 10th Street and Egan Drive (in two state trailers that had been used by the Department of Administration, Personnel Division as temporary quarters after the 1972 fire). The Senior college began its fisheries program. Originally conceived as only ocean fisheries, the December 1975 Academic Development Plan changed it to "marine and anadromous" and recommended both expanded coverage and the importance of adding more degree programs to attract people to the fisheries program. At the Auke Lake Campus a "learning laboratory" was started to provide students support in developing "three R's" skills. Figure 24, adapted from the budget prepared during 1975 for fiscal year 1976, reflects these changes (153, 65, 209, 200, 201, 111, 199).

The Academic Development Plan, two years in preparation, involved each of the University branches. Its stated objective was "development of a set of 'Purposes of the University of Alaska.'" A change in philosophy becomes apparent when the September 1975 "Draft" and December 1975 "Final" plans are compared. Name changes have been popular in Southeastern since the first graduate extension course was offered. This was no different. First the 1974 separations of "Juneau-Douglas Community College" and "Southeastern Senior College" as units under the "Southeastern Region" disappeared. In the draft plan JDCC remains while the Regional Office and Senior College are combined into the "Southeastern Alaska Regional Senior College." By December this shortened to "Southeastern Senior College" but still combined the two earlier units. During the summer, as the draft was prepared, plans were to have only marine fisheries in Juneau. Freshwater programs were limited to Fairbanks. The final plans showed Juneau assigned the full fisheries program. This plan also included several paragraphs explaining Juneau's appropriateness for the program and three more recommendations for fisheries program expansion. JDCC's analysis changed in emphasis from "introduce students to theories. . ." to "provide two-year transfer programs." Strong emphasis was placed on expanding courses in support of the four-year program envisioned for the Senior College

while it was noted that there were many more students interested in programs of a comprehensive community college than interested in a B.A. or B.S. degree. The plan emphasized the "single system" concept, noted fragmentation as a problem, and articulation as a need (201, 200, 179).

Between the draft and final Academic Development Plans, a major change occurred in Fairbanks. The geographic structure of the University was changed to an urban/rural structure, with the urban part being subdivided geographically. In Juneau the change was semantic: from "Chancellor, Southeastern Region," Dr. Ferguson became "Chancellor, University of Alaska, Southeast" (UASE). The northern rural community colleges and extension centers were grouped under a vice president in the President's Office (see Figure 25) (140, 307).

During the same period McLean Associates prepared yet another report on higher education and the legislative interim committee on higher education held hearings throughout most of Alaska except the Southeastern area. Southeast's omission fostered "sensitivity" so further hearings were held during the 1976 legislative session. The subcommittee found a number of University administrative, union, funding, course offering, financial, and communication problems and suggested more hearings as a "pressure relief valve." The McLean report recommended a feasibility study on the idea of

removing the community colleges from Fairbanks campus control. However, the interim committee's transmittal of the report to the legislature put it in much stronger terms, saying the report called for a new, autonomous "entirely self-directed system of community college governance." The much discussed Senate Bill 658, introduced by Senate President Chancy Croft on February 16, 1976, did just that. It proposed creating a totally separate system of community colleges. Although it failed to become law it created a considerable stir and reappeared again in the next Legislature (339, 307, 39, 110, 237).

While the furor over Croft's bill continued, in March, the University switched to a bi-weekly payroll. This was a move towards implementation of a new data processing system which it hoped would solve some of the administrative problems and ill feelings. Instead, system inadequacies and failure to run parallel programs until transfer was complete, generated much more divisive feeling than before. Payroll, which affects everybody, was a disaster. In the first two-week pay period of July, 800 checks had to be issued by hand. By the following payday the system had improved to the point where approximately 350 were manually written (33, 48). Complaints on the subject proliferated until the cash-flow problems of 1977 upstaged lesser difficulties.

Throughout these statewide upheavals JDCC and the Senior College continued to discuss their organizational plan. They also received analysis by the Governor's Management and Efficiency Review Committee which, in May, 1976, issued a report calling for merger of the Senior College with the Community College and elimination of the Senior College director's office (at a total annual savings of about \$226,000). A few weeks before their report was officially published, UAJ Chancellor Ferguson submitted a report to the Administrative Council. This April 1, 1976 "CONFIDENTIAL" and "FOR DISCUSSION ONLY" report called for absorption of the Community College by UAJ. A timetable (Figure 26) and resultant organization chart (Figure 27) accompanied the proposal. No records show how Dr. Ferguson's plans were received or what, if any, relation they may have had to the next series of events (24, 248).

The JDCC Director's Council held its first meeting on April 22. In addition to curriculum development, academic policies and standards, and public liaison, they were also to articulate programs of JDCC with the other Southeastern colleges and with the Senior College. Their members represented the Divisions of Arts and Science, Social Sciences, Business, ABE, and Vocational Technology. The previous Division of Community Services has disappeared for the time being. In May came publication of the Governor's management

review and, in June, a partial reorganization of JDCC was announced. The Division of Social Sciences would be merged with the Division of Arts and Sciences, eliminating one coordinator position. Growing needs of JDCC, better articulation with other institutions, improved internal coordination, "a more cost-effective ratio of faculty to administrators," and having one person responsible for academic transfer courses, were the reasons for change. The 1977 budget request gave JDCC some increased funding. Activation of the Senior College General Studies Division (which planned a course offerings expansion from four classes in FY76 to twenty-three in FY77) increased the Senior College budget request to \$34,300 maintenance and \$60,300 change. On October 14 the first meeting of the Southeast Assembly was held. It had little opportunity to be effective before being deactivated to await decisions on reorganization (145, 117, 81, 117, 190).

Another series of public hearings ended in December 1976. These were held by the Commission on Postsecondary Education to gather information regarding whether or not community colleges should be separated from the University. The conflicting recommendations received by the legislative subcommittee in early 1976 had caused the Legislature to ask the Commission for guidance. Since the Commission felt they needed more information before responding, they held hear-

ings. The results were similar to those received earlier--conflicting. But, this time there were more dissatisfied faculty, staff, students, advisory groups, and concerned public. In addition to many complaints relating to the data processing system, lack of good communication seemed to be a major underlying cause of dissatisfaction with the University's administration of the community colleges. The Commission's findings were that, although the community colleges should remain with the University, administrative procedures must be streamlined and more decision-making authority should be delegated to community college heads and advisory councils. Figures 28 and 29 show the University and Southeast structures in November 1976, when the Commission reviewed possible new organization and reporting formats. Figures 30 and 31 are the structure in January 1977 when the Commission's report was being prepared. The major difference in the statewide organization is a change from a "vice president" to a "chancellor" for rural affairs (11, 248, 1).

President Hiatt released a bombshell in the first weeks of 1977 when he "informed the governor and legislature that the University anticipated a cash flow problem in the latter part of the fiscal year and might need financial assistance from the state." On February 15 he resigned, on February 23 UASE Chancellor Ferguson became interim President; and

March 1 Dr. Charles W. Fields was appointed Acting Chancellor (64, 141).

So began another period of upheaval as University agencies struggled to cope with growing financial problems, legislative involvement, public unrest, and administrative change. Lack of coordination between the previous and current accounting systems required maintenance of manual ledgers, caused many months' delay in requesting reimbursement for grants from non-state sources, thus allowing disbursements to deplete available cash reserves to the point where special legislation became necessary. Ch. 46, SLA 1977 authorized the State Department of Administration to make cash advances to the University--which solved their immediate problems. But, there were strings attached. The University financial system came under considerable legislative and executive department control.

Both the Department of Administration and the Division of Legislative Budget and Audit maintained close watch on University financial activities. The Ric Davidge Manuscript Collection at the Rasmuson Library Archives contains a bulky folder of correspondence (sometimes several memorandums in one day) between Dave Scott, a Fiscal Analyst for the Legislative Budget and Audit Committee, and several University executives. The file indicates wide-ranging and very detailed involvement of Mr. Scott in University administrative

operations and policy making. Each of his requests or recommendations contains a compliance date while University responses indicate much time and effort spent attempting to comply and, at the same time, work to solve their backlog of accounting and cash flow problems, improve their image, and resist legislative attempts to remove the community colleges from University control (48, 49, 42, 398).

From 1972 through 1977 the University experienced more expansion, more problems, more conflicts, and more threats to their existence than ever before. Reorganizations had solved few, if any, of their difficulties, but would continue to be the solution of choice in the following years of strife and upheaval.

University of Alaska
Southeastern Region

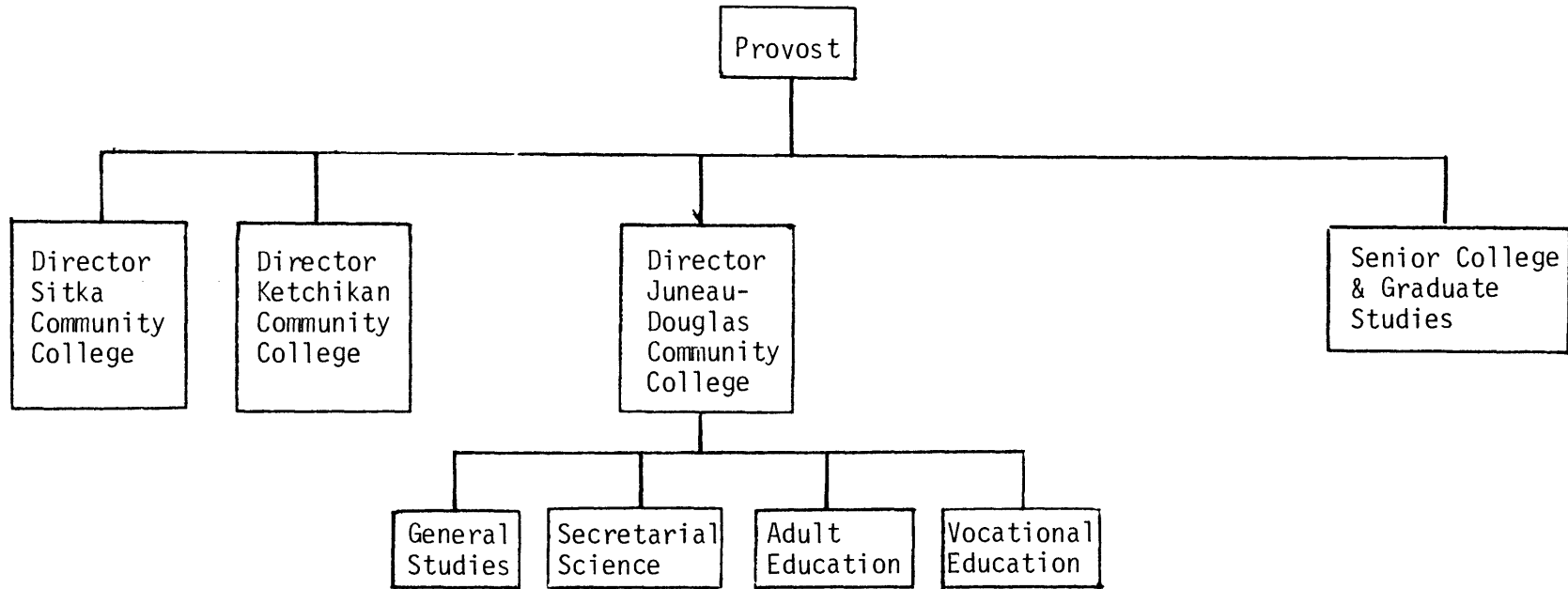


Figure 16. Southeastern Region Fall 1972 (195, 389)

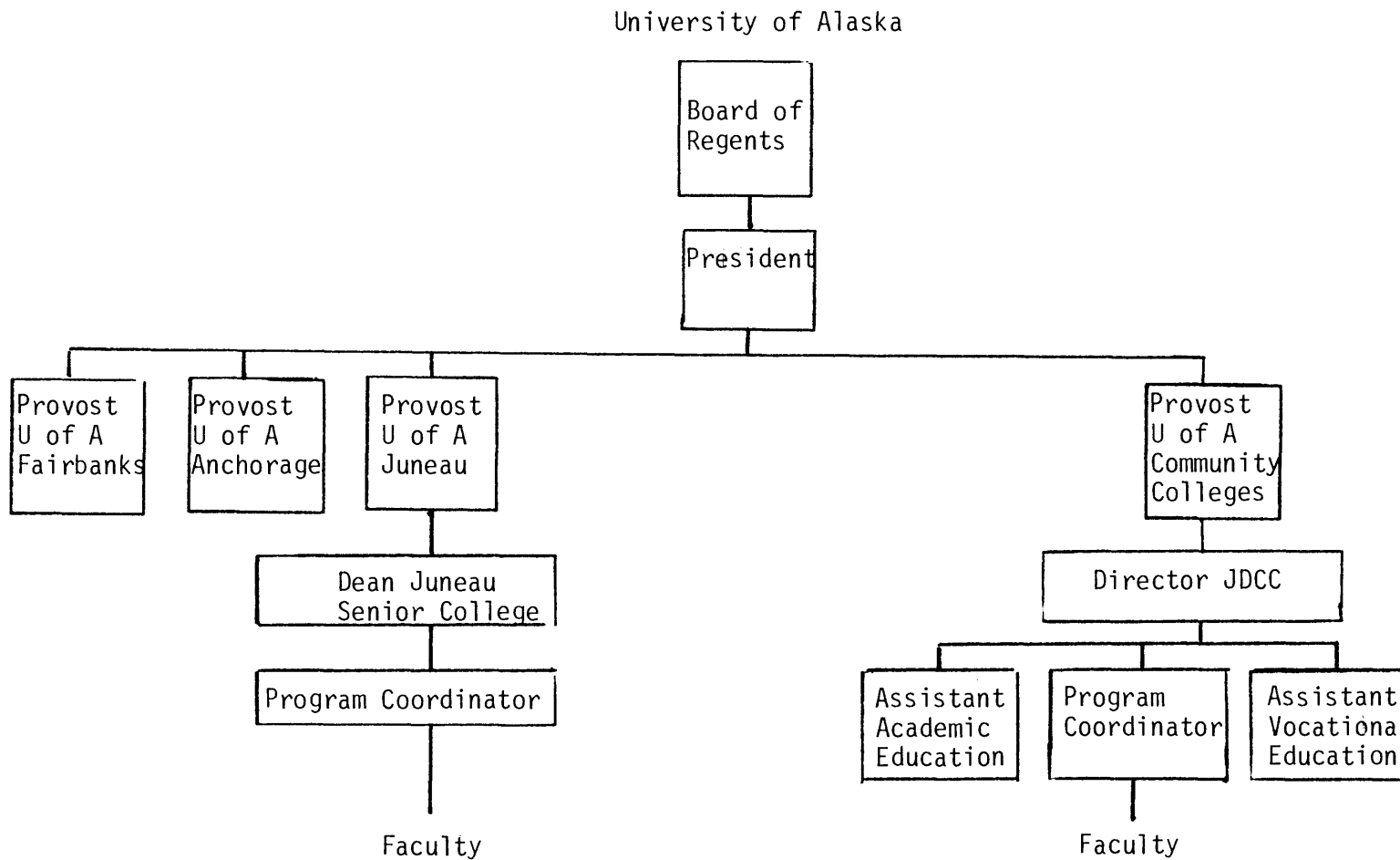


Figure 17. University Philosophy and Program Development Committee Recommendation, Dec. 1972 (169)

University of Alaska
Southeast Regional Center

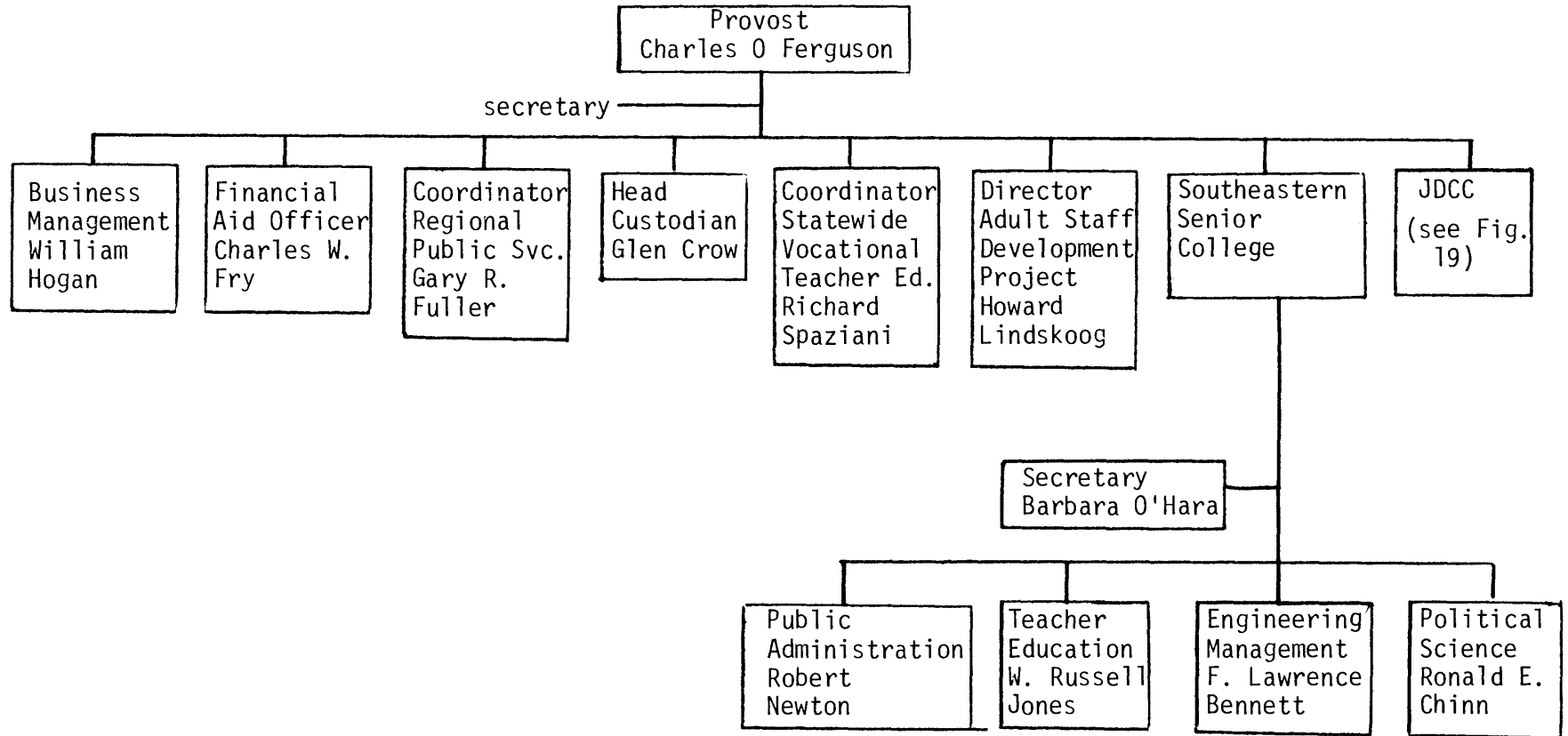


Figure 18. Southeast Regional Center, Summer 1973 (99, 258)

Juneau-Douglas Community College

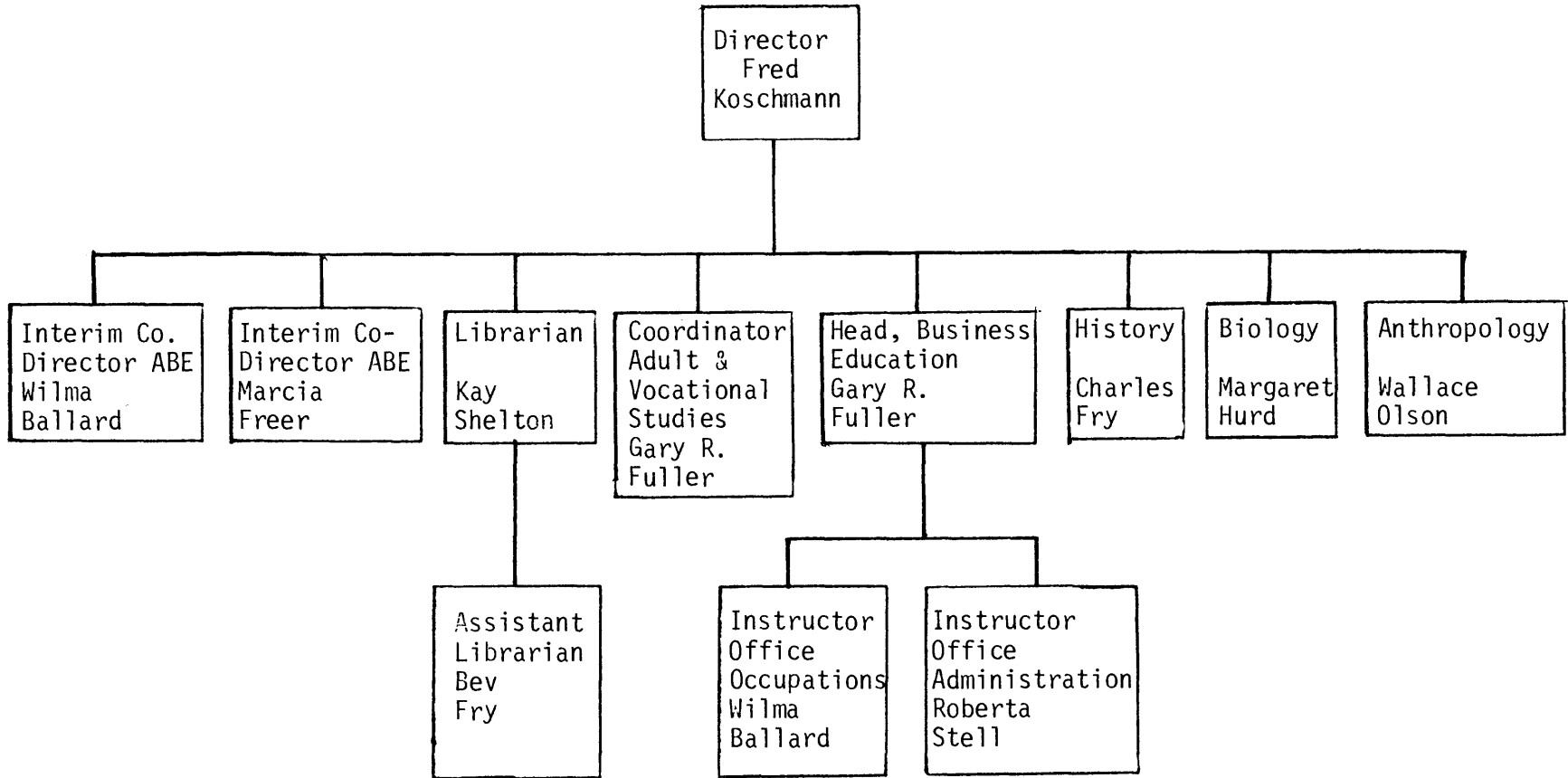
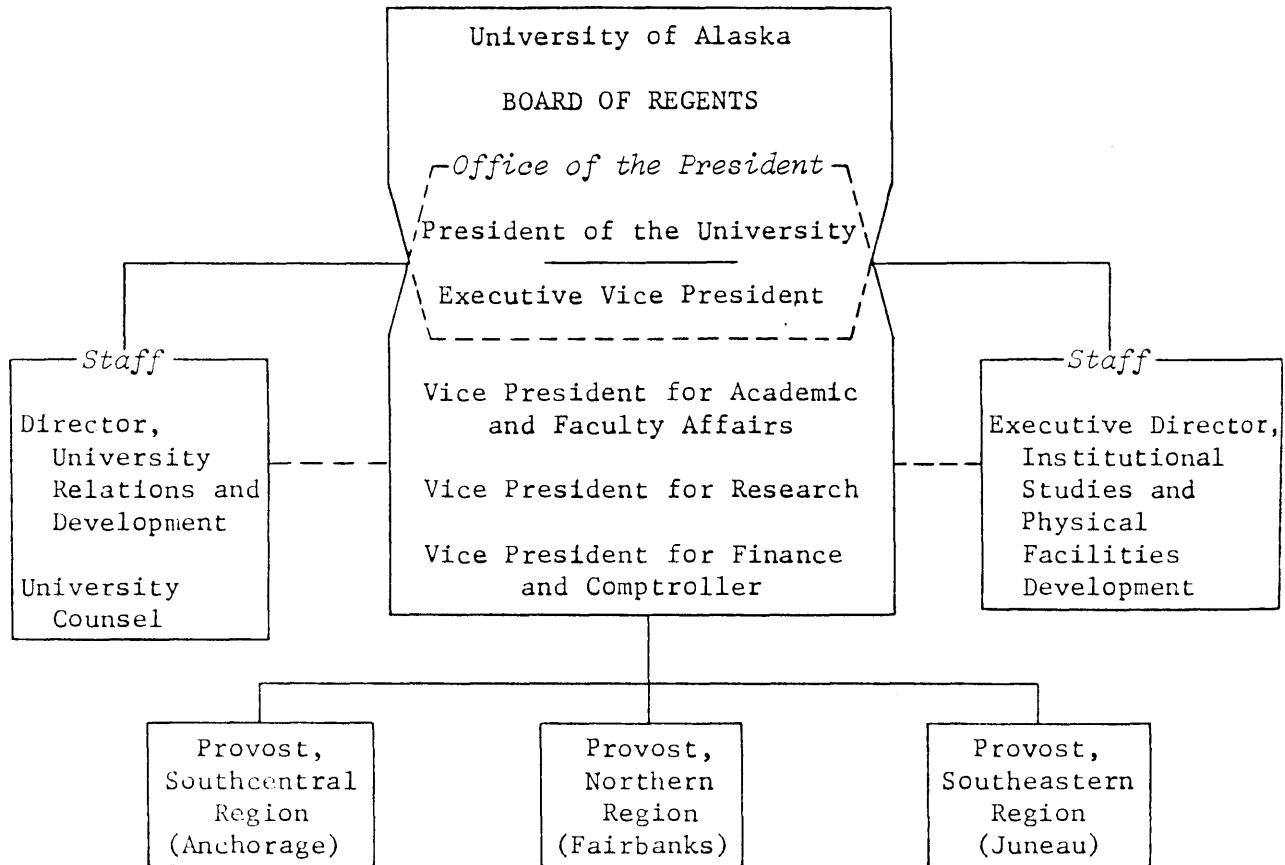


Figure 19. JDCC, Summer 1973 (99, 258)

Chart III-1

Office of the President--Executive Organization

Effective March 5, 1974

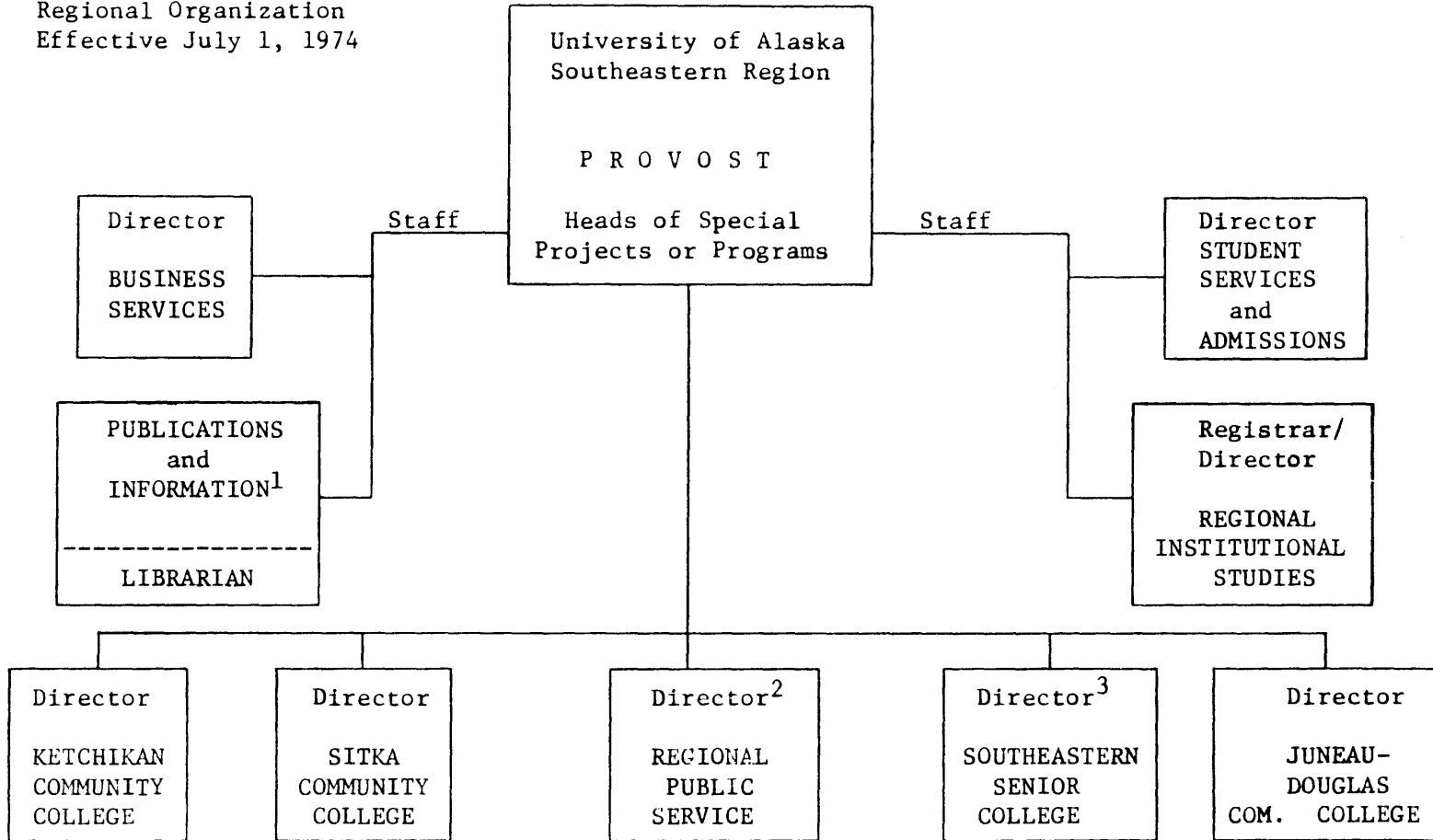


NOTES

1. The President of the University is an ex-officio member of the Board of Regents and, under the constitution of the State of Alaska, its Executive Officer.
2. The President's Council consists of the President, the Executive Vice President, the Vice Presidents, and the Provosts. Staff to the Office of the President shall meet with the Council when deemed necessary.
3. The University Counsel, the Director of University Relations and Development, and the Executive Director, Institutional Studies and Physical Facilities Development, are staff positions with line responsibility to the President and/or Executive Vice President.

Figure 20. "Office of the President--Executive Organization," 5 March 1974 (184)

III-1. OFFICE OF THE PROVOST
 SOUTHEASTERN REGION
 Regional Organization
 Effective July 1, 1974



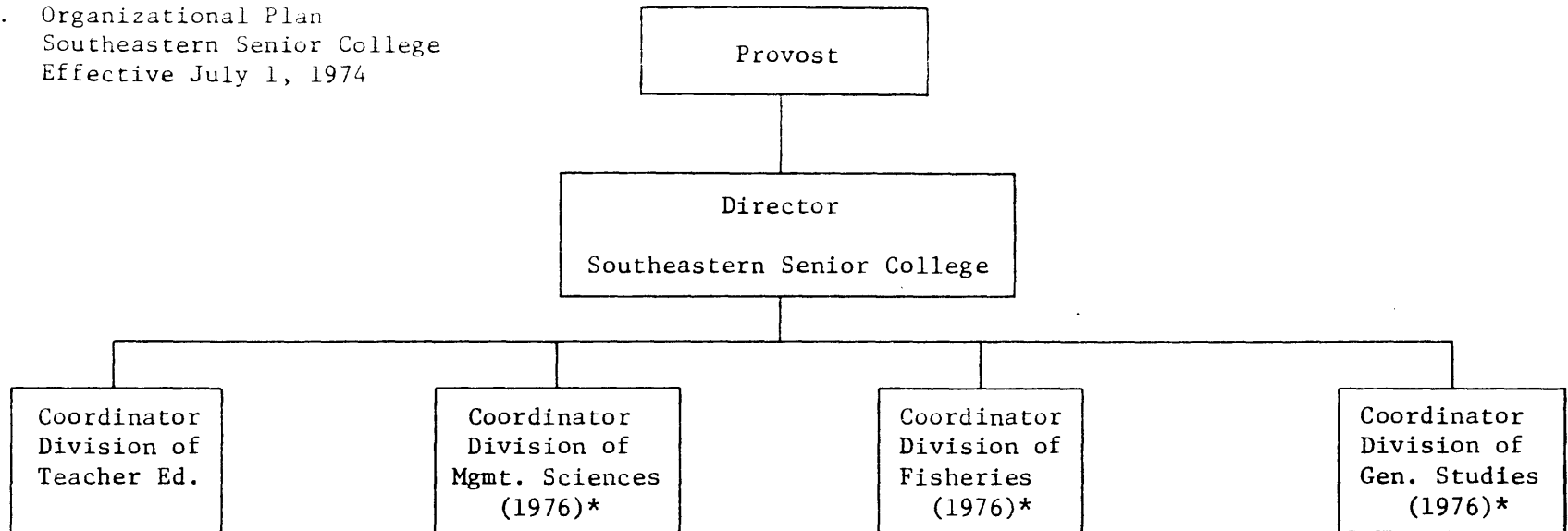
¹Support for publications and information is provided by a part-time newswriter.

²Director of regional public service is currently an unfunded position.

³Responsibilities of the director of the senior college are shared by other administrators.

Figure 21. Southeast Region After 1974 Reorganization (179)

III-2. Organizational Plan
 Southeastern Senior College
 Effective July 1, 1974



Division of Teacher Education

Master of Education programs: Public School Administration; Elementary Education; Secondary Education; Guidance and Counseling; Resource Teaching.
 Master of Arts in Teaching programs: Elementary Education; Secondary Education.
 Inservice Education program.
 Bachelor of Education program (proposed for 1976).

Division of Management Sciences

Master of Public Administration program; Master of Sciences in Engineering Management program; Master of Science in Science Management program; Master of Business Administration program (proposed for 1976); Bachelor of Business Administration program (proposed for 1976).

Division of Fisheries

Bachelor of Science in Marine Fisheries program (proposed for 1976); Master's Degree in Fisheries program (proposed for 1976).

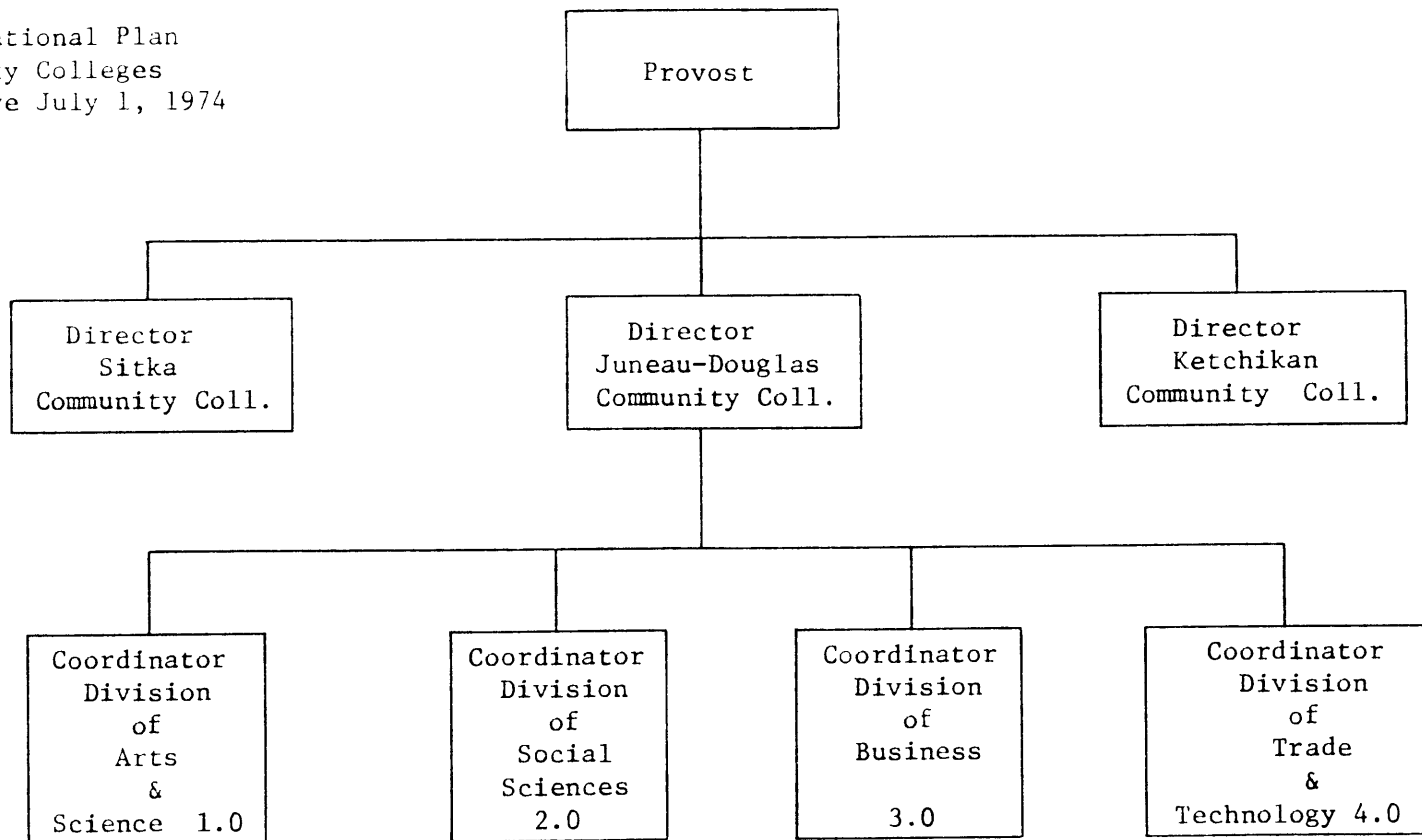
Division of General Studies

Program to provide general education service courses to support baccalaureate degree programs (proposed for 1976); baccalaureate degree programs in liberal arts (proposed for 1977).

Figure 22. Southeastern Senior College After 1974 Reorganization (179)

*Implementation Dates

III-3. Organizational Plan
Community Colleges
Effective July 1, 1974



PROGRAMS & DEPARTMENTS:

- | | | | | |
|---|---|--|--|---|
| <p><i>Diol.</i> →</p> <p><i>Chem</i> →</p> <p><i>Drama</i> →</p> <p><i>Math</i> →</p> | <ul style="list-style-type: none"> 1.1 Art 1.2 English 1.3 Foreign Language 1.4 History 1.5 Journalism 1.6 Linguistics 1.7 Music 1.8 Philosophy 1.9 Speech Communication 1.10 Drama 1.11 Mathematics 1.12 Biological Sciences 1.13 Chemistry | <ul style="list-style-type: none"> 2.1 Anthropology 2.2 Home Economics 2.3 Child Development 2.4 Geography 2.5 Political Science 2.6 Psychology 2.7 Sociology 2.8 Police Science | <ul style="list-style-type: none"> 3.1 Business 3.2 Computer Science 3.3 Secretarial Science 3.4 Economics 3.5 Accounting | <ul style="list-style-type: none"> 4.1 Electronics (Electricity) 4.2 Welding 4.3 Electro-Power Mechanics 4.4 Fisheries Technology 4.5 Life Boatman Training 4.6 Construction Trades 4.7 Hydraulics |
|---|---|--|--|---|

Figure 23. JDCC After 1974 Reorganization (179)

Southeast Regional Center

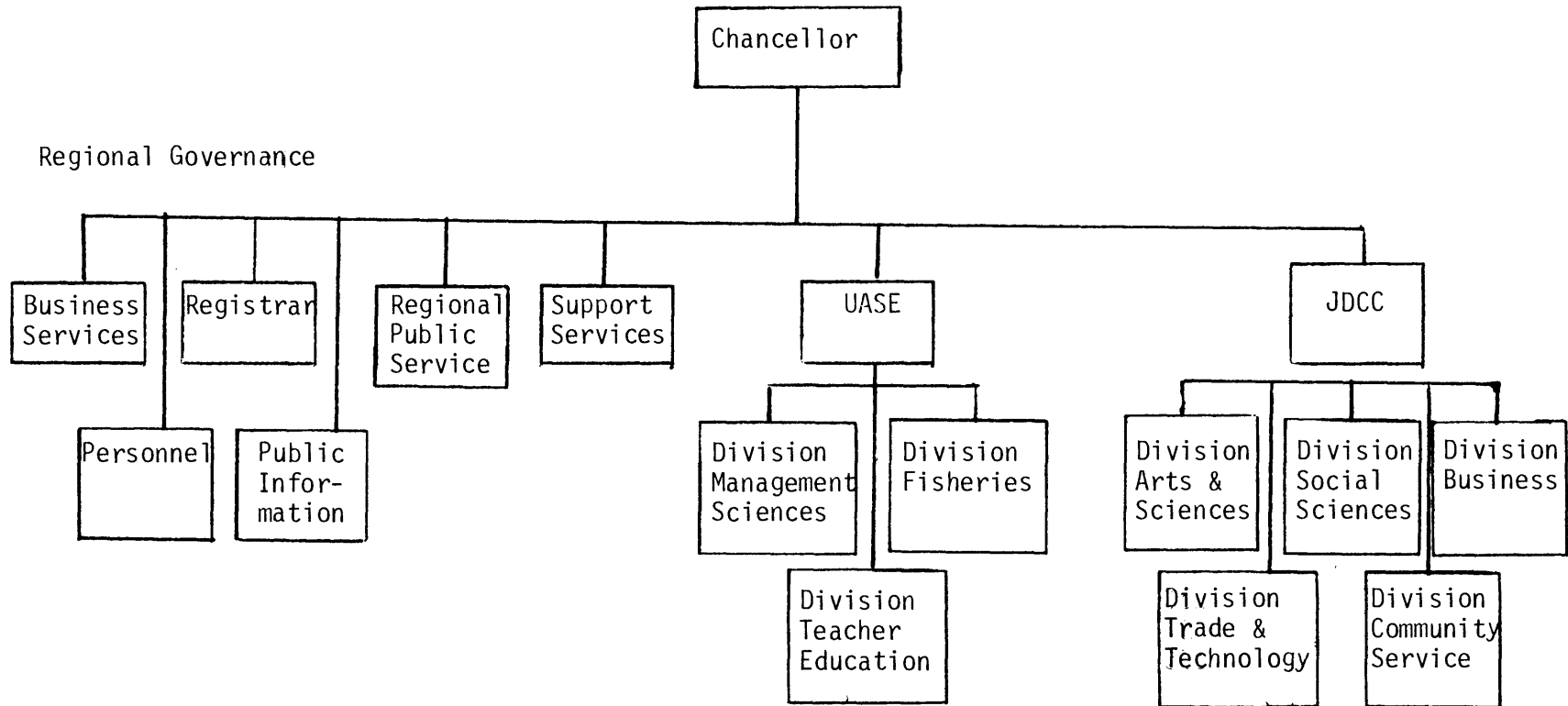


Figure 24. 1975 Organization Chart adapted from Southeast Region Working Budget (199)

University of Alaska

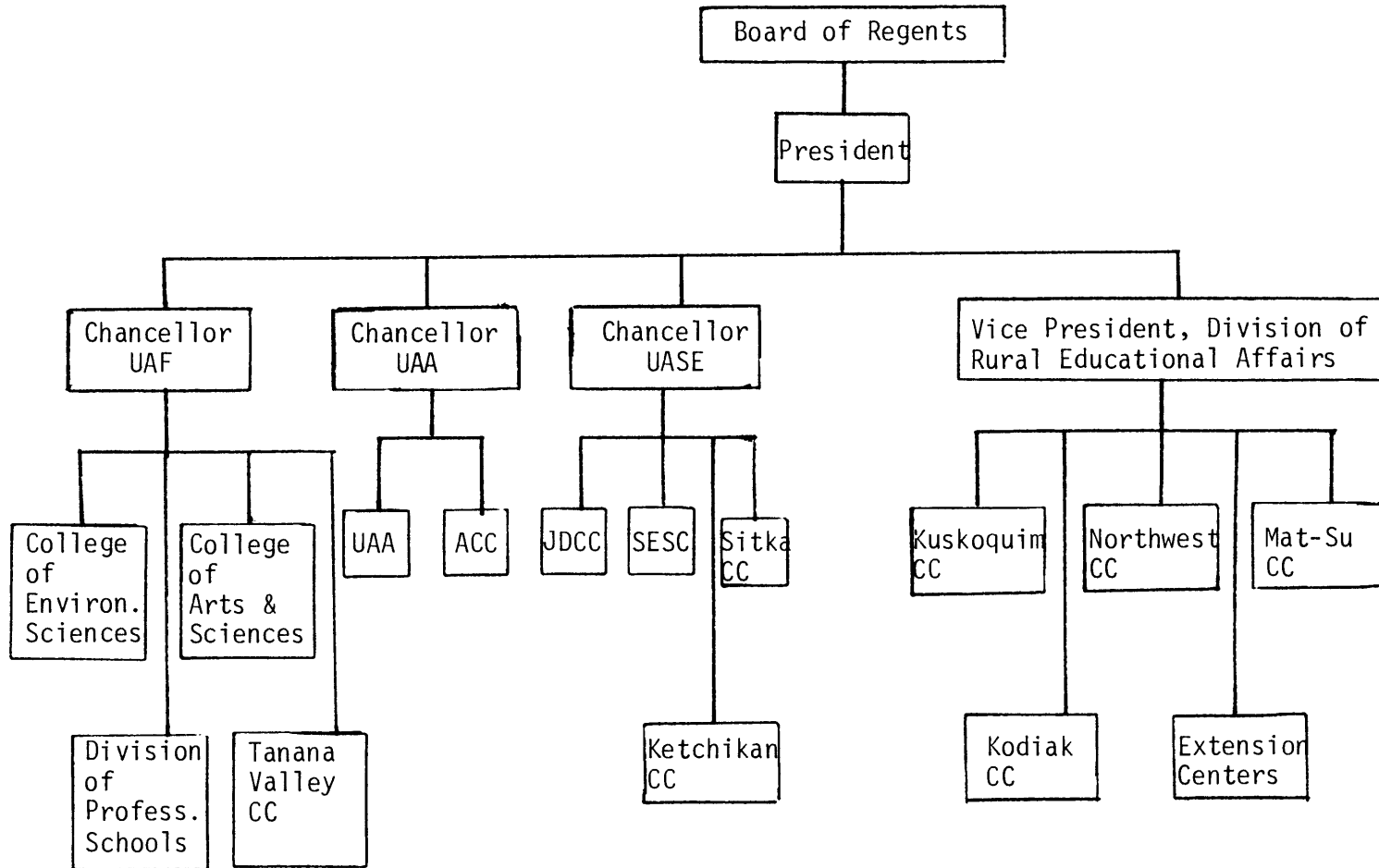


Figure 25. Urban-Rural Reorganization, late 1975 (307)

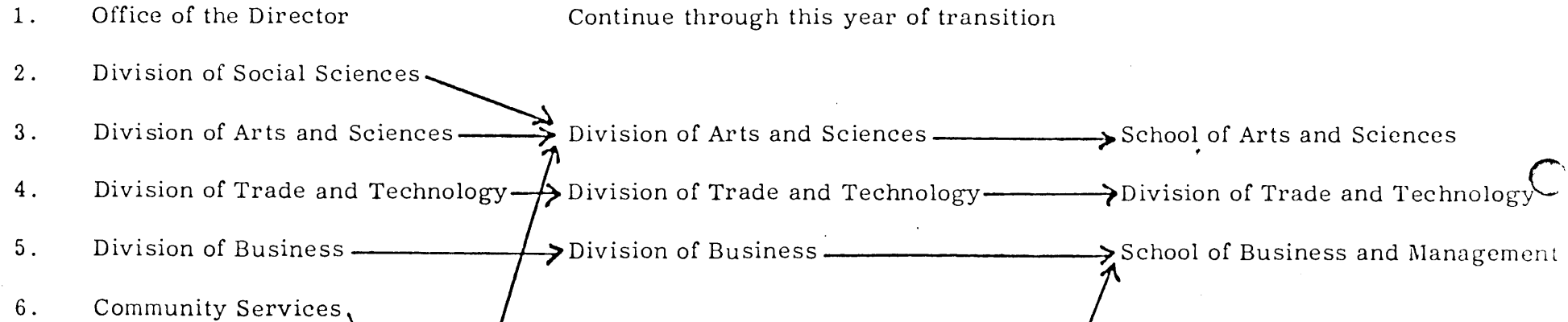
REORGANIZATION TIMETABLE AND FLOW

1975-76

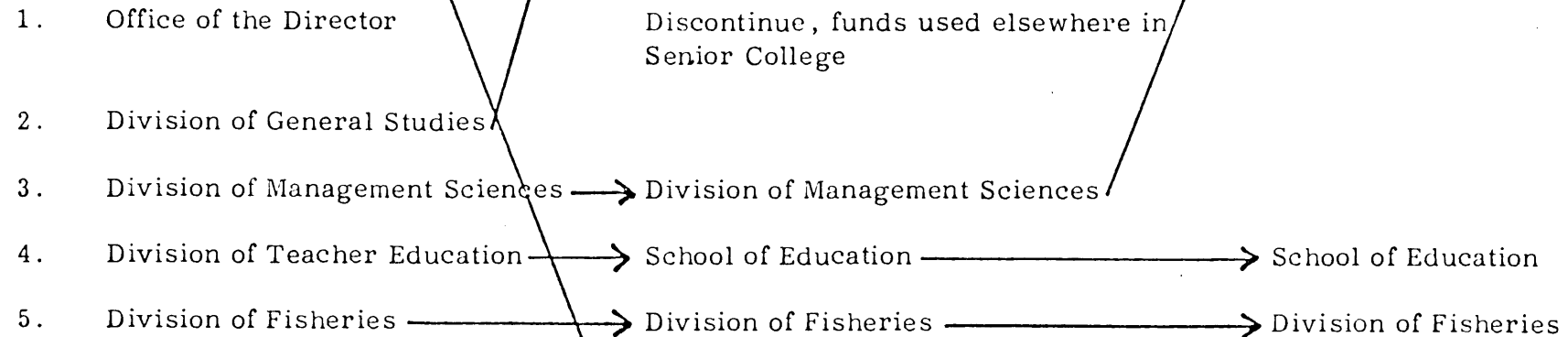
1976-77

1977-78

Juneau-Douglas Community College



Senior College



Other

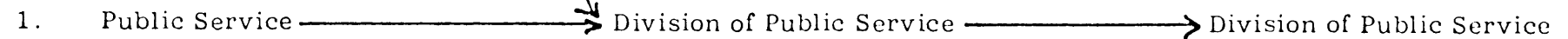
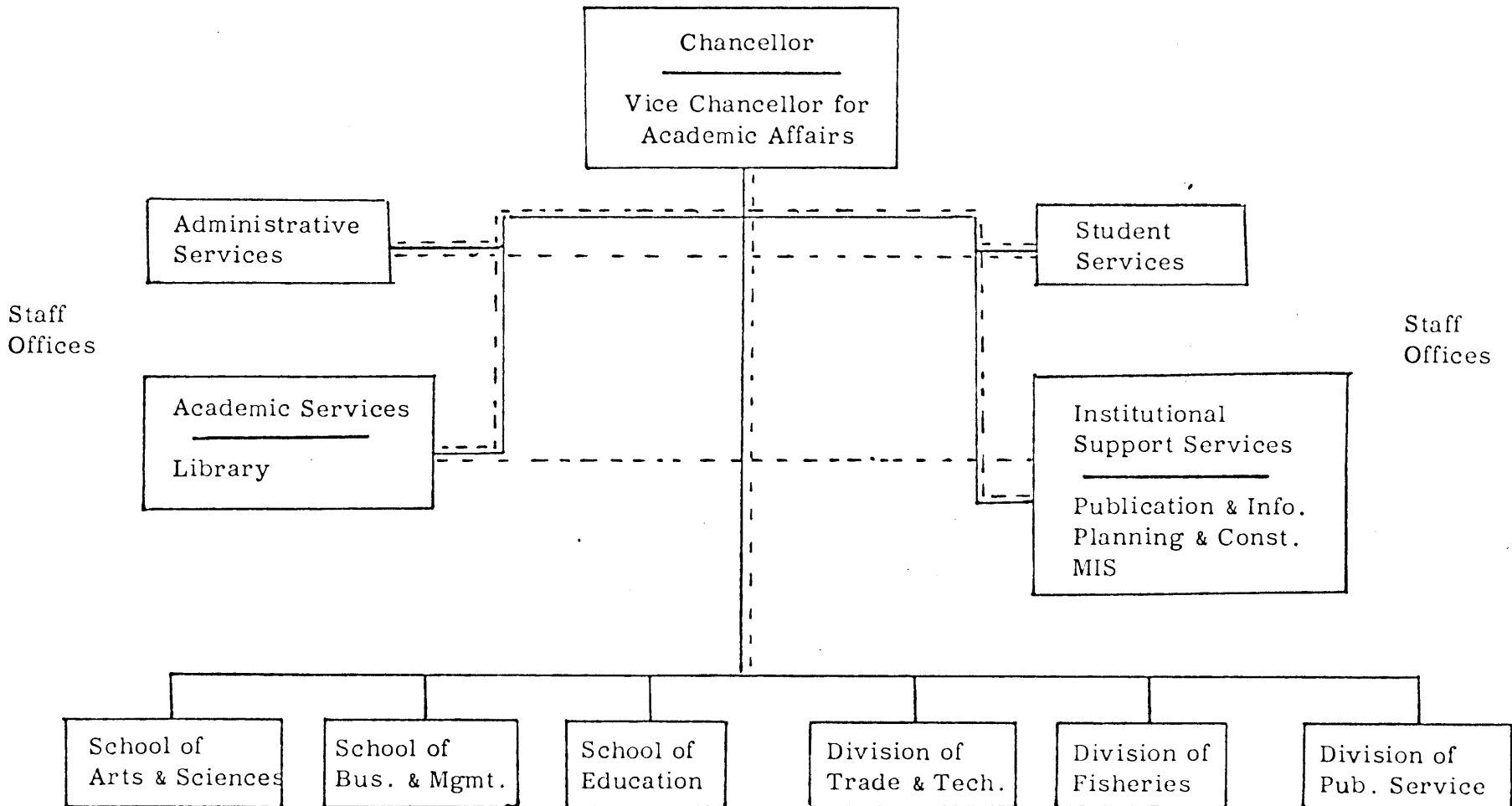


Figure 26. President Ferguson's Proposed Timetable, 1 April 1976 (248)

PROPOSED ORGANIZATION AND DEVELOPMENT PLAN

University of Alaska, Juneau



This is a copy of a document in the Archives, Univ. of Alaska, Fairbanks. It is furnished to the user for private study, scholarship or research. The user assumes full responsibility for complying with copyright provisions.

Administrative Council would be composed of: Chancellor, Vice Chancellor (Dean) of Academic Affairs, and all Deans of Schools and Directors of Divisions. All Deans and Directors of Schools and Divisions would work with and through the appropriate and responsible staff offices.

Figure 27. "Proposed Organization and Development Plan," 1 April 1976 (248)

Alternative One

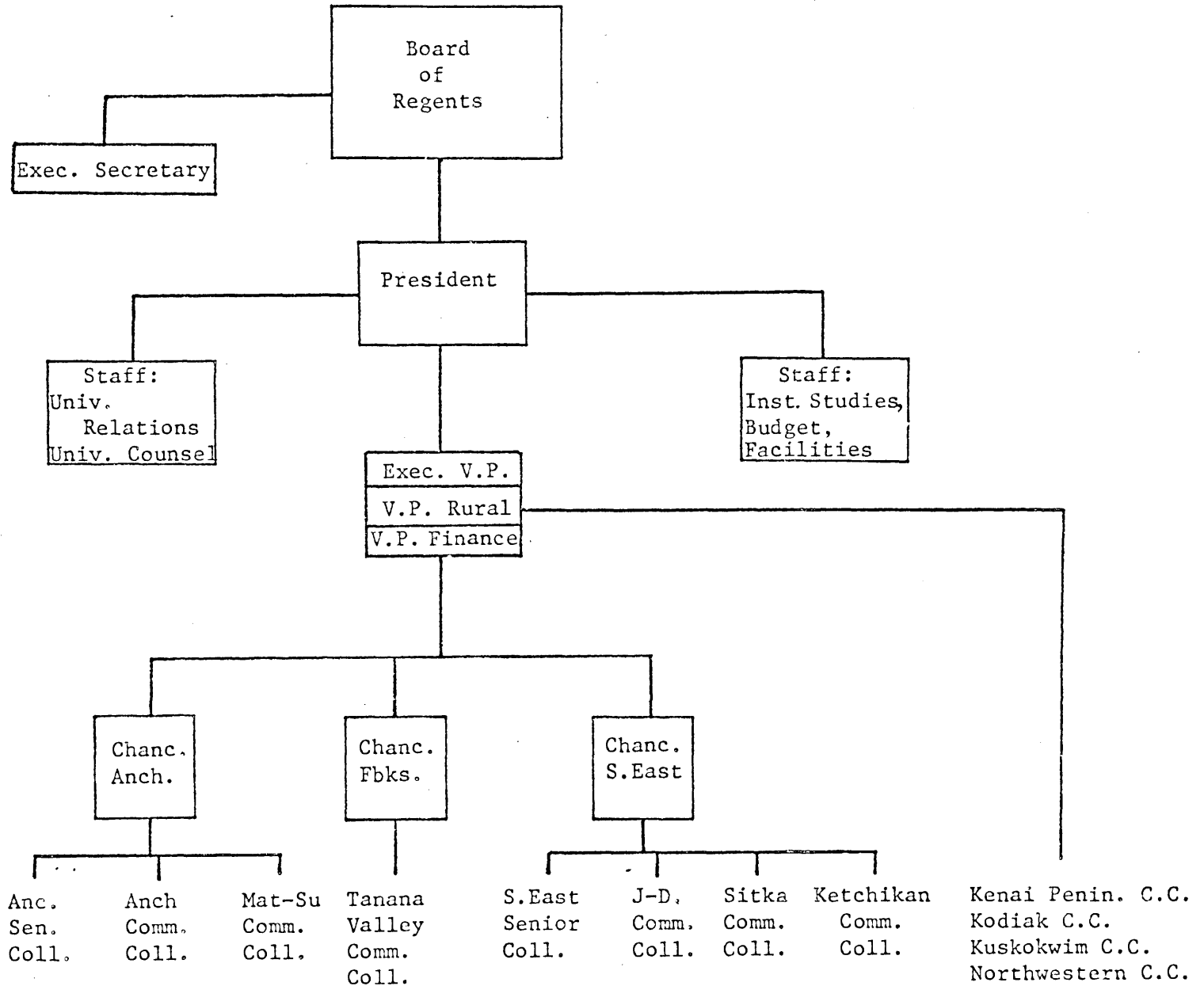


Figure 28. University of Alaska Current Structure, Nov. 1976 (1)

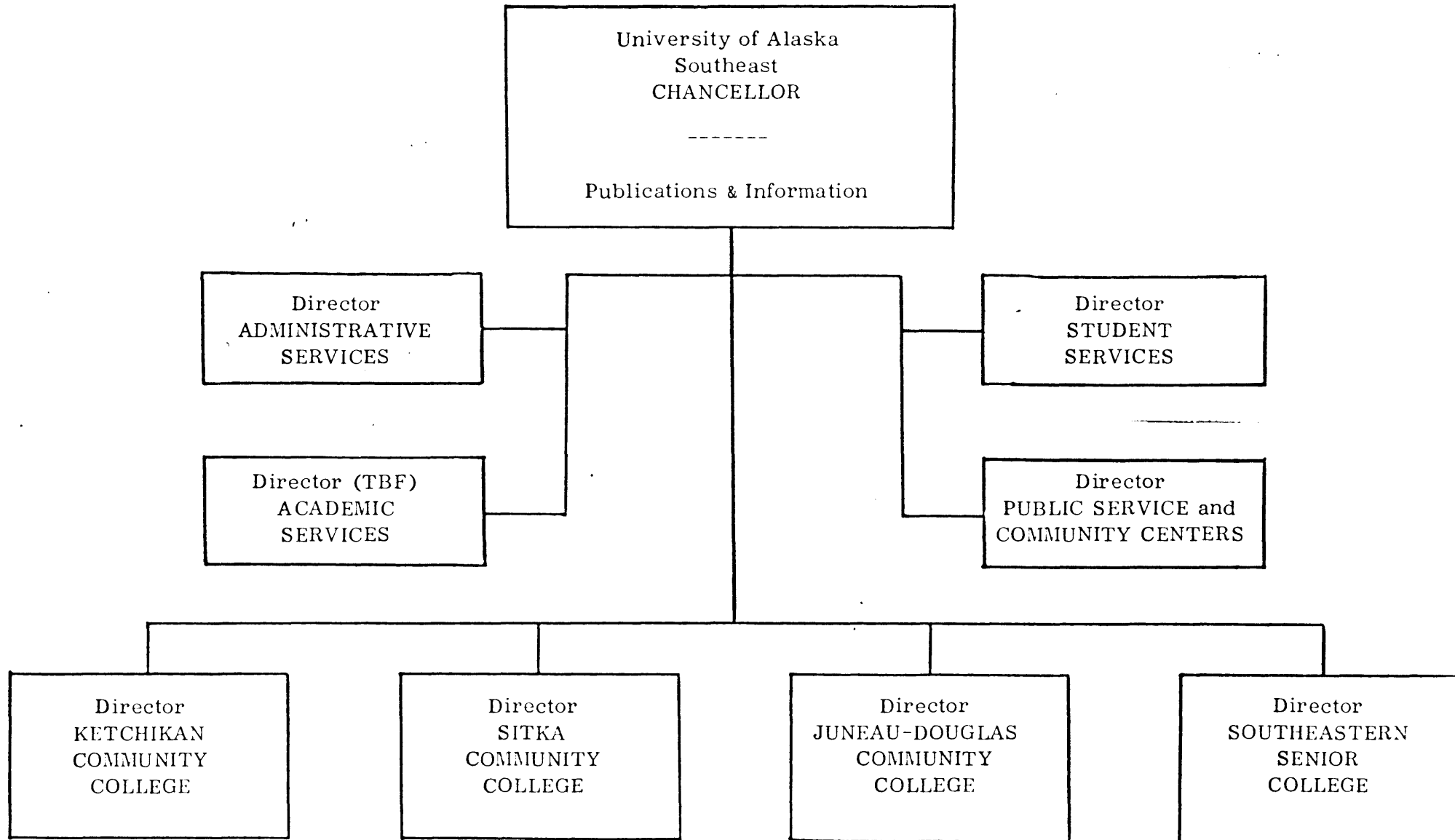
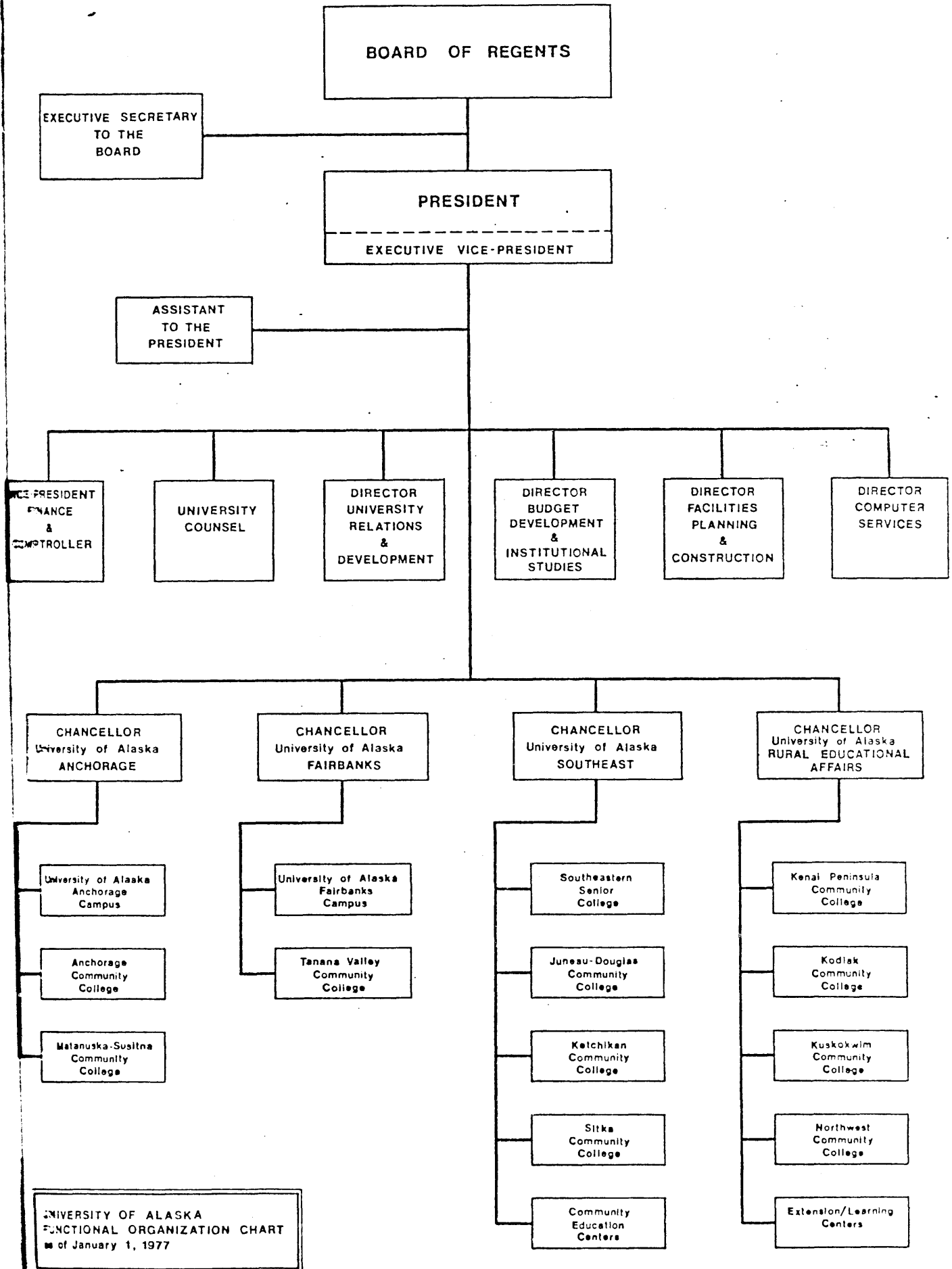


Figure 29. Southeast "Recently Revised" Chart, 1 Nov. 1976 (249)



UNIVERSITY OF ALASKA
FUNCTIONAL ORGANIZATION CHART
as of January 1, 1977

Figure 30. "University of Alaska, Functional Organization Chart as of January 1, 1977 (1)

University of Alaska, Southeast

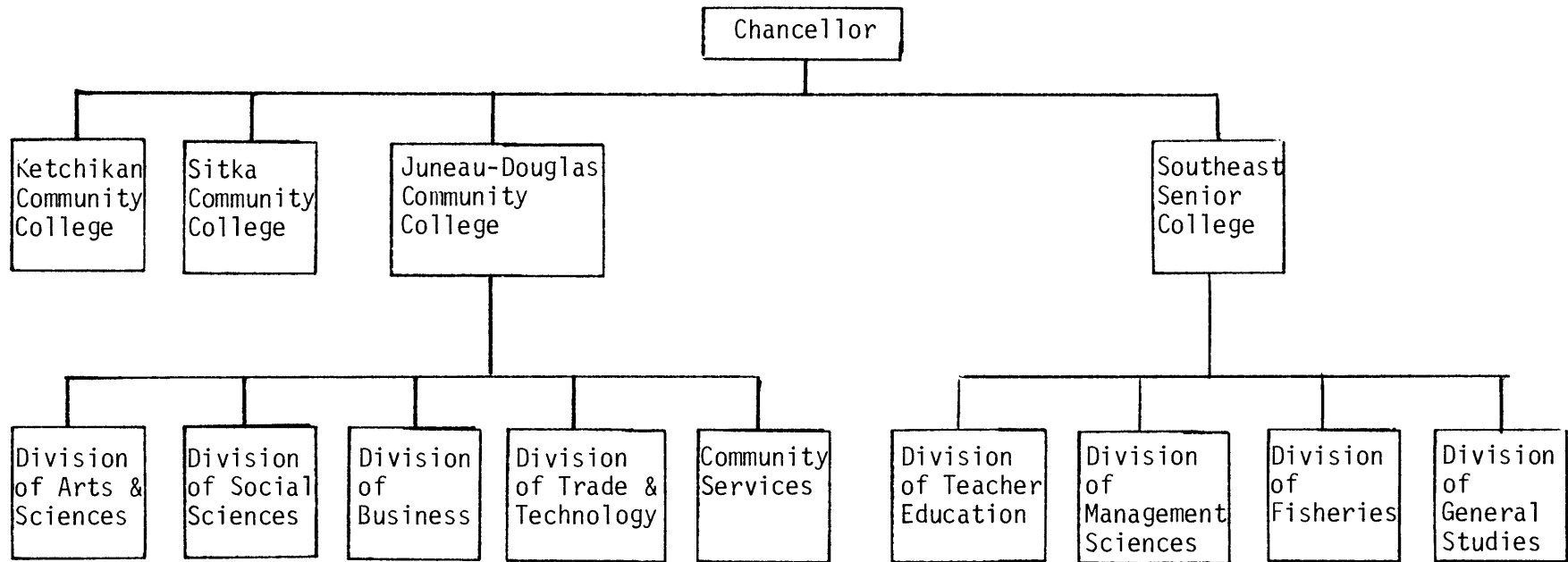


Figure 31. University of Alaska, Southeast, 1976 Preparation for FY78 Budget (82)

CHAPTER SEVEN

Organization Structures 1977 - 1980

Recommendation 356 of the Governor's Management and Efficiency Review Committee started a split in the ranks of Juneau educators which grew worse with time. Although the Recommendation was issued in May, 1976, not until October did Chancellor Ferguson establish a Merger Committee to study the idea. The six member committee included one administrator and one faculty member each from the Community and Senior Colleges, the chairperson of the JDCC Policy Advisory Council, and one other lay person representing the Senior College. The committee met at least once a month between November 1976 and March 1977. At that time they decided no consensus could be reached and so prepared two reports. Opinion split along organizational lines, those representing the Senior College favored a merger, while those of the Community College were opposed (24, 103, 256, 129, 163, 160).

In reading the reports it becomes apparent that the thrust of the committee's study had been changed from Recommendation 356: to merge the Senior College with JDCC, to its opposite: merger of JDCC with the Senior College. While no great harm may come to the university philosophy when placed within a community college environment (if admissions and

courses are closely controlled), the opposite is less true. When a community college is placed within a university unit, danger exists that the community college philosophy will be submerged by the higher status of the university programs. While the Senior College committee members felt certain the Community College needs could be accommodated and fears alleviated by the appropriate structure and management philosophy, the Community College members were certain they could not. However, their report recommending against merger equivocated by including a section entitled "Recommendations (In the Event of a Merger)." This section contains the only suggestions by either committee faction regarding proposed organizational structure. Recommended were consideration of combining ABE and Continuing Education into a Division of Adult and Continuing Education or combining the four Community College divisions "into a school of 'Occupational Studies and Continuing Education.'" Between the April 22, 1976 JDCC Director's Council meeting and the April 1, 1977 Merger Committee reports, the Division of Trade and Technology underwent a name change. Figure 32 shows its new title, the Division of Career Education (163, 129, 145).

When the newly appointed interim President, Charles O. Ferguson, prepared for the May 13-14, 1977 Board of Regents meeting, he probably requested a merger status report from

his UAJ replacement. Chancellor Charles R. Fields sent him a computer mail message on May 10, 1977. In addition to a synopsis of events and recommendations by both halves of the Merger Committee, the report said further study would be conducted with a final recommendation expected by Spring 1978 (256).

The 1977 legislative session contained considerable University related activity. In addition to Senator Croft's bill reappearing as SB294--this time with several additional sponsors--a host of others also appeared. Among them was HB493. Introduced on April 21, it called for moving the University's main office to "the state capital" and making each local unit a University of Alaska campus, with the authority to prepare its own budget. None of the bills were successful.

One item that did produce results was some sort of legislative intent associated with the University's FY78 funding. The Board of Regents, on June 28, 1977 decided to remove all community colleges from control by the various regions and place them under one Chancellor for Community Colleges (see Figure 33). There is some conflict over exactly why this happened. The Anchorage Daily News reported a legislative mandate to reorganize and decentralize tied to the University's appropriation. The reorganization was, said the Daily News, "a move to satisfy the demands of the

state's legislators." However, an interview with Edward Rasmuson, Vice President of the Board of Regents, reports he did not think the community college change had "anything to do with mollifying the legislature." A July Report issued by the University Office of Information explains the reorganization:

The Regents were directed by the legislature this year to "explore new organizational structures and specifically the decentralization of the university administration with a view toward fiscal efficiency and less bureaucracy."

President Ferguson on July 7 told the Alaska Advocate that the reorganization plan was the "chief response to the legislature's directive" (39, 110, 62, 378, 162, 172).

The University's annual appropriation contains no legislative intent notation actually requiring a reorganization. There have been instances where such intent has not been recorded in the budget bill but can be found in the audio tapes of Finance Committee meetings. These untranscribed tapes are stored in the Legislative Affairs Reference Library. However, an inordinate amount of time would be required to listen to them in hopes of locating possible intent. The author deemed such effort impractical since the objective of this work was to discover what happened rather than why.

Whatever the Regent's reasons for doing so, they did reorganize the community college reporting structure on June

28, 1977. Interim President Ferguson was charged with immediate implementation. At the same time, the Board changed community college directors' titles to "president" and approved a salary increase for all non-union employees (union employees would be covered under their contract). Shortly thereafter newspaper interviews report Regent Kito feeling "no NECESSITY [emphasis in original] of having to worry about competition" between community and senior colleges. Reorganization allowed the Board to "control the negotiations . . . review and planning." He saw Anchorage as the only problem area. Regent Rasmuson felt "they ought to do away with the chancellor down there [in Southeast Alaska]" (162, 65, 117, 378).

Chancellor Charles R. Fields had left Juneau for an Arizona exchange position effective July 1. His replacement, W. Russell Jones, Director of Southeastern Senior College, took immediate action. On his first day in office he sent a proposal to President Ferguson. Dr. Jones' reasons were twofold: to provide needed support services for community colleges in Southeast once they were no longer part of UASE, and "to insure the viability of the Southeast Senior College and its growing programs." Instead of only having SESC when JDCC was removed, he would still have two units. These would be SESC, headed by a dean, and a unit for regional support of both SESC and all Southeastern

community colleges. Each of the staff directors would closely coordinate with the community college presidents, while the Chancellor of UASE would do the same with the Chancellor for Community Colleges in Fairbanks (see Figure 34). President Ferguson replied that the proposal was "one alternative that must be considered." Ferguson expected to have the reorganization plan completed in August (162, 279, 250, 172).

Meanwhile, JDCC expanded its activities in fiscal year 1977-78. The Division of Community Services, which had disappeared in 1976, returned. It cooperated with UASE, the Juneau-Douglas School District's Community Schools program, and City and Borough of Juneau's Parks and Recreation Department in a "Triad Organization." During this first year of reestablishment, the Division "served more than 1,000 adults in credit and non-credit programs." Figure 35, taken from the University of Alaska, Southeast Self-Study; August, 1977, shows Southeast's structure for the new fiscal year (16, 195).

While JDCC was busy expanding offerings, its Anchorage counterpart experienced problems. The University of Alaska, Anchorage (UAA) decided to offer forty-five new class sections. These were all lower division courses, normally taught in the community college. The head of Anchorage Community College, Dr. Bill Stewart, styled himself "chief

executive officer" because he was no longer a director but not yet a president, until the reorganization went into effect. Chief executive Stewart said, in a July 14 newspaper interview, that the UAA Chancellor was "grabbing" Community College classes instead of building his own program. The Chancellor denied such allegations. He said the courses were added because he received an appropriation for new classes to support his four-year degree program. Chancellor Lindauer also reiterated a previous offer to hire any Community College faculty laid-off because of classes offered by the College of Arts and Science (which, until June 28, had been the Senior College) (110, 400).

During Anchorage's attempts to develop separate entities for the Community College and UAA, a University management team, led by Dr. Armen Sarafian, prepared several possible organization plans for implementing the Regents' mandate. Sometime in early August they presented their results (see Figures 36-39) to interim President Ferguson. In each of the plans, the community college structure remained the same (Figure 37). Plan I had the University branches reporting to a "Chancellor for University Centers" (Figure 38) while in Plan II (Figure 39) they would be under the "Executive Vice President." Neither plan was implemented because, on August 12, 1977, the Board of Regents announced the appointment of Dr. Neil D. Humphrey as President

of the University, effective August 26. After a transition period, Dr. Ferguson would return to his previous position as Chancellor of UASE (185, 65).

President Humphrey had his own ideas about reorganization. At a September 7 meeting, the Board of Regents accepted his suggestion to change the name of UASE to University of Alaska, Juneau (UAJ), by which it is known today. He recommended several other title changes, among them immediate implementation of the Board's June 28 designation of "campus president" for community college directors. He suggested the organizational structure shown in Figure 33 which, he said, "reflects the Board's action" of June 28. Also recommended was study of what would be left in Juneau after the three Southeastern community colleges were removed. Since the Senior College was a small unit, Dr. Ferguson should study Juneau's programs and administrative structure and prepare a report by mid-December. Rather than immediately approving President Humphrey's proposals, the Board acknowledge receipt of both his and the management team's proposals and left decision to a later date (65, 62).

That later date was October 1, when President Humphrey submitted an only slightly altered proposal. This time the Chancellor for Community Colleges' title was "Chancellor of the Division of Community Colleges, Extension and Rural Education." To quiet some of the Anchorage problems he

recommended adding no new programs and the minimum in new courses until UAA furnished, and the Board of Regents adopted, a development plan--which was due "no later than January, 1978." A study was being prepared for Juneau on the remaining "part of the former University of Alaska, Southeast," he reported, while Fairbanks was in good shape. The Board of Regents approved his recommendations (62, 65).

Two days after the Board meeting, the transition completed in Fairbanks, Dr. Ferguson resumed his Chancellor position in Juneau. Dr. Jones returned to his previous assignment, Director of the Senior College, which had been changed to Director of Academic Affairs for the University of Alaska-Juneau. On October 12, Director Jones issued a memorandum to UAJ staff with "evaluation criteria for organizational models." Attached were "current" and "possible" models as samples (see Figures 40-41). The same day, UAJ Chancellor Ferguson told both Pat O'Rourke (Acting Chancellor for Community Colleges, Rural Education and Extension) and JDCC Campus President Vern C. Oremus "that he did not want community college input in the development of the reorganization proposal." Also on October 12, Dr. Ferguson documented a meeting (possibly the same one) with a "Memorandum to the File." Attending, in addition to he and Chancellor O'Rourke, were the three Southeastern community college campus presidents. The memorandum notes that sev-

eral agreements were made: academic approval authority would be transferred to the campus presidents; the change would only occur after Chancellor O'Rourke issued a memorandum to Dr. Ferguson "delegating and outlining" the change; and, "It was further agreed that no change in the level or administrative relationship of the support services would be made at this time" (162, 280, 135, 251).

On October 24 Marie Darlin expressed to President Humphrey the concerns of the Juneau-Douglas Community College Policy Advisory Council. Chancellor Ferguson responded on November 8 explaining that, "The only faculty remaining to consider the organization plan with the community colleges extracted, are those that were previously with the Senior College" (see Figure 40) (252).

Another October 24 letter was that of Dr. O'Rourke to Chancellor Ferguson. It was a specific instruction for UAJ to cease certain activities they had been performing for the community colleges. All academic authority, grants, contracts, creation of position descriptions, personnel contracts, employee evaluations, travel authorizations, purchases, budget revisions, personnel files, grievances, and appointments of new Policy Advisory Council members were now the responsibility of the individual campus presidents. UAJ was no longer to review and approve them. Instead, UAJ would be utilized "as a processing center" and review only

those activities where it would be inappropriate to immediately transfer records and functions. Verifying availability of salary funds was one of these, as was--temporarily--review of position descriptions to insure consistency. Final approval signature, in any event, was to rest with each president. Technical assistance would probably be asked of UAJ in some areas, especially by JDCC Campus President Vern C. Oremus:

It is our expectation that Vern will be able to utilize the full assistance of the appropriate offices for preparing the necessary documents, and that communications be maintained directly between him and the appropriate support services staff members.

Dr. O'Rourke also suggested that, if the support services administrators would "view themselves as a regional service center," the transition should be fairly smooth (335).

The next month was rather difficult in Juneau. The UAJ "Joint Faculty and Administration Committee" met to develop a reorganization plan which included absorbing JDCC. JDCC personnel and other interested parties were not always shy about voicing their opinions both of the study and of their exclusion from participation in it. In addition, several UAJ staff members who were trying to function under the new structure found serious problems in their work and no really satisfactory solutions. At least part of the problems stemmed from activating the name change, removal of community

colleges, a slight UAJ reorganization (see Figure 42), and restructuring of document flow in the middle of both budget year and school semester. Others were caused by the difficulty inherent in trying to separate functions into UAJ, JDCC, and regional categories when one staff member performed several different functions for all three units. (162, 296, 139).

Feelings were even more tense when the UAJ "Recommendation on the Proposed Structure" was released Friday, December 2, 1977. As expected, the report called for a merger of UAJ and JDCC into a single institution, including: reasonable accommodation to JDCC faculty, "a distinct unit" to continue JDCC's Career Education and Community Service functions, open admissions to certain programs, and establishing program advisory committees. It also suggested "representatives of the unified faculty participate fully in all phases of planning for the new organization." Figure 43 shows the proposed organization structure (160).

The report was dated November 30 and, with a cover memorandum of the same date, was sent by Chancellor Ferguson to President Humphrey. The Executive Committee of the University Assembly, meeting in an Anchorage executive session the next day, voted six in favor, one abstaining, to support the reorganization proposal. President Humphrey came to Juneau, reviewed the plan with UAJ and JDCC personnel on

December 7, and scheduled public hearings for January. He wished to study the plan in detail before reaching a decision. At the same time JDCC began forming a group of concerned citizens, students, staff, and faculty to develop a response (253, 161, 139, 162).

JDCC Campus President Oremus sent the resultant "Impact Statement" to Foster Diebold, Special Assistant to the President, on December 29, 1977. (President Humphrey was no longer with the University.) The UAJ "Recommendation" report had included responses to the findings of both halves of the March 1977 Merger Committee. They supported the half in favor of Recommendation 356 and refuted the contentions of the half opposed to the merger. In a like manner, JDCC's "Impact Statement" refuted the most recent UAJ proposal. Instead, they supported a two-institution model with transfer of the support functions to JDCC. Or, as an alternative with even more economic savings, they recommended changing UAJ to an extension center. Their interpretation of the current structure (see Figure 44a) suggests UAJ was top-heavy with administrators, while the proposed model would have only one layer of administrative personnel in each agency and a coordinating council between them (see Figure 44b). The "University Extension" proposal (Figure 44c) would increase the horizontal structure by eliminating the UAJ Director position. Immediate cost savings were

estimated at \$300,000 (333, 131, 139).

In the meantime, the University had discovered more pressing concerns. On December 20 President Humphrey and B. B. Allen, Commissioner of Administration, had given the Board of Regents preliminary figures for the last fiscal-year-end fund balances. Based on unaudited June 30, 1977 financial reports, the University had a deficit of about \$6.4 million. By February 1978 a final report placed the deficit nearer \$4.9 million. Transfer of about \$1 million from "the plant fund" further reduced it. A hiring freeze went into effect, President Humphrey resigned, the first replacement offered his position turned it down, Chancellor Ferguson was relieved of his duties without explanation, Dr. W. Russell Jones was appointed Acting Chancellor, and the legislature introduced bills to again change the community college/University structure, all by January 19, 1978 (162, 39, 254, 240).

This rapid series of difficulties was a portent of the coming year. The Board of Regents had scheduled receipt of all the reorganization proposals at its February 23-24, 1978 meeting in Fairbanks. On February 7 a committee of four UAJ faculty sent a letter calling for "a merged, four-year institution." They saw the end of the University if no merger took place, and suggested the union membership problem was really the only major stumbling block to unifica-

tion. JDCC President Oremus declined to respond, letting the formal studies speak for themselves. Dr. Tim Tilsworth, Assistant to the Vice President for Academic Affairs, recommended no public hearings be held in Juneau on the reorganization, because the result would be nothing but "animosity and crowd shouting." Instead, the legislature held public hearings--for two weeks, on five separate university reorganization bills. Every organizational unit and interested party testified. Feelings again ran high but nothing concrete resulted (397, 334, 162).

At their February meeting, the Board decided to have each community college seek accreditation on its own merits, but they did not notify the Northwest Association of Schools and Colleges until March 21. The Association then decided to delay their UAJ/JDCC accreditation status decision until after reorganization was settled. These decisions added to the "heated discussions" at an April 4 Board of Regents meeting in Juneau. When President Foster Diebold recommended a reorganization decision be delayed "until a master plan for education is completed" both pro- and anti-merger proponents rose to voice concern. Tired of the contention, worried about accreditation, fearful of the damage further delay could cause, some again pushed for their own proposal while others just asked that some decision be made quickly. The Board of Regents postponed the question until their May

meeting (336, 286, 162, 277).

This delay generated another flurry of position papers, letters, reports, hearings, petitions, etc. Even the Post-secondary Education Commission participated by reviewing the University's management system. The Board of Regents, after an April 13 Juneau hearing, scheduled three special meetings in Anchorage. To meet on April 26 were the Campus Planning and Development Committee, the Educational Policy and Program Committee, and the Community Colleges Committee. The Educational Policy Committee submitted two proposals to the Board (see Figures 45-46). Both resulted in Juneau having a four-year school. In Proposal No. 1, JDCC would remain under the Community College Chancellor, without the support courses for the four-year degree program. Proposal No. 2 totally combined UAJ and JDCC, changing JDCC to "Juneau-Douglas Technical College." This time all academic courses were removed and the Associate Degree not mentioned. Decision was scheduled for the next meeting of the Board of Regents, May 15 and 16 in Anchorage (246, 5, 162, 69).

Meanwhile, Acting Chancellor Russell Jones and Campus President Vern Oremus did what each could to keep UAJ and JDCC functioning in the midst of the turmoil. At the end of the Spring semester, Dr. Jones sent a "Job well done" memorandum to the faculty and staff of both schools complementing their achievements in the face of difficulties and

urging continued cooperation in the coming year. Two days later, Friday, May 12, the University Counsel warned President Diebold of an impending problem and attached Dr. Jones' memorandum. The President was cautioned against the inclinations of both Dr. Oremus and Dr. Jones for "crossover and cooperation" among the two units. Counsel Gruenig felt absolute segregation was really necessary. Later correspondence on the subject of "crossover" in Juneau suggests, not that he wanted to isolate or "break" the union, but that he felt allowing non-union (Senior College) faculty to perform the functions of union members would generate a "community of interest" and thus a legal basis for unionization of all the faculty (337, 282, 261, 262).

On Monday May 15, 1978, President Diebold recommended to the Board:

That the Board of Regents establish the University of Alaska at Juneau as an institution authorized to offer 4-year and graduate level programs. This institution will include two major administrative divisions: (1) The School of Arts, Sciences, and Professional Programs, and (2) The School of Career Education and Community Services. This action is effective May 16, 1978 and the administration is directed to proceed with implementation beginning July 1, 1978.

Details, implementation, and the status of union members were left for later administrative discussions. The Board approved his recommendations at their Tuesday meeting. A University news release stated "although JDCC will cease to exist, its programs will remain as part of the new univer-

sity." The Board called for UAJ to have only two divisions: the School of Arts and Sciences and the School of Career Education and Community Services. Thursday, Dr. Diebold requested Chancellors O'Rourke and Jones co-chair an implementation committee. By July 1 they were to furnish him with an outline of areas to be considered, options, and recommended actions. He emphasized that the Community College "mission" was to stay, as well as "for the most part" the JDCC faculty "community of interest," and that there was "no intention . . . to begin a systematic elimination of the union and/or community colleges" (58, 139, 162, 241).

This was apparent in the "Personal" memorandum President Diebold sent to University Counsel Gruening, again on Thursday May 18. He reviewed "for the record" the "agreements" resulting from the Committee and Board meetings. Associate of Arts degrees would continue. The union members could "for the most part" retain their status in the School of Career Education and Community Services. This school also gave the possibility of "not the complete 2+2 program," but of "an emphasis of sorts." If a place in the new structure could not be found for a union member "every attempt should be made to utilize their services" prior to considering termination (242).

The committee requested by Dr. Diebold was quickly formed, worked daily for the rest of the month, and came to

agreement on almost all major features of the reorganization, including placement of programs in the two divisions required by the Board of Regents (see Figure 47). When they presented their general plan to the full faculties and started to consider specific positions, problems arose. The usual counter-proposals, primarily to solve the union problems or for naming or placement of personnel/programs, added to the difficulties. However, the final plan was submitted to President Diebold. He referred it to University Counsel Gruenig for consideration of the legal aspects in relation to the union contract and the Regents' instructions. Gruenig saw an incompatibility in meeting the two requirements. The JDCC-UAJ plan was operable within the union contract only if "crossover" teaching was prevented by segregating the two faculties. In that case, union personnel who were not appropriate for the School of Career Education would have to be terminated or reassigned and JDCC would not be a "comprehensive" community college. Three alternatives were to "completely abolish the community college" (a simple solution with equal treatment for all employees), or keep JDCC separate but under the UAJ chancellor (simple but neither economical nor very efficient), or use the JDCC plan but include community service and vocational-technical programs in the "Community College" unit, still maintaining

segregation between union and non-union faculties. The difficulties with this last choice would again be lack of comprehensiveness and "disparate treatment" of union members. From a purely logical point of view, the first alternative, abolish JDCC, appeared best. If it was impossible to rescind the JDCC contract with the City and Borough of Juneau, then the last alternative would be adequate until June 30, 1979, when the contract would have been terminated. In June, 1978, the Board of Regents chose a modification of the second suggestion. They included JDCC with the Senior College under the UAJ Chancellor (see Figure 48) (167, 65, 262, 73, 65, 308).

The next year was a difficult time in Juneau as the faculty, union, and administrators tried to develop a workable system that would allow for all the various needs. The "two-in-one campus" may have maintained union/non-union separation, if both organizations had enough staff and funding to avoid any "crossover." But, they did not. Student credit hours continued to increase, coordination fell behind as courses expanded, conflicts arose, more reorganization schemes were proposed. The one major hurdle to any scheme was what to do about the union question. The legislature continued to be involved--to the point of one member asking if the legislature might, through the budget process, change or thwart regent policy; and, if so, what recourse might the

regents have (343, 344, 345, 66, 294).

By December 1978 the contract between the City and Borough of Juneau and JDCC had been terminated. Administrative and organizational problems abounded. Frustrations had increased to the point where several of the JDCC staff opened discussions with their upper division counterparts regarding a merger of JDCC's Division of Arts and Science with the Senior College. This move by the JDCC faculty, along with a new UAJ Chancellor (Michael Paradise) in March, another accreditation visit in April, and a new University President (Jay Barton) in July, kept reorganization studies and proposals active. Figure 49, taken from a June 1979 audit report, illustrates UAJ's support structure shortly before Chancellor Paradise took office. The summer preparation of the FY81 budget (see Figure 50) attempted some separation of JDCC and SESC support activities (59, 206, 318, 150, 80, 83).

On August 7, 1979 Dr. Paradise sent his first reorganization proposal to President Barton. On August 14, he sent the second and, on September 10, the third. Figures 51-54 illustrate the current structure (Figure 51), the first proposal and changes for the second (Figure 52), and the proposal submitted to the Board of Regents in November, 1979 (Figures 53 and 54) (346, 348, 59, 347, 59).

The main thrust of this reorganization was to transfer

all academic and service programs from JDCC to UAJ, leaving JDCC as a division of developmental, technical, and vocational education. The actual description was to "discontinue" JDCC academic courses and "develop" new ones at UAJ. The result would be deletion of the academic positions at the Community College. Dr. Paradise suggested trying to place the affected faculty in UAJ with special salary, rank, and tenure track considerations. These last items continued to be stumbling blocks. In transmitting the second proposal Chancellor Paradise emphasized Juneau's desperate need for some sort of immediate action to keep from being strangled "economically and programmatically" (347, 348).

The situation worsened in the next months as reorganization proposals, union negotiations, and budget preparations added to the troubles. Then, in a November 6, 1979 executive session, the Board of Regents considered several organization plans. They chose that of Chancellor Paradise and approved a motion which read:

The Board of Regents directs the administration to proceed with implementation of a reorganization to include the abolition of the Business and Arts & Sciences programs at JDCC and transfer the remaining programs of JDCC (i.e., vocational, technical, adult basic education, non-credit and developmental programs) to the JDCC division of UAJ. The administration is authorized to offer transfer opportunities to affected employees. If displaced employees are not immediately absorbed elsewhere within the university, the administration is authorized to layoff affected employees. This motion is effective on Nov. 6, 1979 (224, 139).

Before the Board of Regent's decision could be implemented a new structure had to be developed. Chancellor Paradise immediately called for an ad hoc committee to work on the plans. As the committee compiled a variety of structures to review, the Alaska Community College Federation of Teachers (ACCFT) prepared charges against the University. The ACCFT, Local 2404, filed suit for declaratory and injunctive relief on November 26. They claimed a violation of the public meeting law as their primary charge. Not for eighteen months was the case decided (350, 351, 422, 308, 202).

In the meantime, merger continued. By Christmas the new structure was on its way to President Barton for review. On January 22 he approved the organization chart (see Figure 55), although there were some reservations about Dr. Paradise's tentative ideas on rank and tenure in reference to the union contract. UAJ would have its previous four academic divisions (see Figure 51) plus a JDCC Division, under a Dean of Faculties. UAJ's "Division of Public Service" title would be changed to "Continuing Education and Public Service" and be placed under the University Executive Officer. JDCC's academic programs would continue until fiscal year end, but be managed by the parallel UAJ division directors. Pending revision or end of the current union contract, ACCFT members would continue to "enjoy the same

policy treatment they have enjoyed." Interim appointments were made to administrative positions until the normal committee selection process could be implemented. Approval was given for offering faculty rank to all JDCC academic instructors, effective July 1, 1980, or earlier if agreement with the union could be reached (353, 394, 138).

Early in May another adjustment was made to the organization structure (see Figure 56). Student Services functions and a new athletics office were placed under the University Executive Officer. Graduate Studies and Research, along with Continuing Education and Public Service, moved from under the Executive Officer to under the Dean of Faculties, whose title changed to "Dean for Academic Affairs." The Division of Business was reduced by elimination of the status of Management and Public Administration as a department and transfer of the public administration, political science and economics functions to the Humanities and Social Sciences Division. By the end of the month, most permanent appointments had been decided. The name "JDCC Division" was changed to the "JDCC Component" because, since it was "going to be different than the other divisions (totally vocational/technical and unionized)," another designation would be more appropriate (354, 355).

On July 1, 1980 the JDCC and SESC faculties merged into one. Only the vocational and technical staff were left in

the JDCC component. The JDCC adult education grants were not renewed. Instead, a private organization, the Southeast Regional Resource Center, received the awards and took over these programs. The Division of Continuing Education and Public Service assumed the rest of JDCC's Community Services functions (see Figure 57). Thus the Juneau-Douglas Community College disappeared (see Figure 58) as UAJ became "a single, four-year liberal arts college" (176, 50, 313, 389, 181, 67). The absorption of JDCC into UAJ was, for all intents and purposes, complete.

Juneau-Douglas Community College

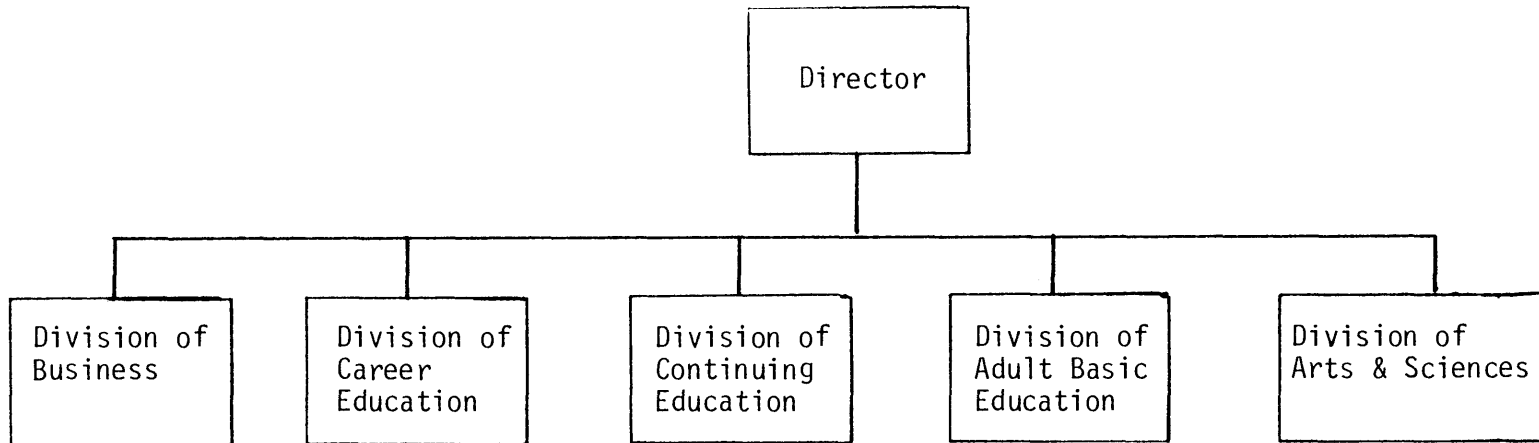
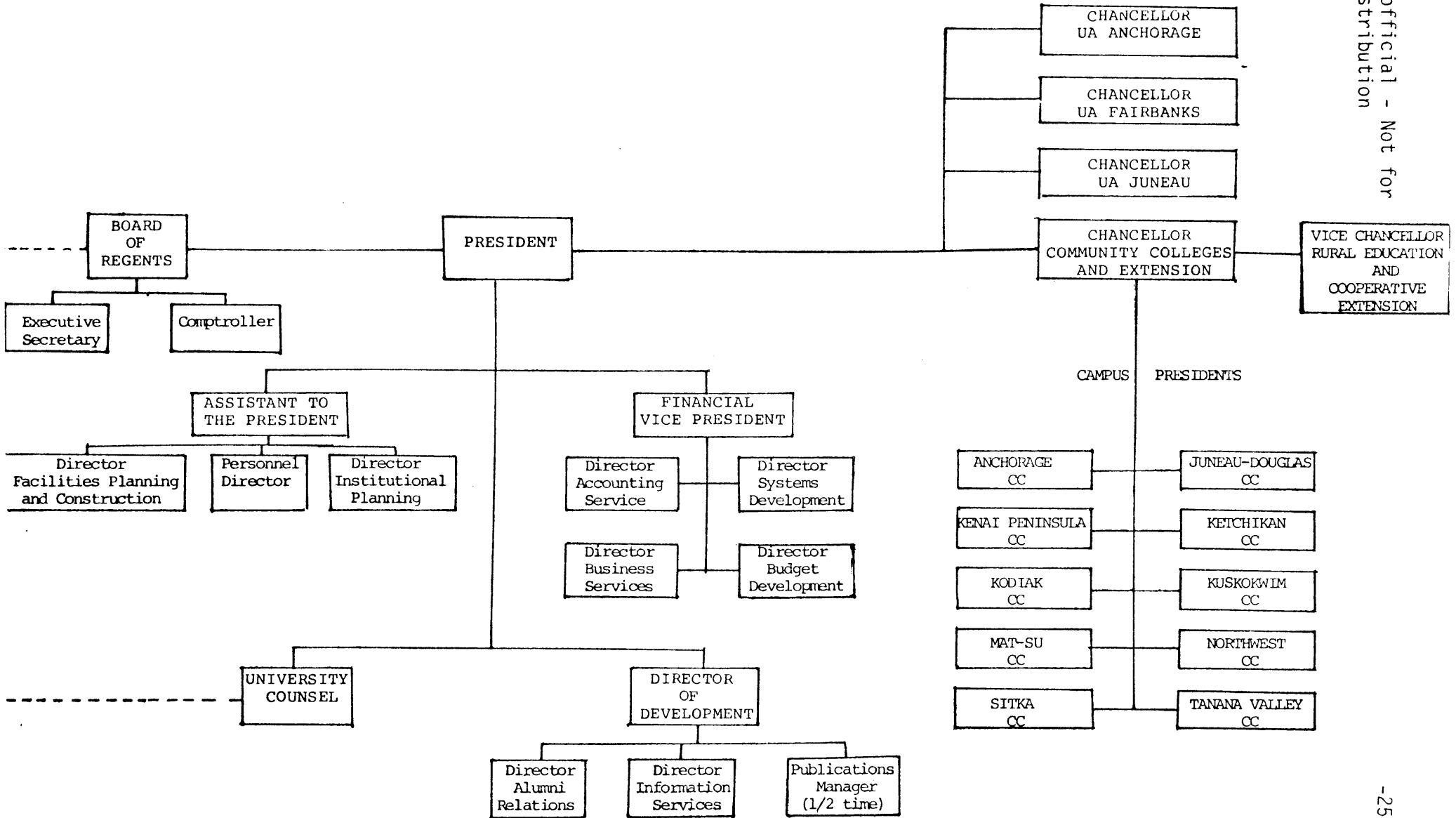


Figure 32. JDCC Organization During 1976-77 Merger Committee Deliberations (129)

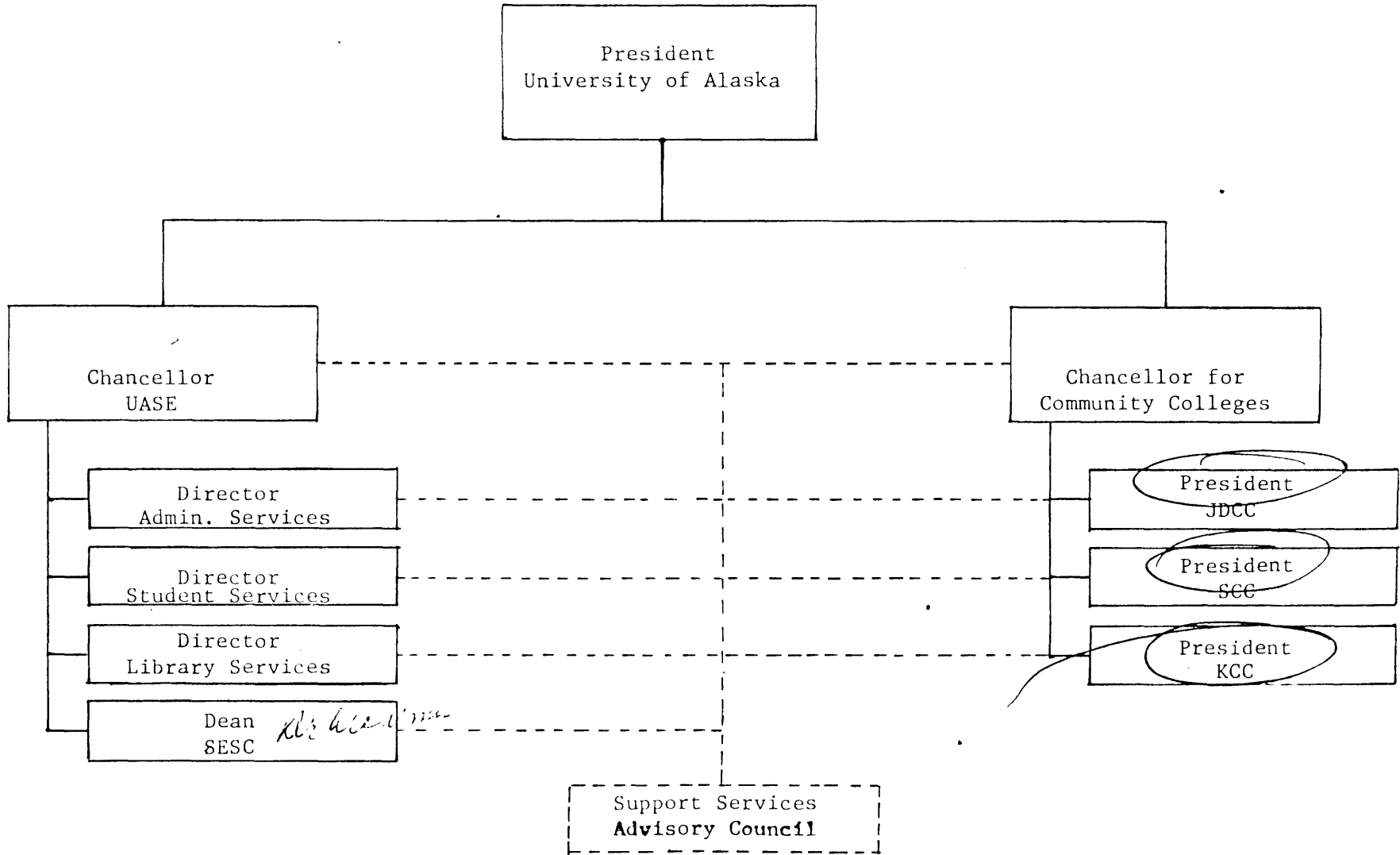


Unofficial - Not for Distribution

Figure 33. Organization Proposed by President Humphrey to Implement 28 June 1977 Regents Decision (62)

PROPOSED ORGANIZATION
of
UNIVERSITY OF ALASKA, SOUTHEAST

AFT
for Discussion Only
7/1/77 WRJ



This is a copy of a document in the Archives, Univ. of Alaska, Fairbanks
 provided to the user for private study, scholarship or research. The
 user is responsible for complying with copyright provisions.

Figure 34. UASE Chancellor Jones' Proposal, 1 July 1977 (279)

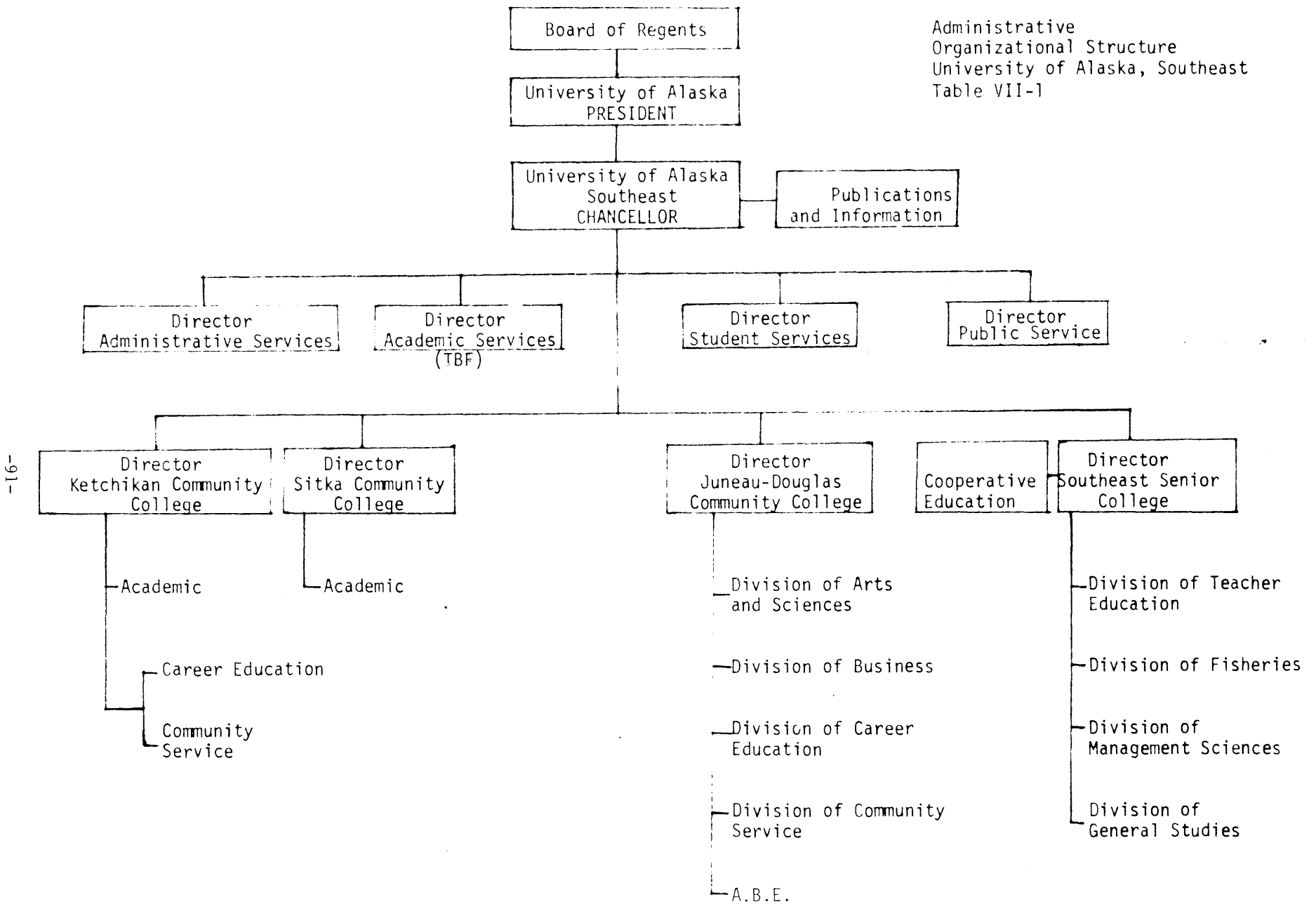


Figure 35. UASE Structure, July, 1977 (195)

Organization Chart

PEOPLE OF ALASKA

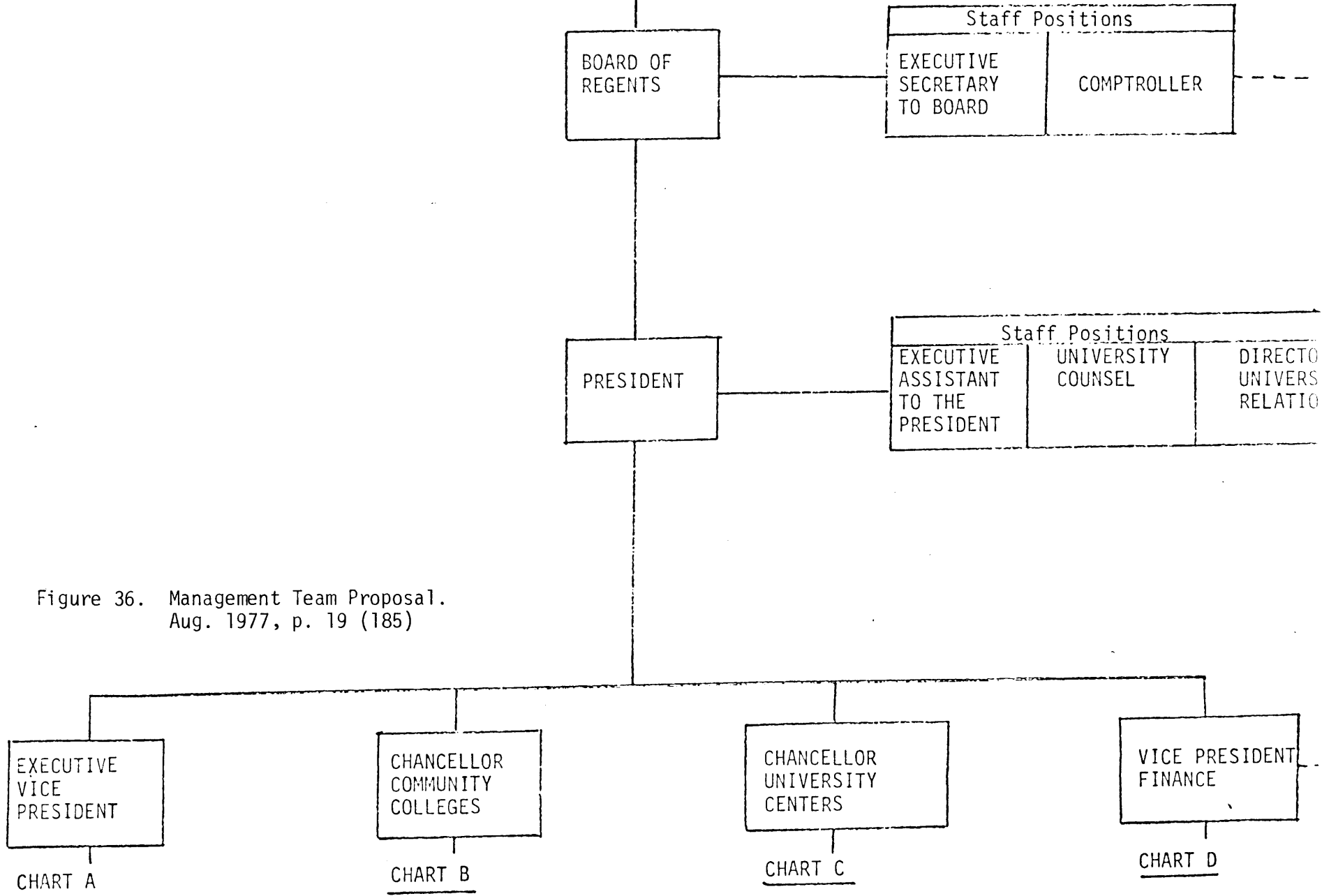


Figure 36. Management Team Proposal. Aug. 1977, p. 19 (185)

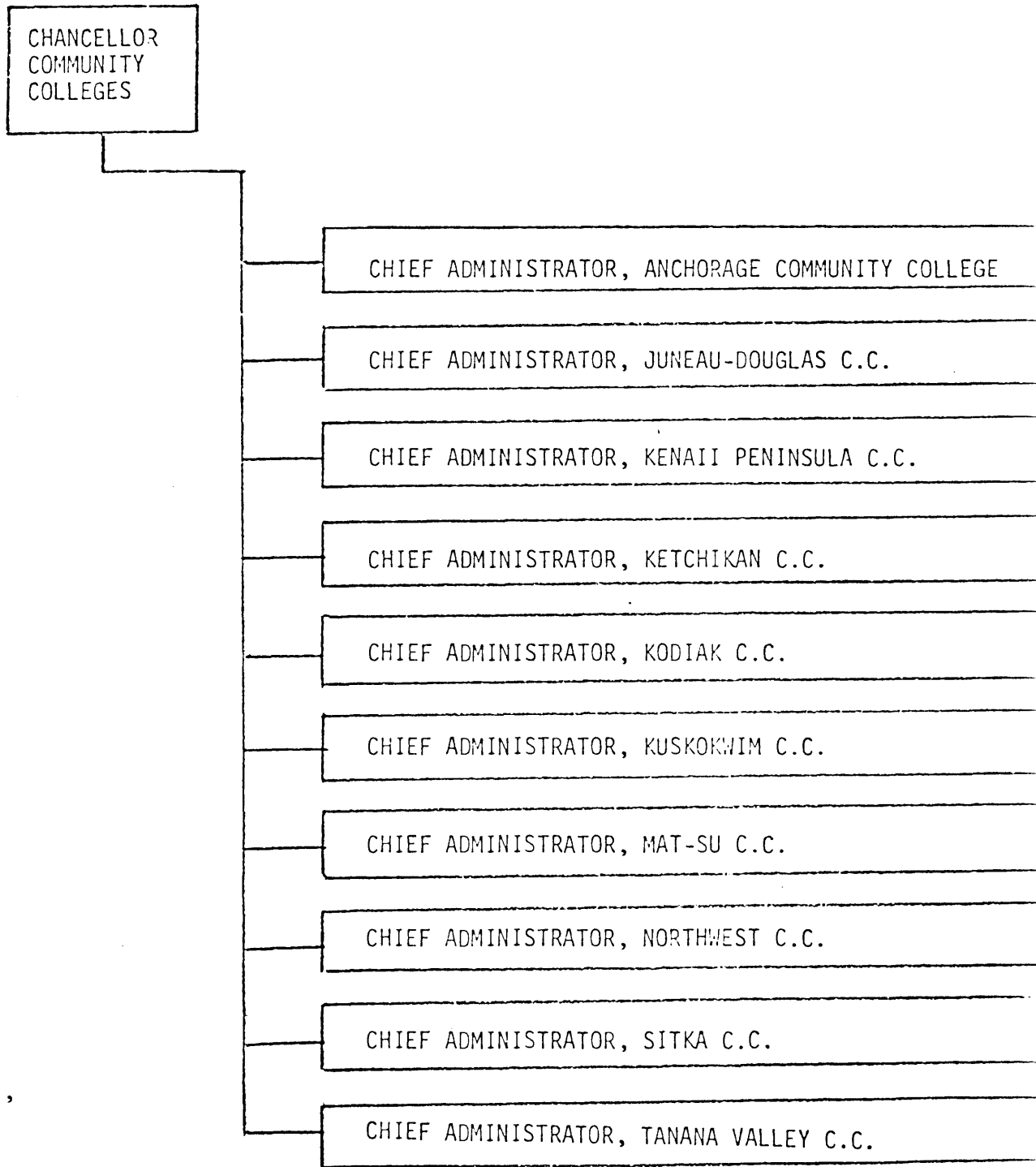
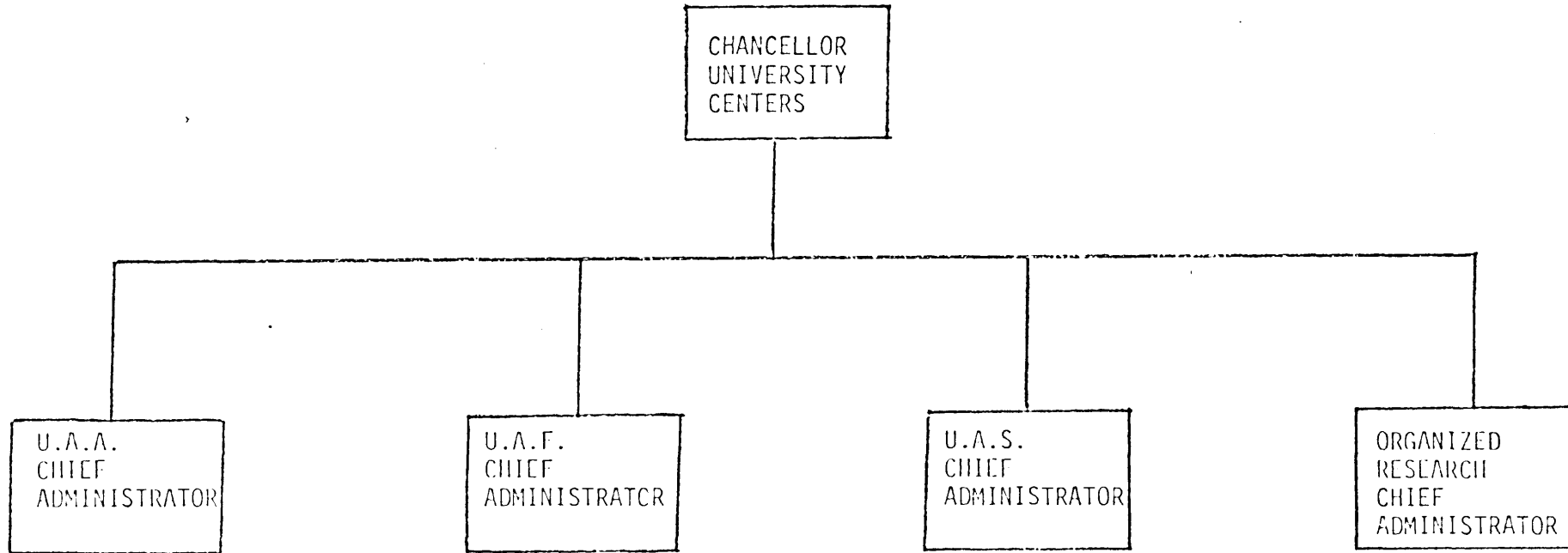


Figure 37. Management Team Proposal, Aug. 1977, p. 21 (185)

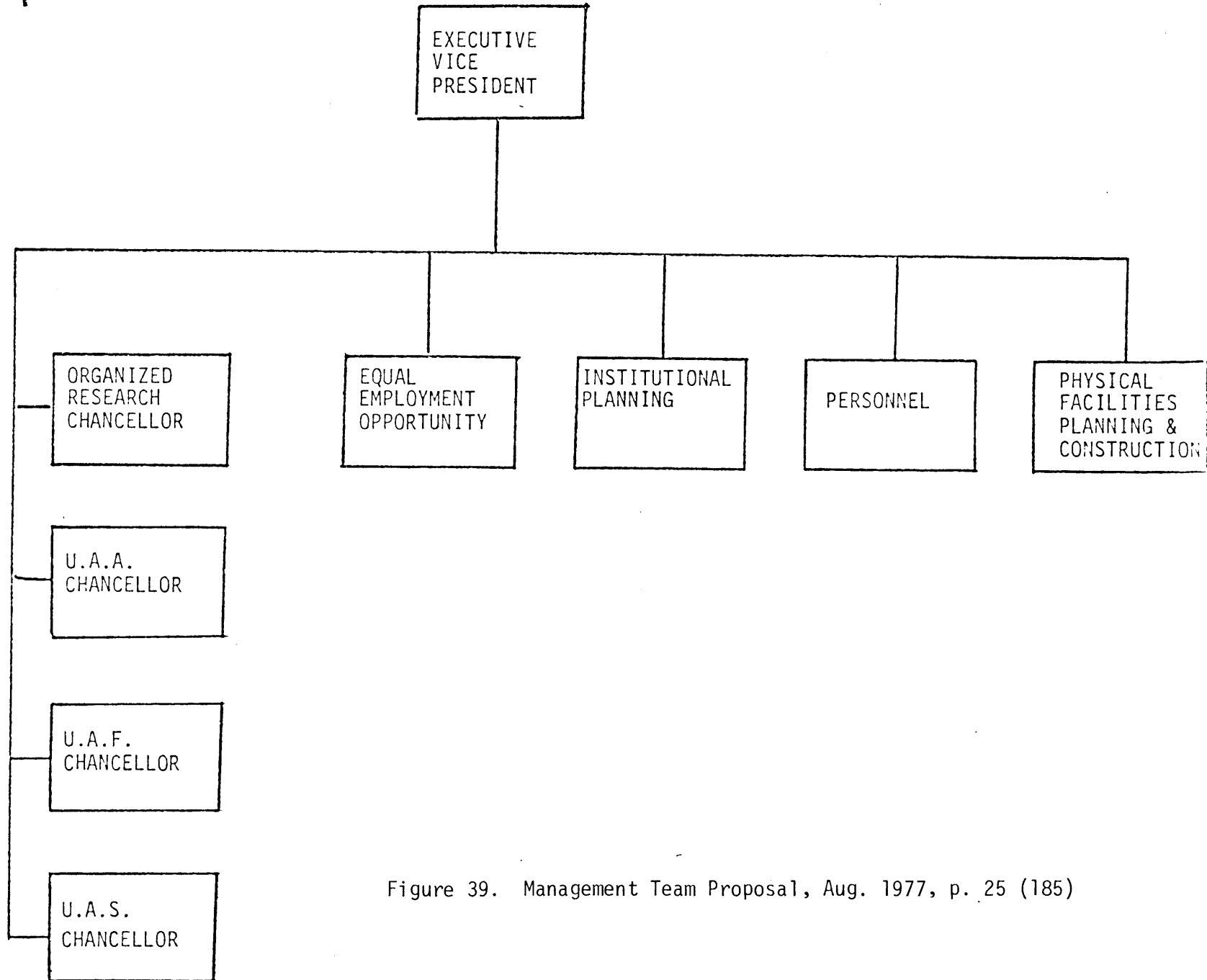
CHART C PLAN I



22

Figure 38. Management Team Proposal, Aug. 1977, p. 22 (185)

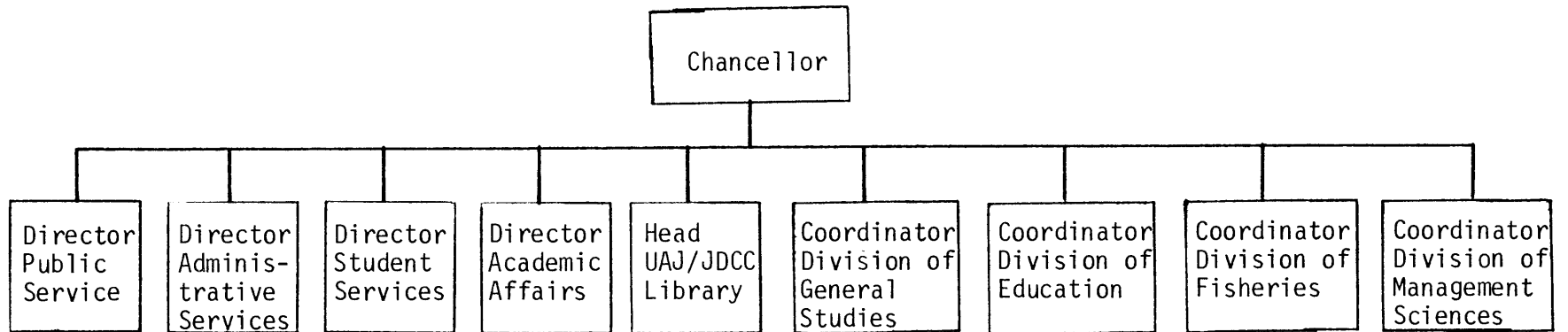
CHART A PLAN II



25

Figure 39. Management Team Proposal, Aug. 1977, p. 25 (185)

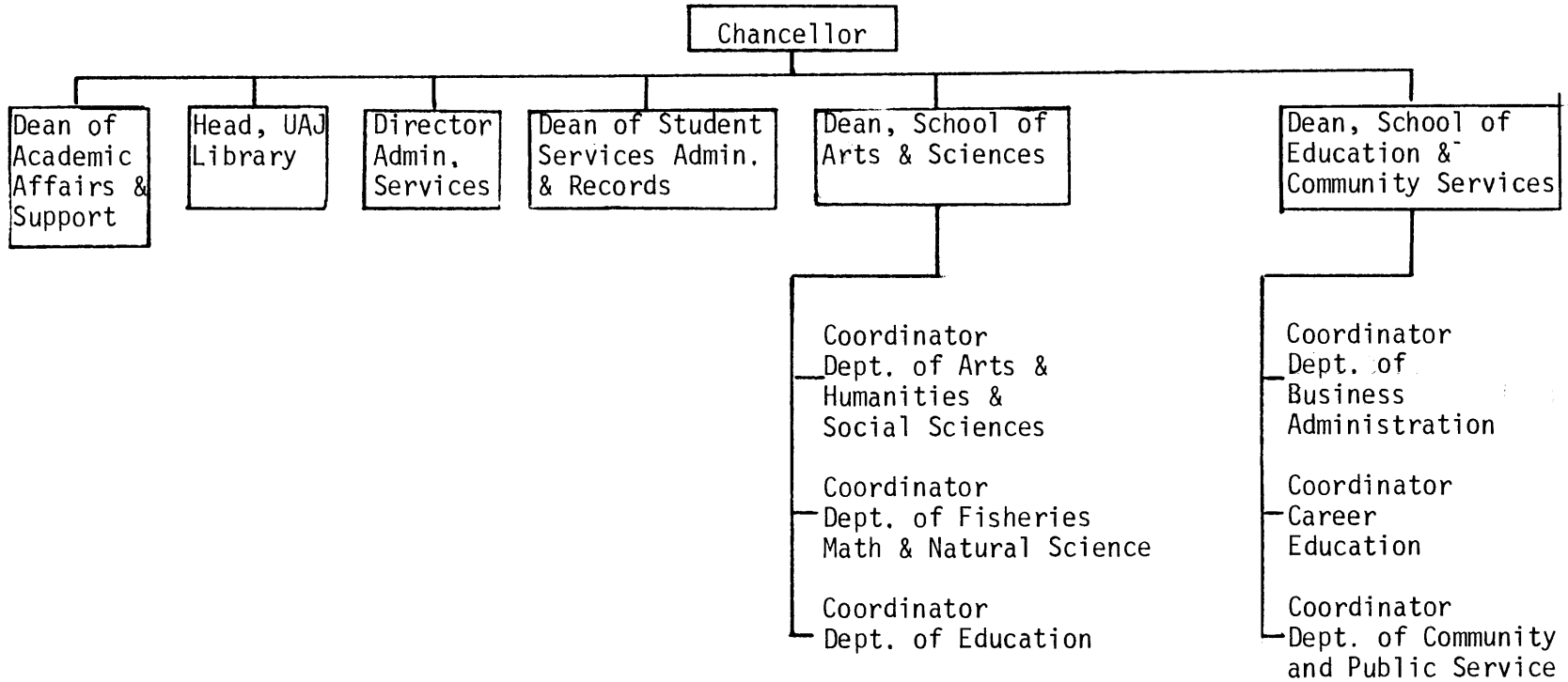
University of Alaska, Juneau



1 Chancellor
5 Directors
4 Coordinators
10 Total administrators

Figure 40. "Present UAJ" Structure, 12 Oct. 1977 (280)

University of Alaska, Juneau



- 1 Chancellor
- 1 Director
- 1 Head Librarian
- 4 Deans
- 6 Coordinators
- 13 Total administrators

Figure 41. "Possible UAJ" Structure, 12 Oct. 1977 (280)

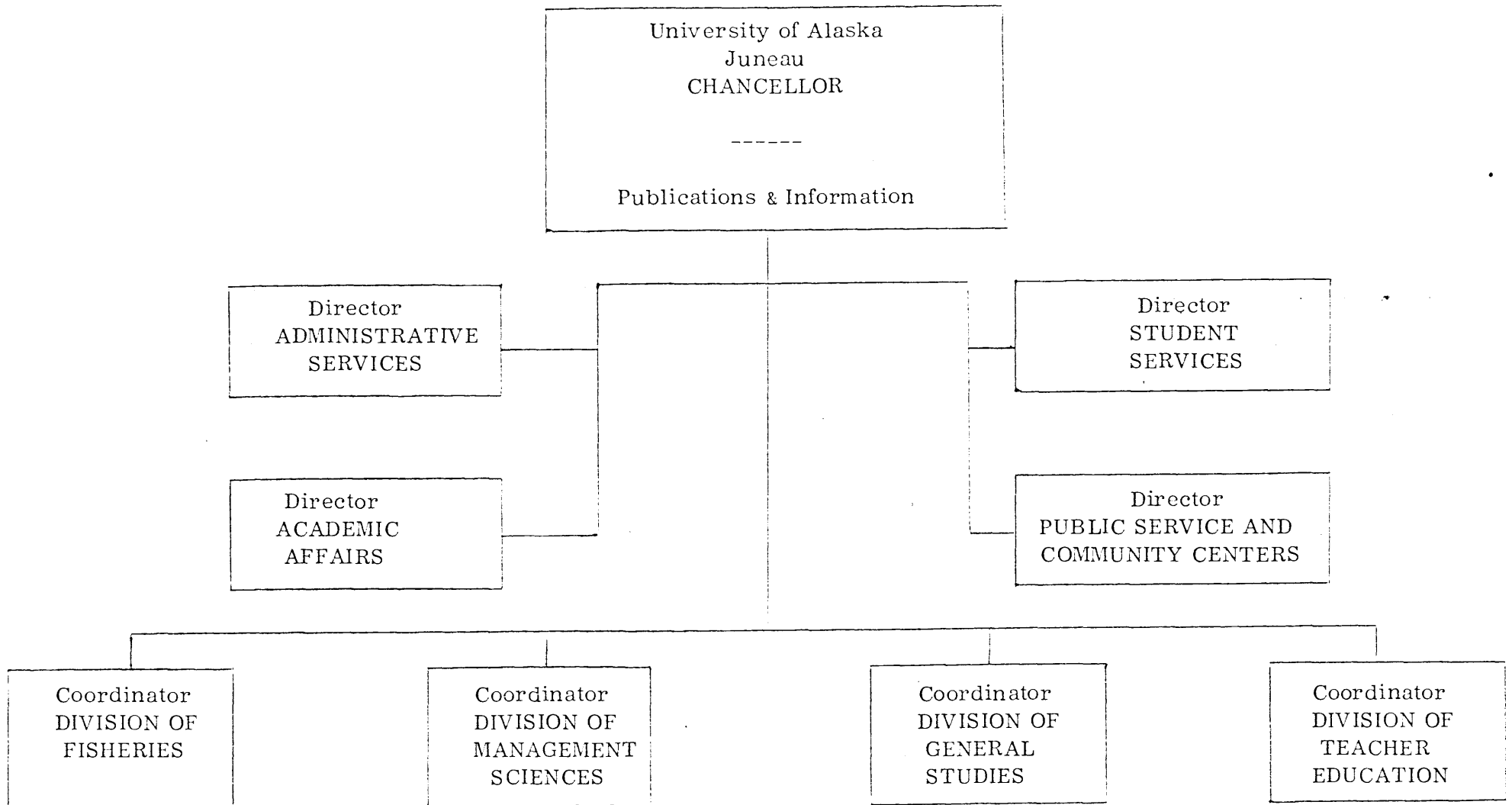
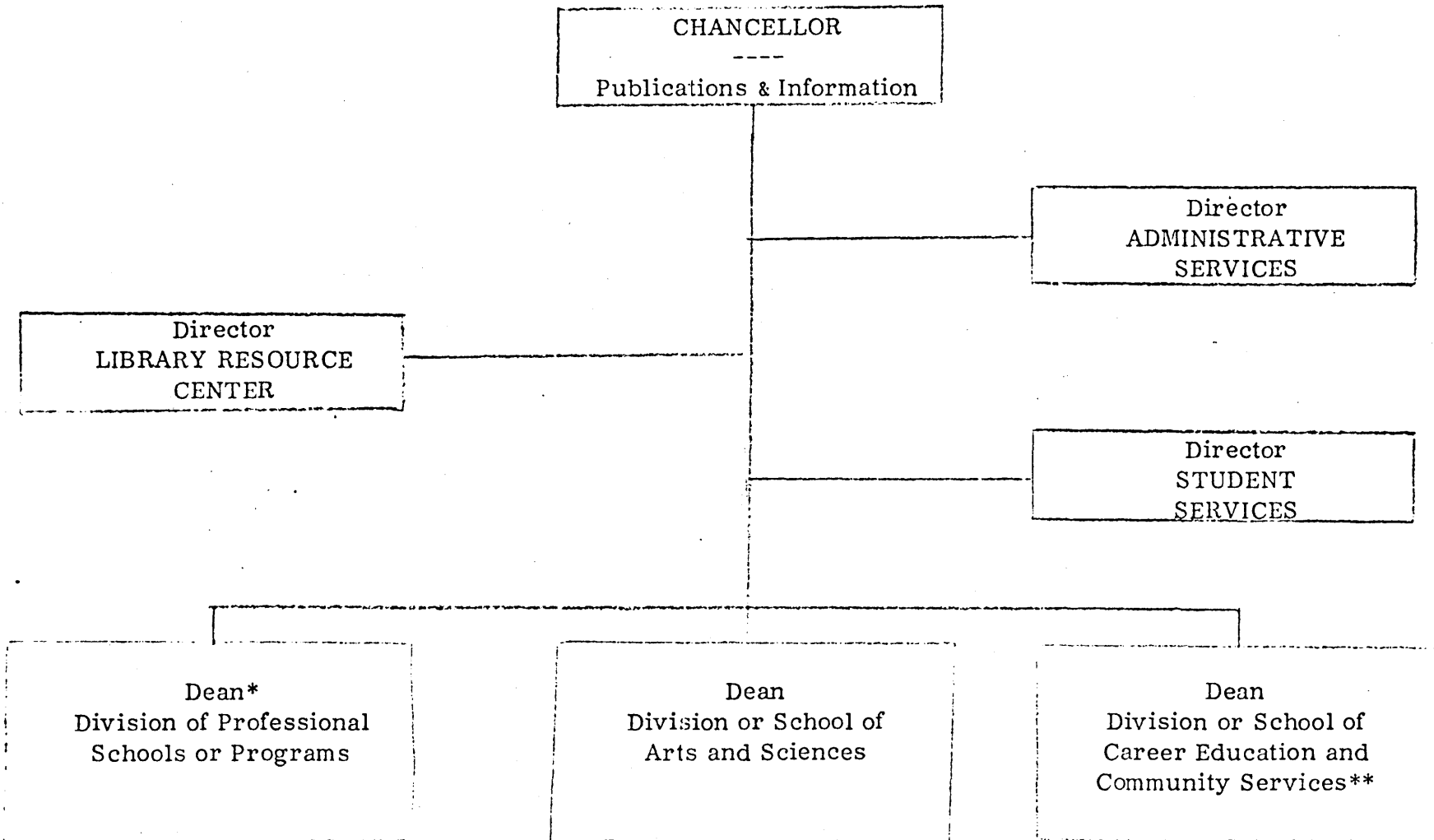


Figure 42. UAJ After Transfer of JDCC, 15 Nov. 1977 (160)

PROPOSED ORGANIZATIONAL AND DEVELOPMENT
 PLAN FOR A SINGLE INSTITUTION IN JUNEAU



* Coordinates Graduate Studies
 ** Includes Adult Learning Center

Figure 43. "Proposed Organizational and Development Plan For A Single Institution In Juneau." UAJ Faculty/Administration Proposal, 25 Nov. 1977 (160)

10

Figure 44a. CURRENT STRUCTURE

The current structure of educational services in Juneau may be seen below.

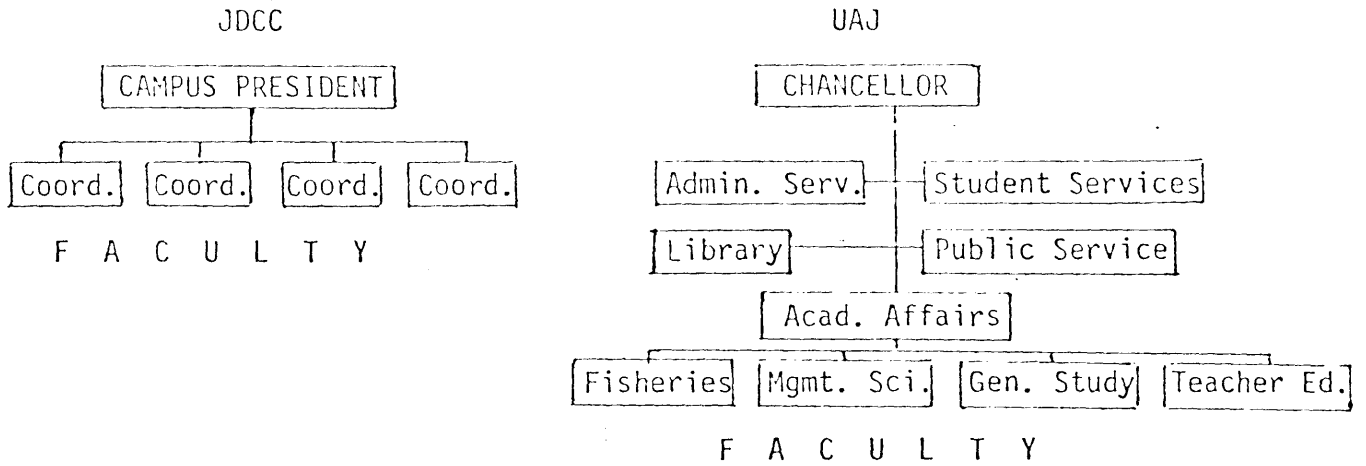


Figure 44b. Two-Institution Model

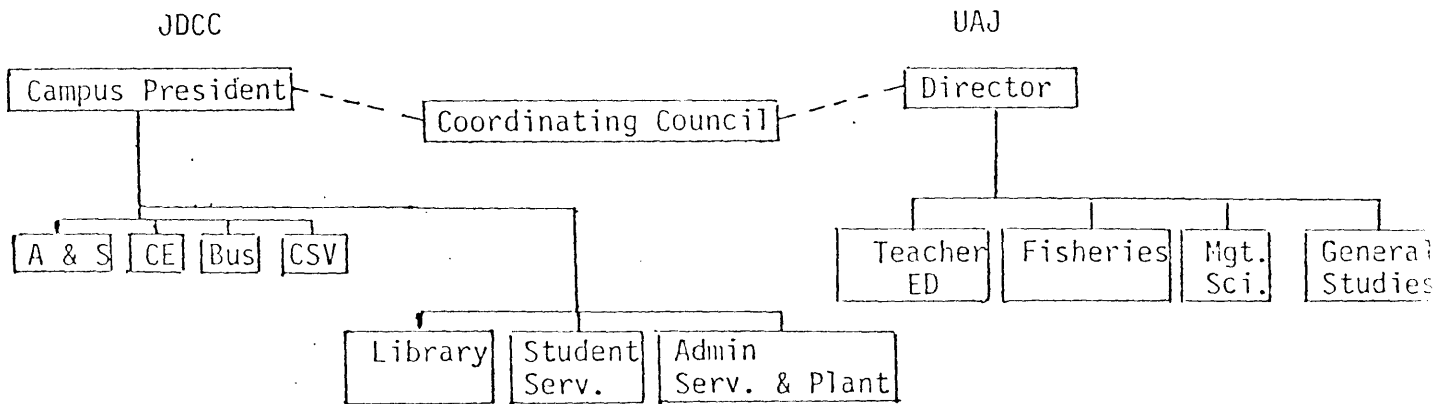


Figure 44c. University Extension Proposal

Juneau-Douglas Community College

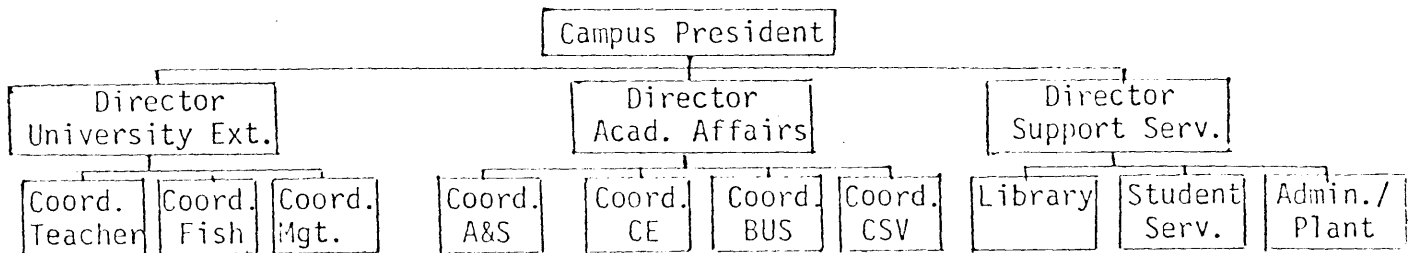


Figure 44. Current and Proposed Structures in JDCC "Impact Statement," 29 Dec. 1977 (131)

PROPOSAL NO. 1

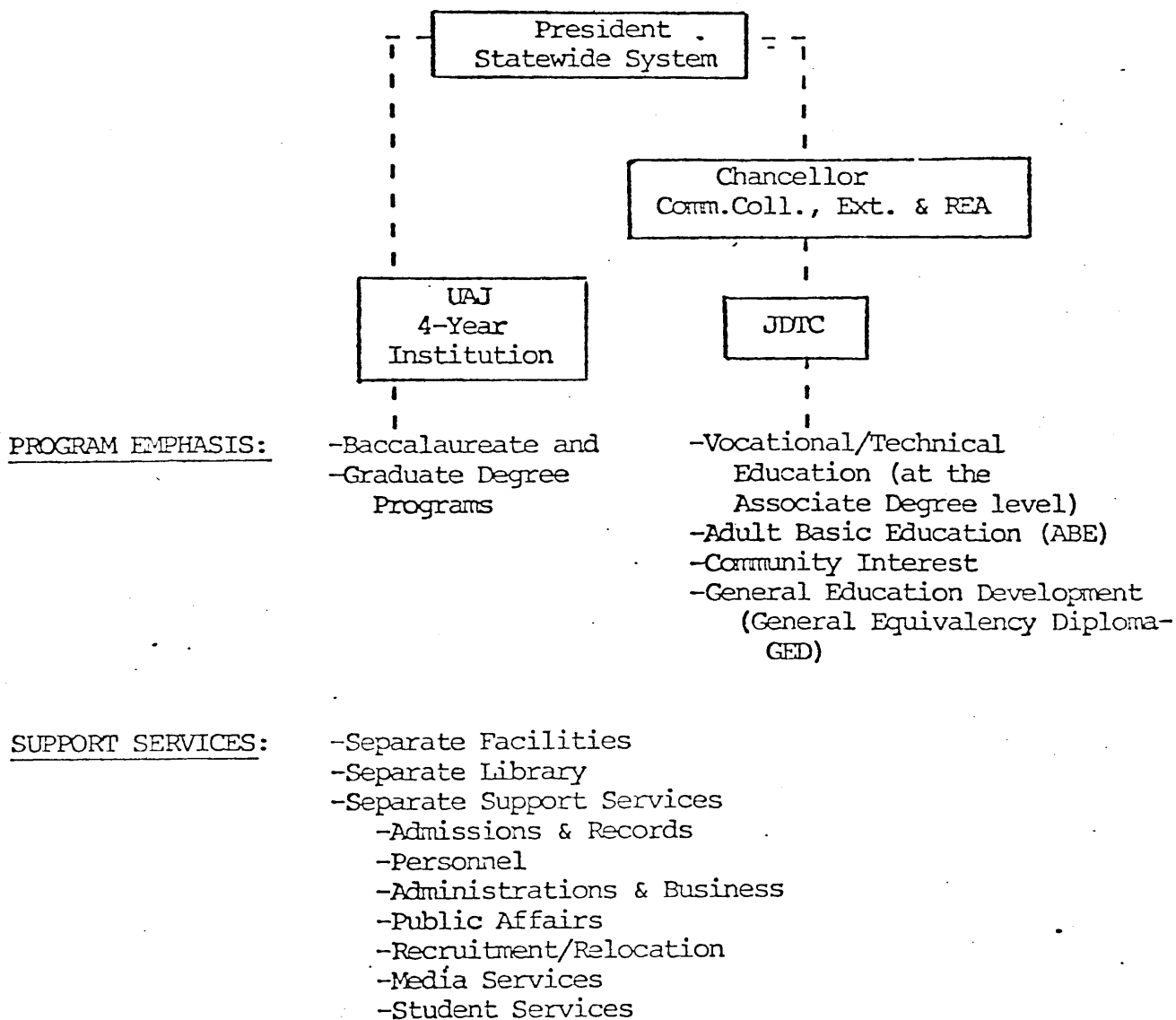
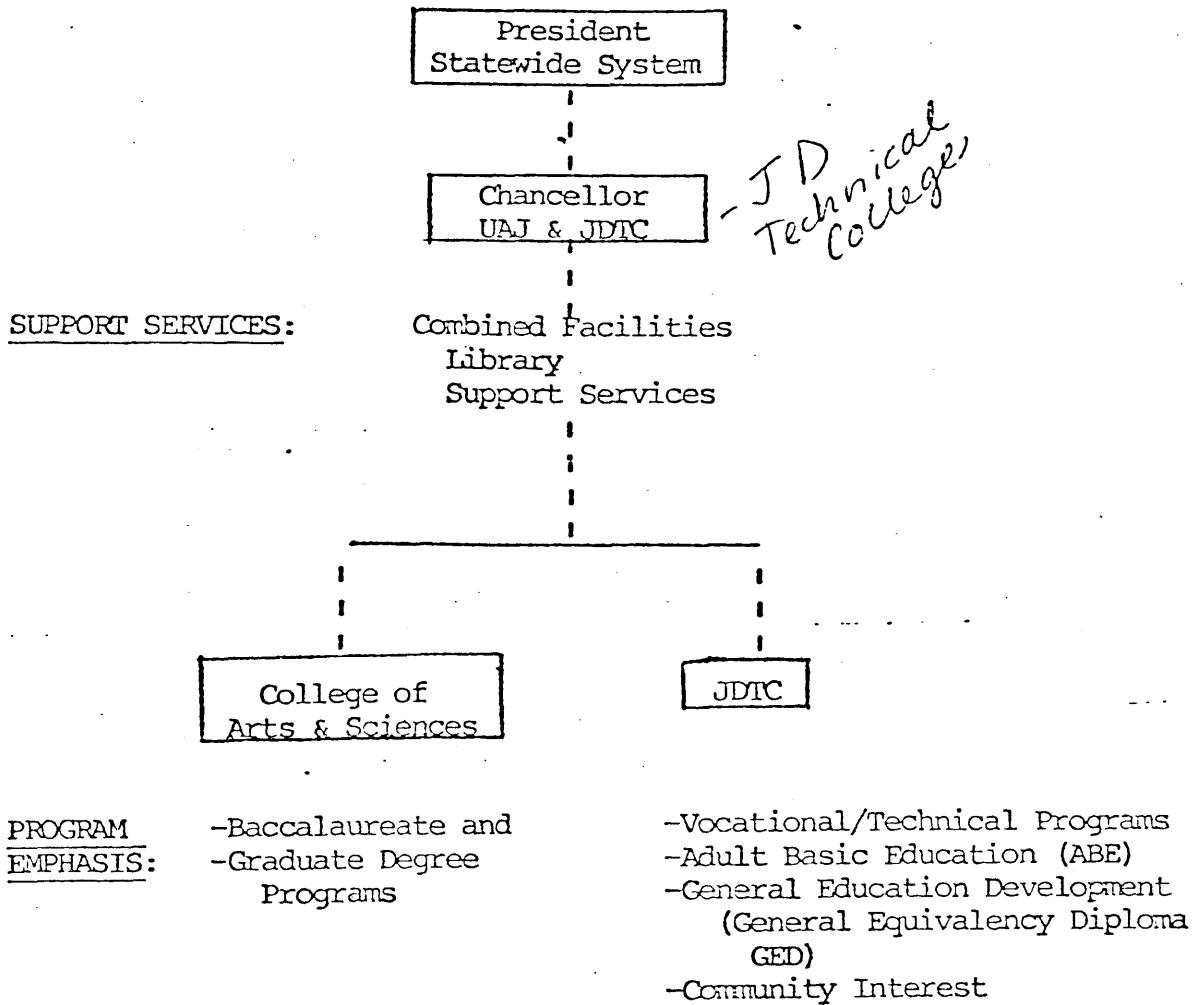


Figure 45. Board of Regent's Educational Policy and Procedure Committee Proposal No. 1, 26 April 1978 (69)

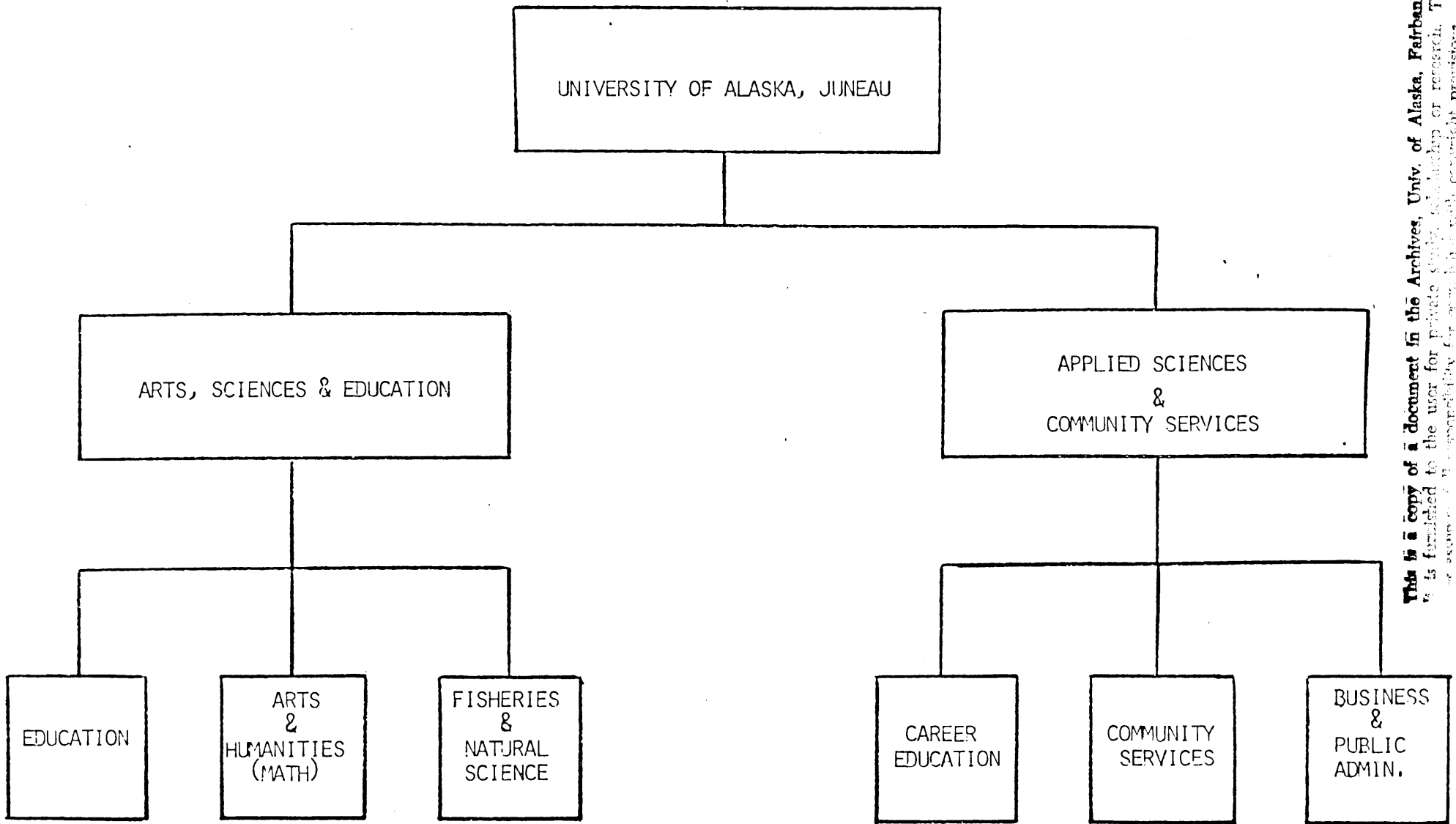
PROPOSAL NO. 2



4/26/78

Figure 46. Board of Regent's Educational Policy and Procedure Committee Proposal No. 2, 26 April 1978 (69)

This is a copy of a document in the Archives, Univ. of Alaska, Fairbanks. It is loaned to the user for private study, scholarship, or research. The user retains full responsibility for complying with copyright provisions.



This is a copy of a document in the Archives, Univ. of Alaska, Fairbanks
 It is furnished to the user for private study, scholarship or research. The
 user assumes all responsibility for any use of this copyright protected

Figure 47. Unification Committee Proposal, May 1978 (167)

TABLE OF ORGANIZATION

University of Alaska, Juneau

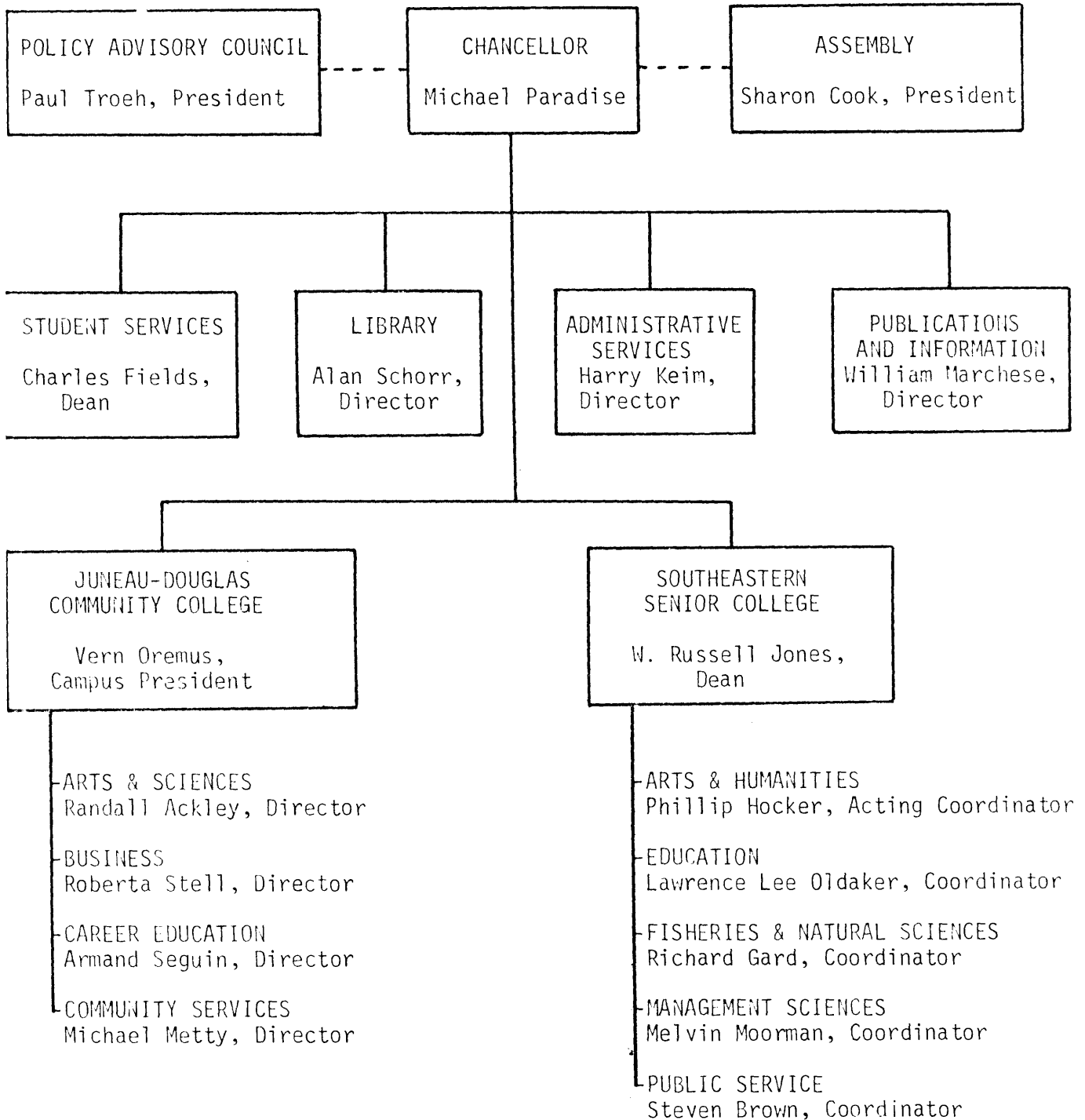
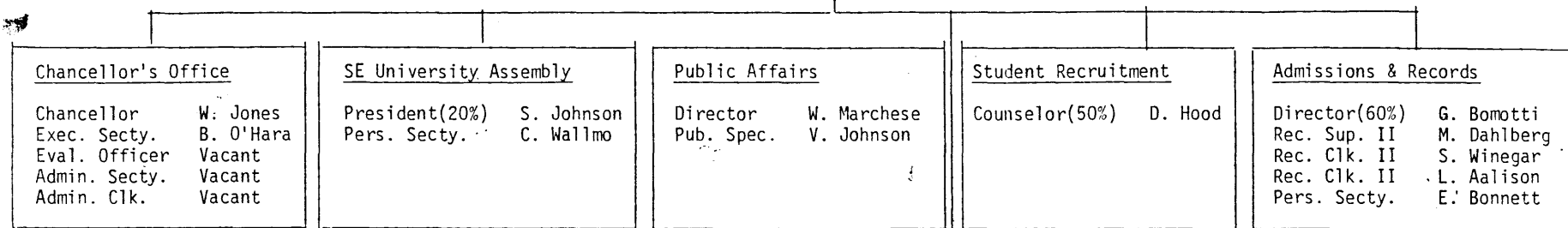


Figure 48. June 1978 Board of Regents Decision on Placement of JDCC (73)

100-100-1000 1000

CHANCELLOR

INSTITUTIONAL SUPPORT



Administrative Services

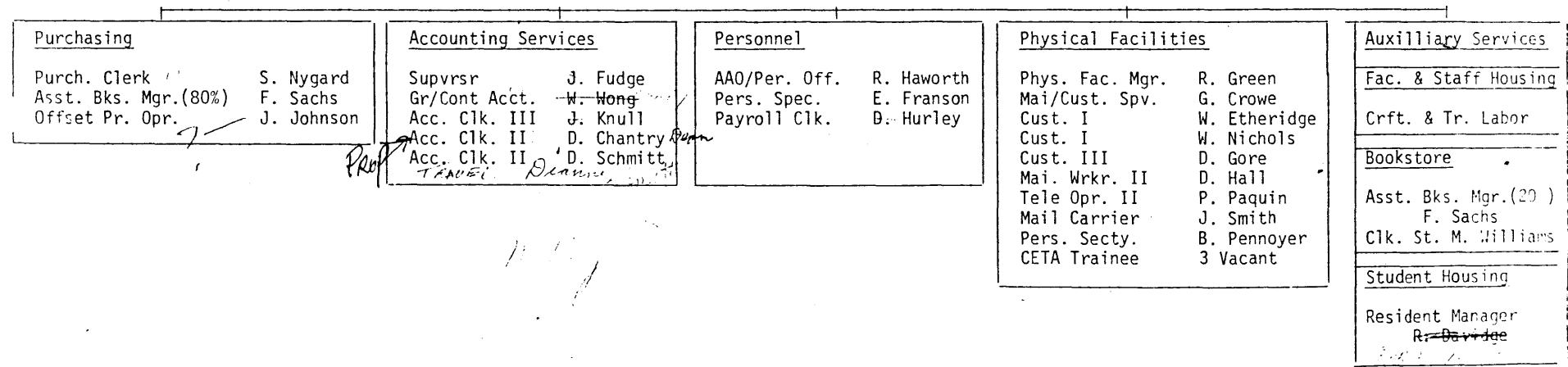
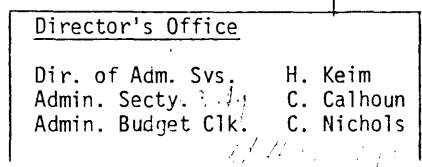


Figure 49. UAJ Administrative Structure, June 1979 (80)

University of Alaska, Juneau

Southeast Senior College

Education Division
Arts & Humanities Division
Fisheries & Natural Sciences Div.
Public Services Division
Summer Sessions & Special Programs

Juneau-Douglas Community College

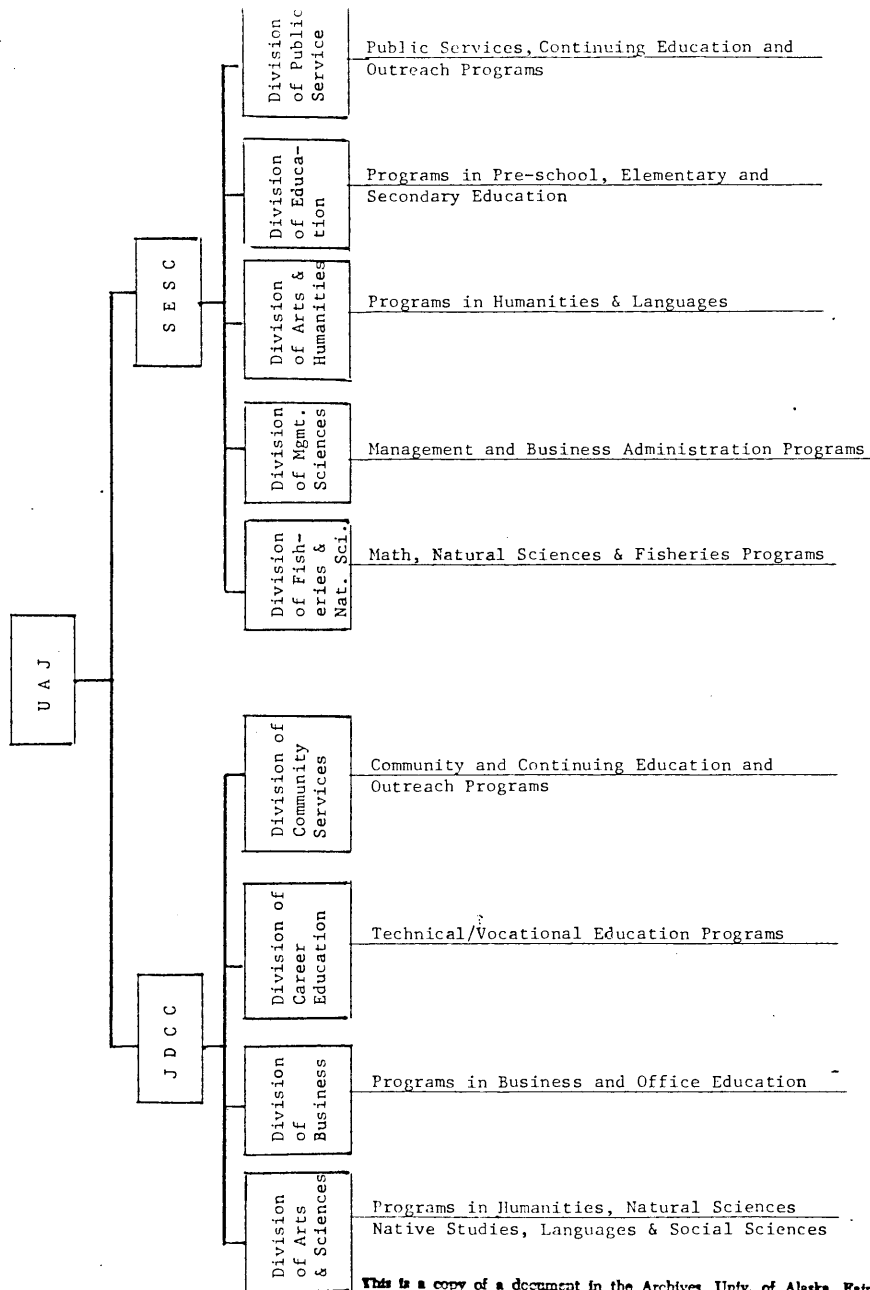
Arts & Sciences Division
Career Education Division
Business Division
Community Service Division

Support Services

Academic Support-JDCC Campus
President's Office
Academic Support-SESC Dean's
Office
Academic Support-Library &
Media Services
Student Services
Student Loans & Scholarships
Administration & Plant

Figure 50. UAJ Structure Requested by FY81 Budget, Prepared Fall 1979 (83)

Diagram II --- Current UAJ Instructional Organization

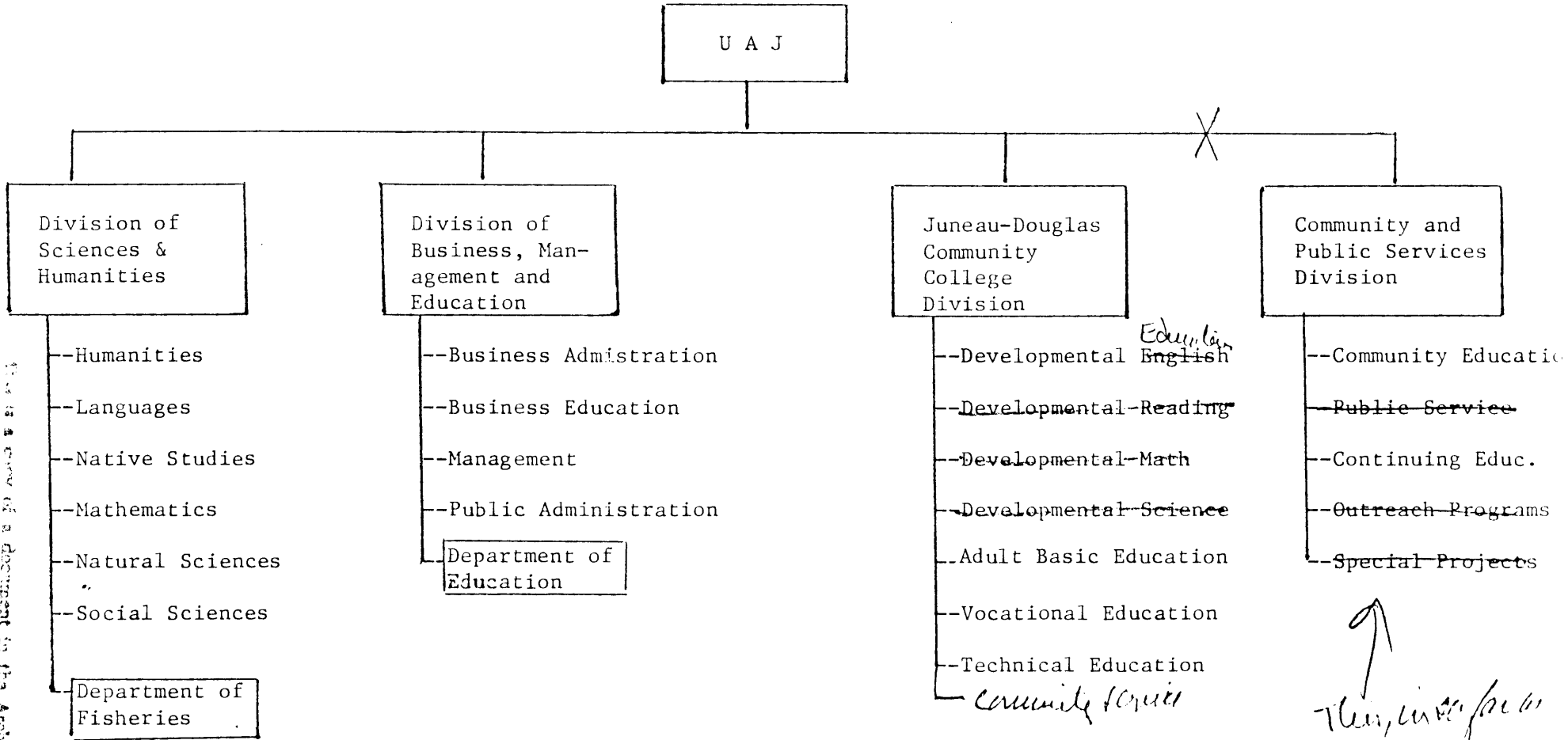


This is a copy of a document in the Archives, Univ. of Alaska, Fairbanks. It is furnished to the user for private study, scholarship or research. The user assumes full responsibility for complying with copyright provisions.

8/79

Figure 51. UAJ Current Structure, 7 Aug. 1979 (347)

Diagram I -- Proposed UAJ Organization for Instruction



This is a copy of a document in the Archives, Univ. of Alaska, Fairbanks. It is a copy of a private study, scholarship or research. The document is not to be reproduced for commercial purposes without copyright permission.

Student program

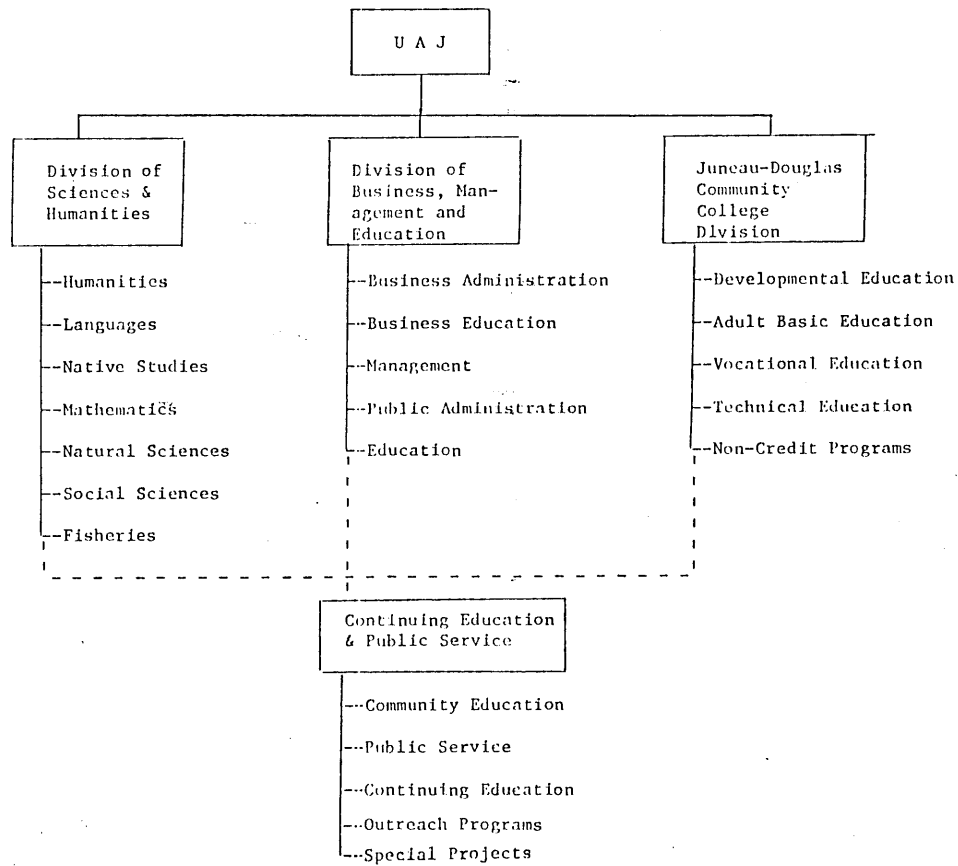
Education

Community Services

↑
This is now SDCC
it will perform well
in regarding that
was a mistake?
Do division needed?

Figure 52. Chancellor Paradise's First Proposal 7 Aug. 1979, With Notes for Second Proposal (347, 348)

Diagram II -- Proposed UAJ Organization for Instruction



9/79

Figure 53. Proposal Submitted to Board of Regents Nov. 1979--Instruction (349)

Diagram III -- Contemplated Administrative Structure

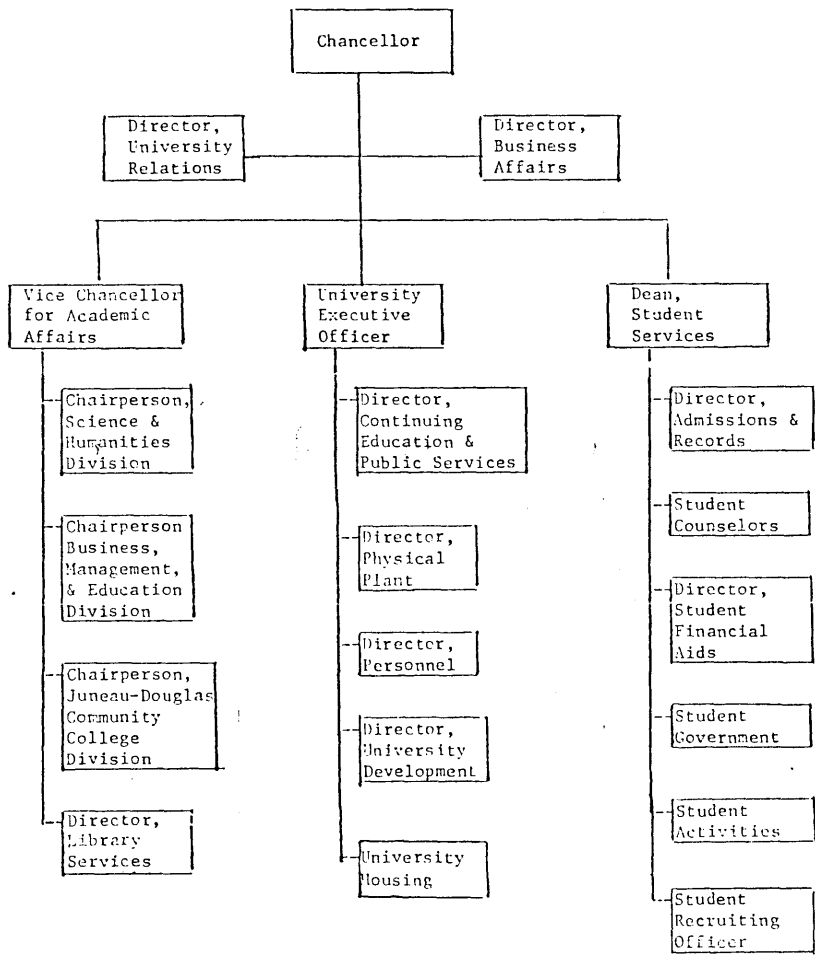


Figure 54. Proposal Submitted to Board of Regents Nov. 1979--Administration (349)

C. Diagram of UAJ Structure

Revised as per instructions from University President.

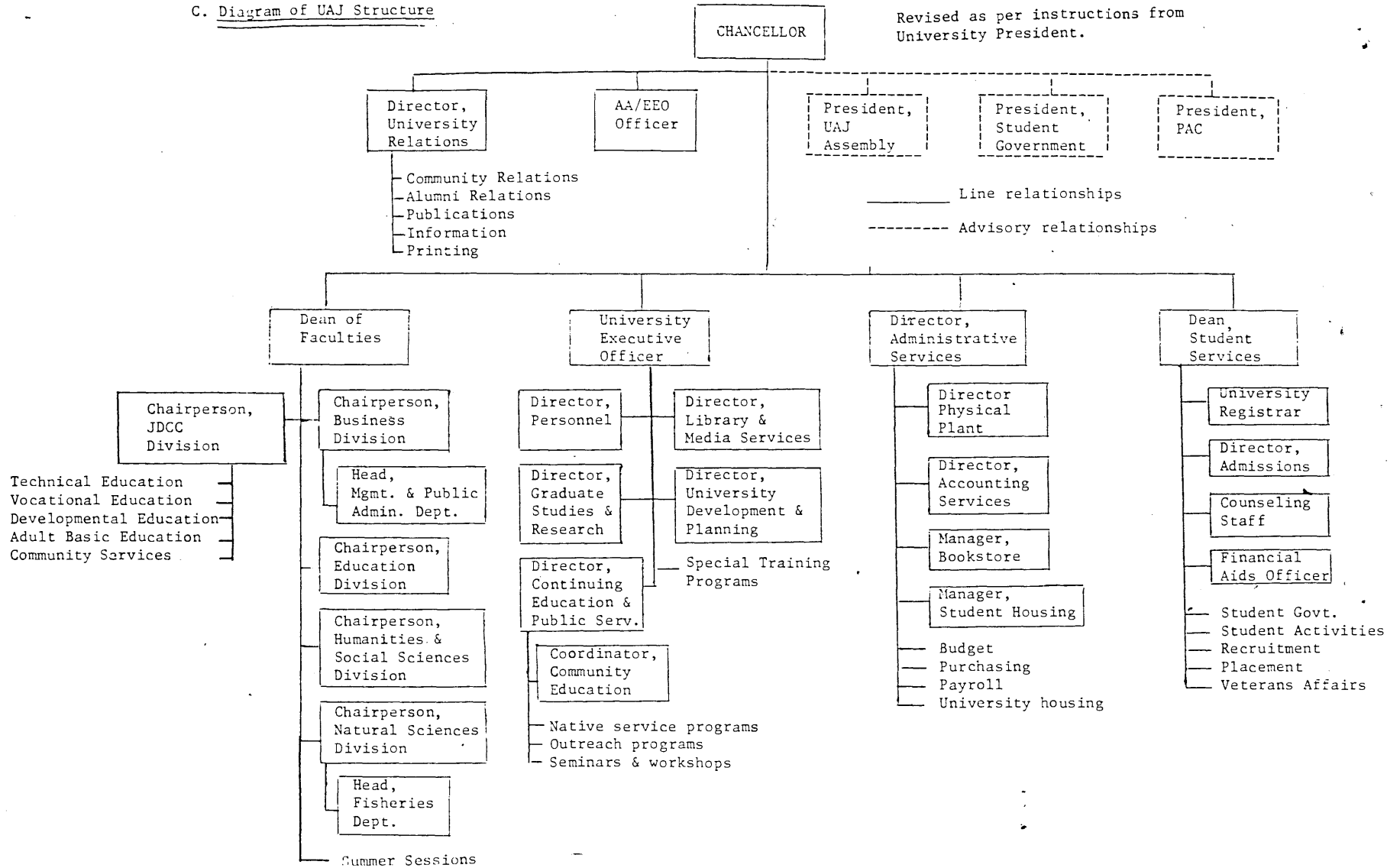


Figure 55. Jan. 1980 Plan Implementing 6 Nov. 1979 Merger Decision by Board of Regents (353)

UAJ: Revised Administrative Structure (5/1980)

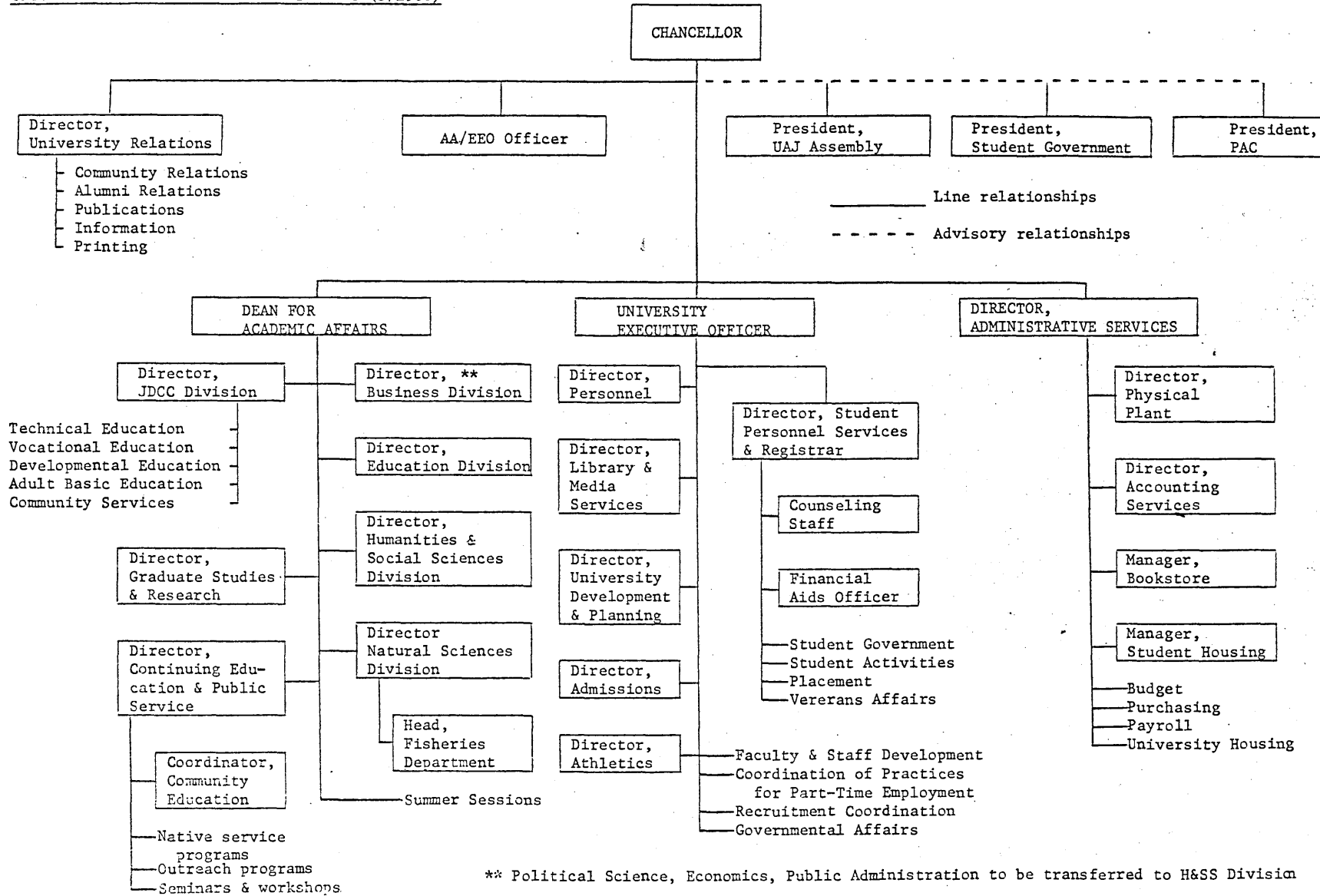


Figure 56. "UAJ: Revised Structure (5/1980)" (354)

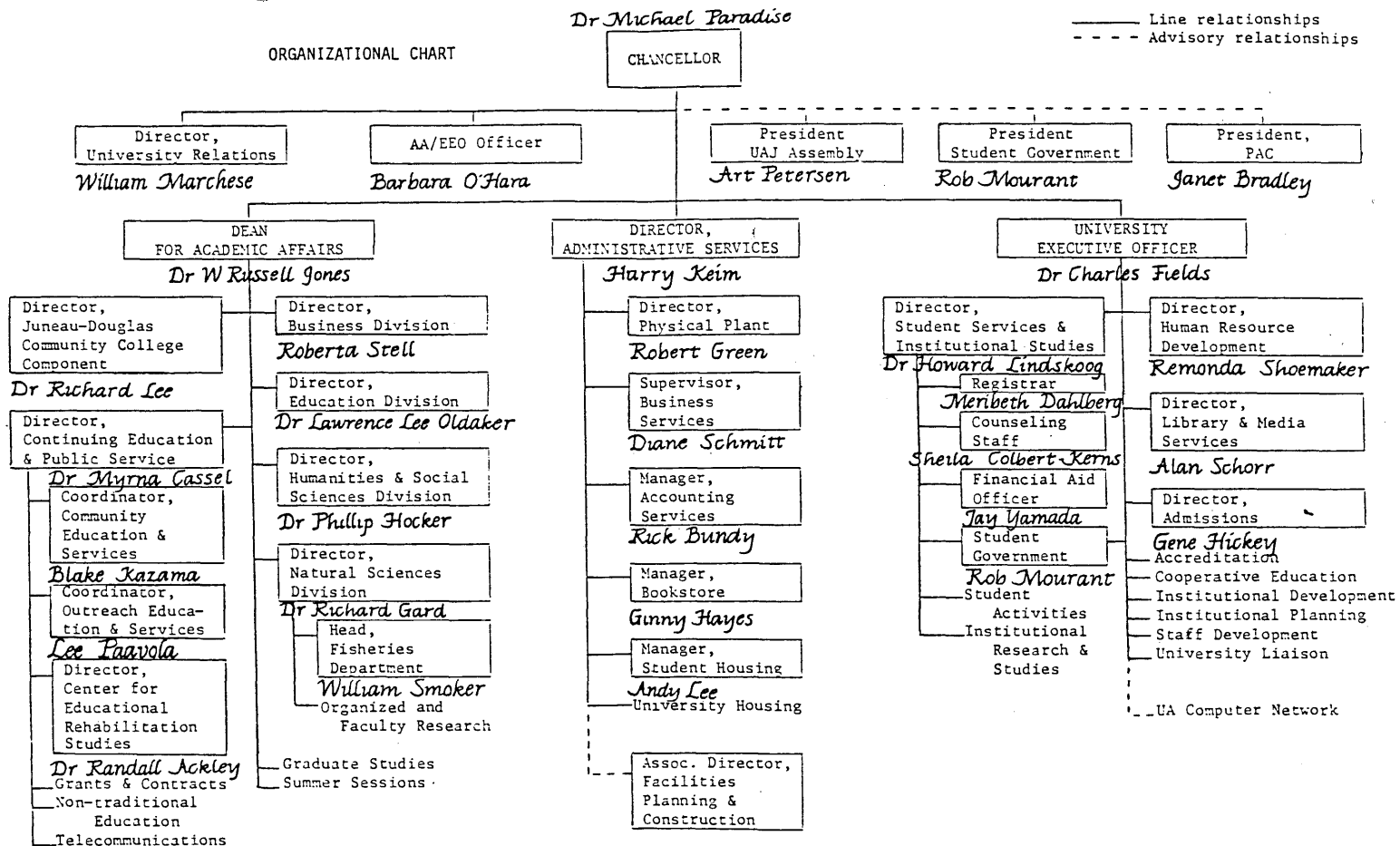
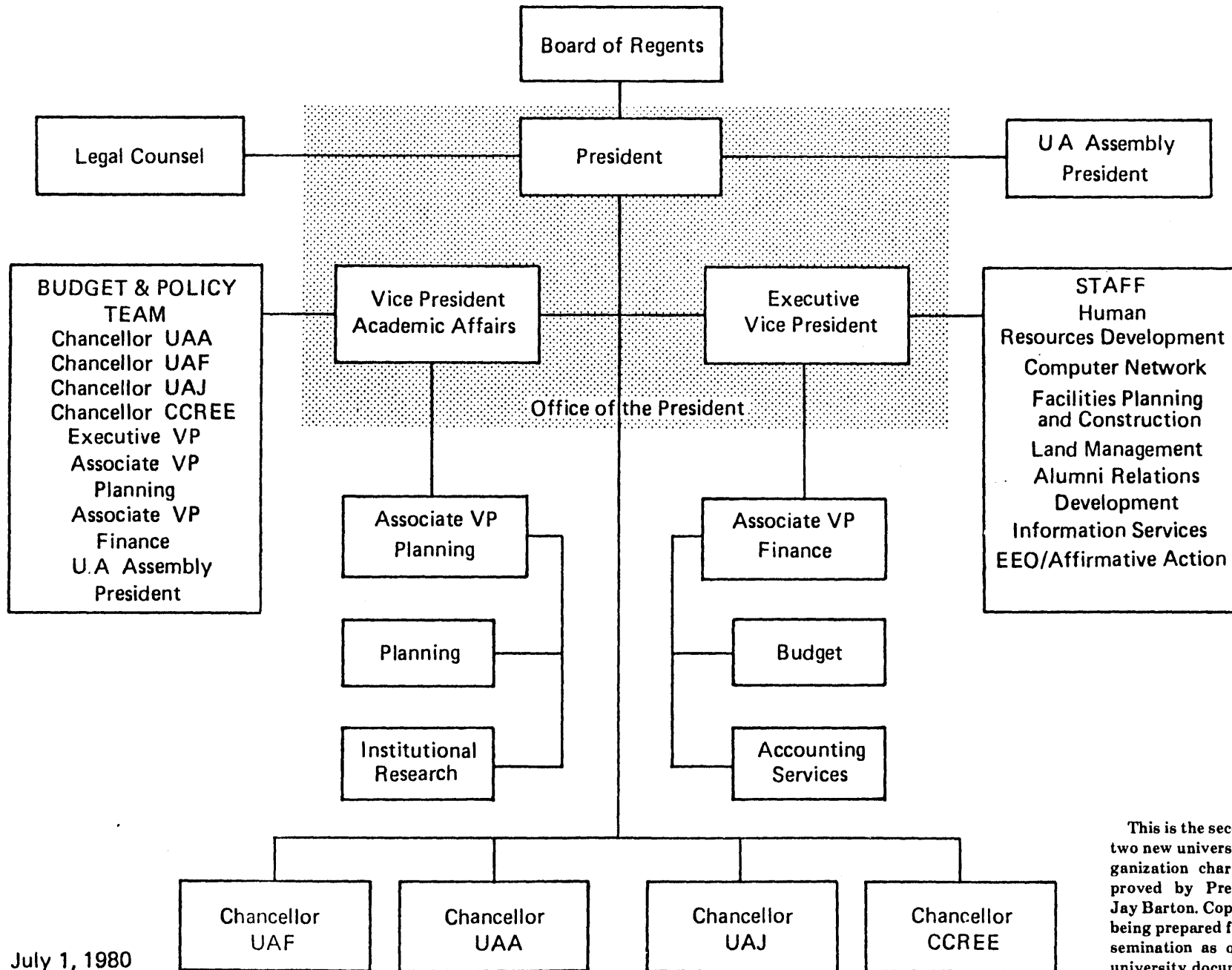


Figure 57. JDCC and SESC Merged, 1 July 1980 (188)

UNIVERSITY OF ALASKA

STATEWIDE ADMINISTRATION



July 1, 1980

This is the second of two new university organization charts approved by President Jay Barton. Copies are being prepared for dissemination as official university documents.

Figure 58. "Statewide Administration," 1 July 1980 (198)

CHAPTER EIGHT

Epilogue: 1984

In the ensuing years UAJ continued the inclination to reorganize and expand. The legislature continued to propose bills separating the community colleges from the University. The ACCFT continued litigation over the merger. And, studies continued to be made, but little really changed except a few names (see Figure 59) (162, 68, 175, 319, 10, 50).

On May 21, 1981 the State Superior Court granted the University ninety days in which to correct any problems regarding their 1979 merger decision. The University then held another hearing on July 30, 1981. After several hours of testimony, the Board reaffirmed their 1979 decision. The court then found in favor of the University and the union appealed. Next, "reorganization" became "consolidation" as committees attempted to "create a structure similar to UAF and UAA." Calling it "consolidation" did not change people's attitudes towards yet another reorganization, so it was modified to a "renaming of divisions" (see Figure 60) (202, 162, 300, 357).

Restructuring concentrated on the organization of participatory management rather than the administrative system. Developing a Faculty Senate proved no less contention-filled than any previous reorganization. One exasperated faculty

member, upon receiving a chart displaying the UAJ communications network (see Figure 61), included his own interpretation (see Figure 62). By July, 1982 the new University structure had begun to solidify (see Figure 63), changed slightly after the new Vice Chancellor for Academic Affairs arrived (see Figure 64), and changed slightly again (see Figures 65-67) in time for the July 1983 accreditation self-study. Accreditation was finally awarded to UAJ in December 1983 (365, 358, 359, 399, 360, 144, 362, 176).

JDCC's history has been a stormy one from its beginning in 1956, through the spin-off of Project Careers in 1972, to the multitudinous, strife-torn reorganizations of the late 1970's and, finally, its absorption by UAJ. The 1983 self-study explained JDCC's current status: "JDCC is not a complete community college but is the industrial education component of UAJ." Whether or not JDCC will remain that way is again open to question. On February 3, 1984 the Supreme Court of Alaska, on appeal by the ACCFT, reversed the Superior Court decision on the Board of Regent's 1979 merger meeting. The case was remanded to the lower court for a determination of whether or not that 1979 meeting violated Alaska's Open Meeting laws (AS 44.62.310). The Anchorage Superior Court now has some very difficult decisions to make in the event it finds the original meeting was in violation. In each decision the court must not only weigh the legal

right but also the impact of any remedy on the public welfare. Under several alternatives the current organization structure--or something similar to it--would probably remain. One decision may void the merger: that of finding the University in violation which has not and can not be remedied by reconsideration. But, if the University can show that "the damage to the public good" caused by voiding the merger and reestablishing JDCC as a community college "outweighs the benefits" from doing so, then the merger will probably stand and JDCC remain absorbed by UAJ (176, 202).

JDCC started as an unstructured "collection of people who like to teach" and ended structured out of existence. In between were the years of expansion without organization, then the first tentative distinctions between disciplines and establishment of the Business Division, the Vocational Education Division, and the Adult Learning Center. Next came the Southeastern Region, the 1974 reorganization, Senior College and support course expansion, legislative attempts at separating community colleges from the University, the Governor's Management and Efficiency Review Committee's Recommendation 356, the 1976-77 Merger Committee, the 1977 removal of community colleges from regional control and JDCC's 1978 return (after several more merger committees and reports), and, finally, the 1979 decision, 1980 implementation, and 1981 reaffirmation merging JDCC with UAJ.

Thus the chronology of changes in JDCC organization structure is complete, for now. What will happen next is unknown. But, based on past experience, reorganization is a distinct possibility.

Although investigation and interpretation of causes and effects were not to be a part of this paper, the nucleus for such research is here. Hopefully, some future worker, more removed from the events discussed, may make use of it. Pending that event, this compilation should be of help to present University administrators both in their normal functioning and if they again consider using reorganization as a solution.

The material presented illustrates many of the problems common to a variety of small colleges and universities throughout the United States. Articulation, unionization, legislative action, financial difficulties, and, of course, the structure of academic functions can generate problems to plague the best of schools. Seeing the way JDCC reorganized each time will help others as they face similar difficulties.

Although in-depth studies have been made on the causes and results of single reorganizations, this general area could still benefit from more study. Undoubtedly JDCC is not unique in its multitude of structural changes. An interdisciplinary approach including historical, political,

administrative, and educational interpretations of a series of reorganizations, in this or another small college, would be a useful addition to the body of knowledge in each of the disciplines involved.

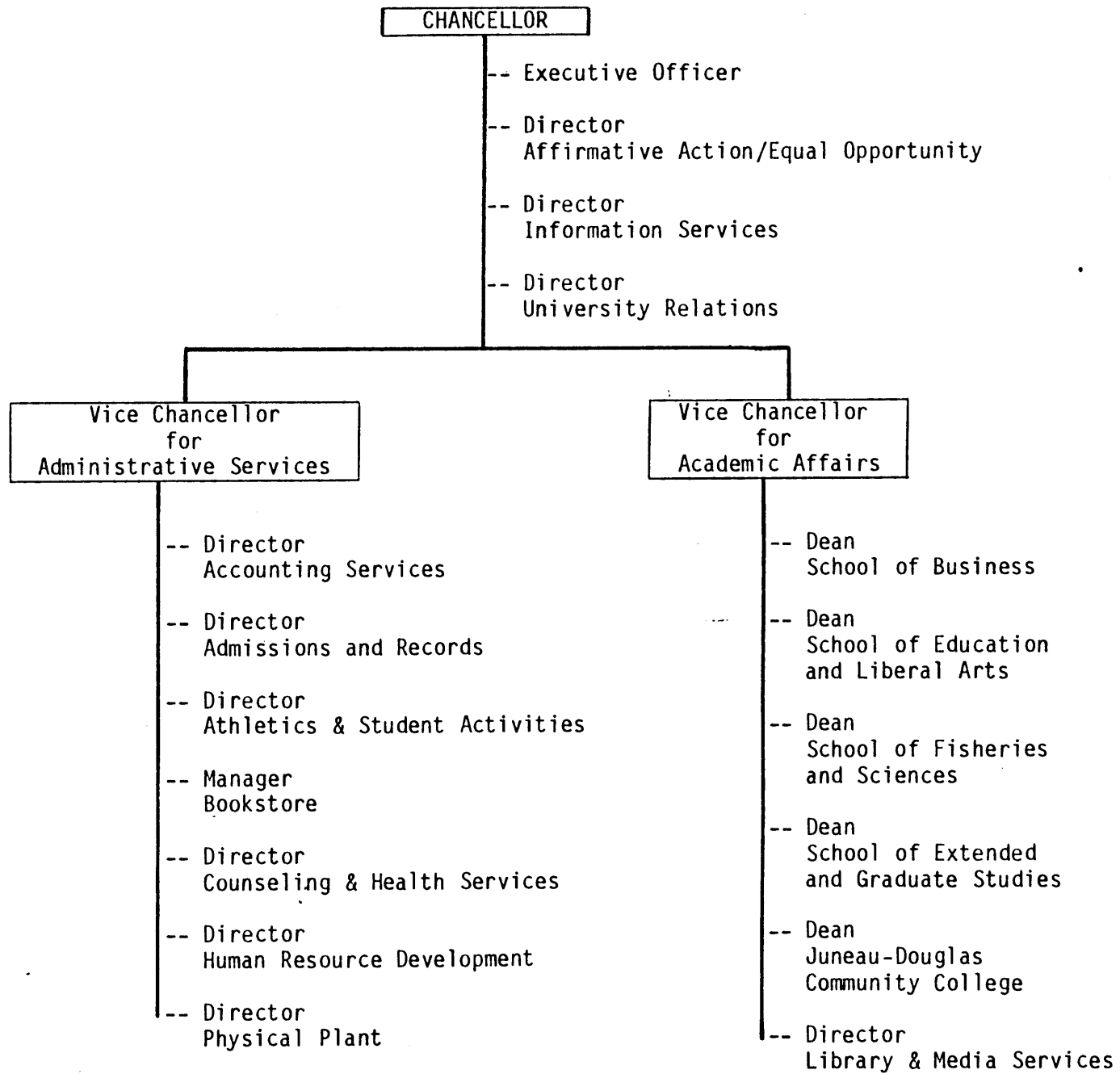


Figure 59. UAJ Organization, 1981-82 (68)

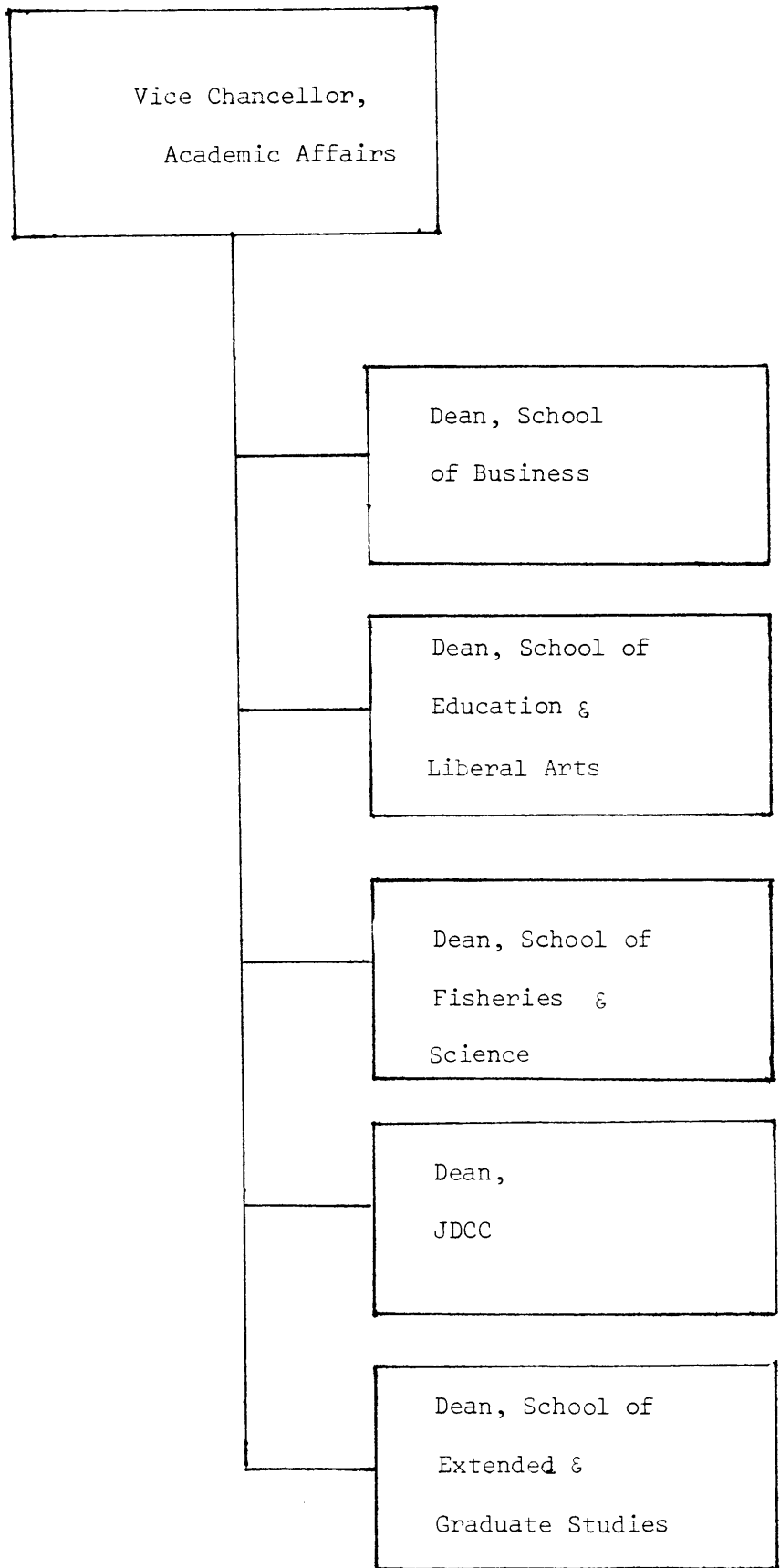


Figure 60. Renamed Divisions 2 Dec. 1981 (357)

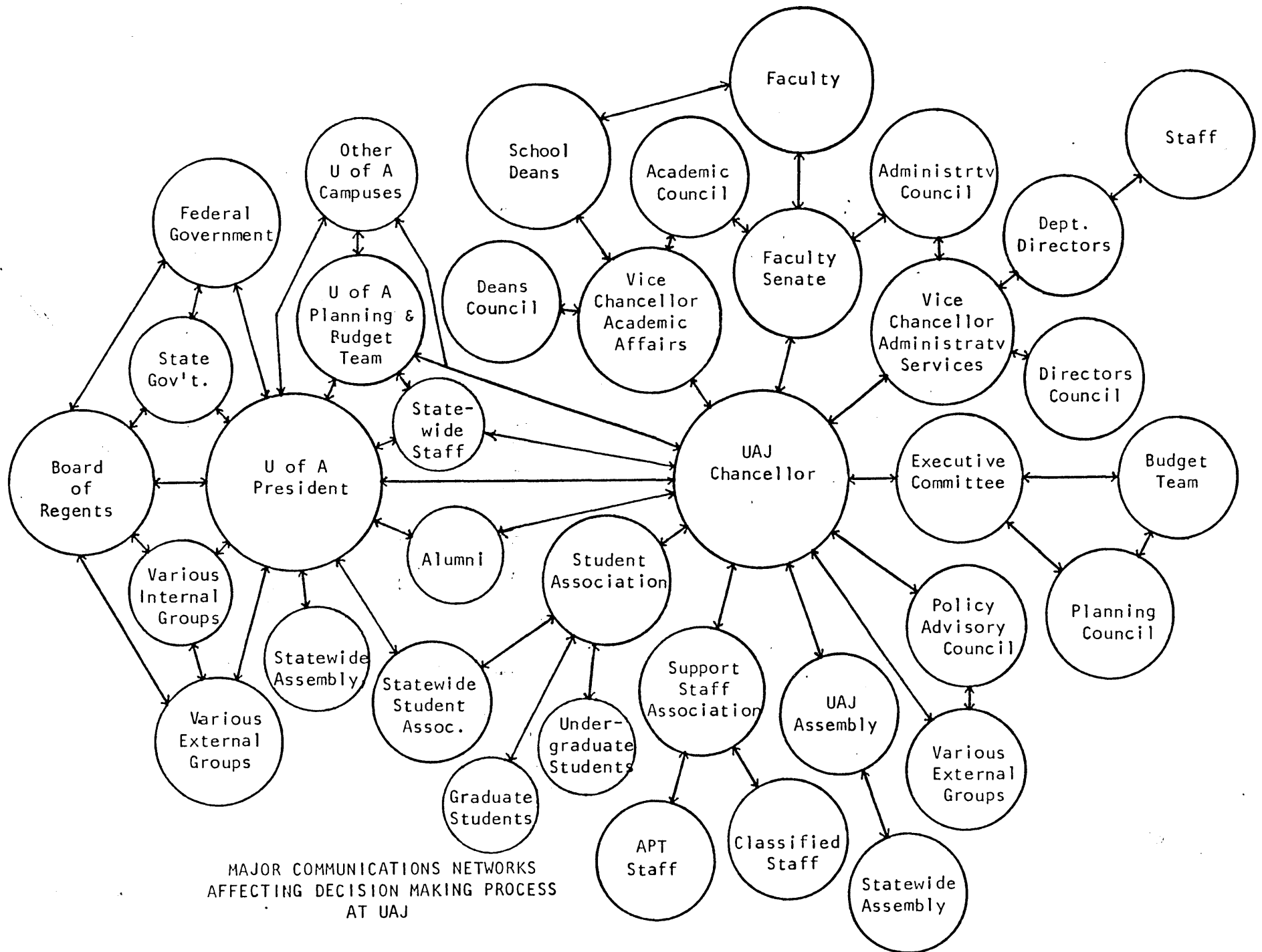


Figure 61. UAJ's Decision-making Process, 21 June 1982 (359)

UNIVERSITY ORGANIZATIONAL CHART

(for this week)

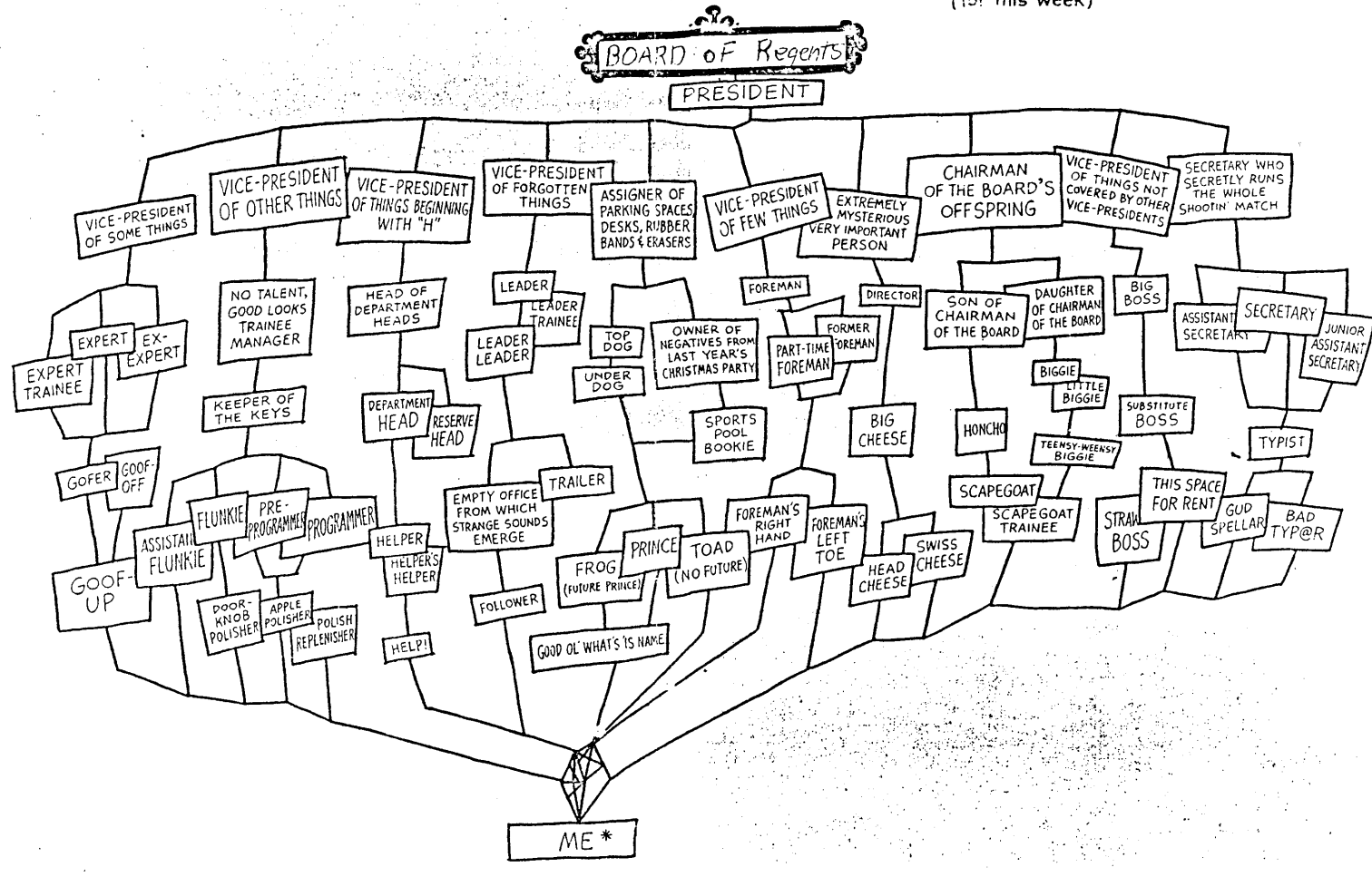
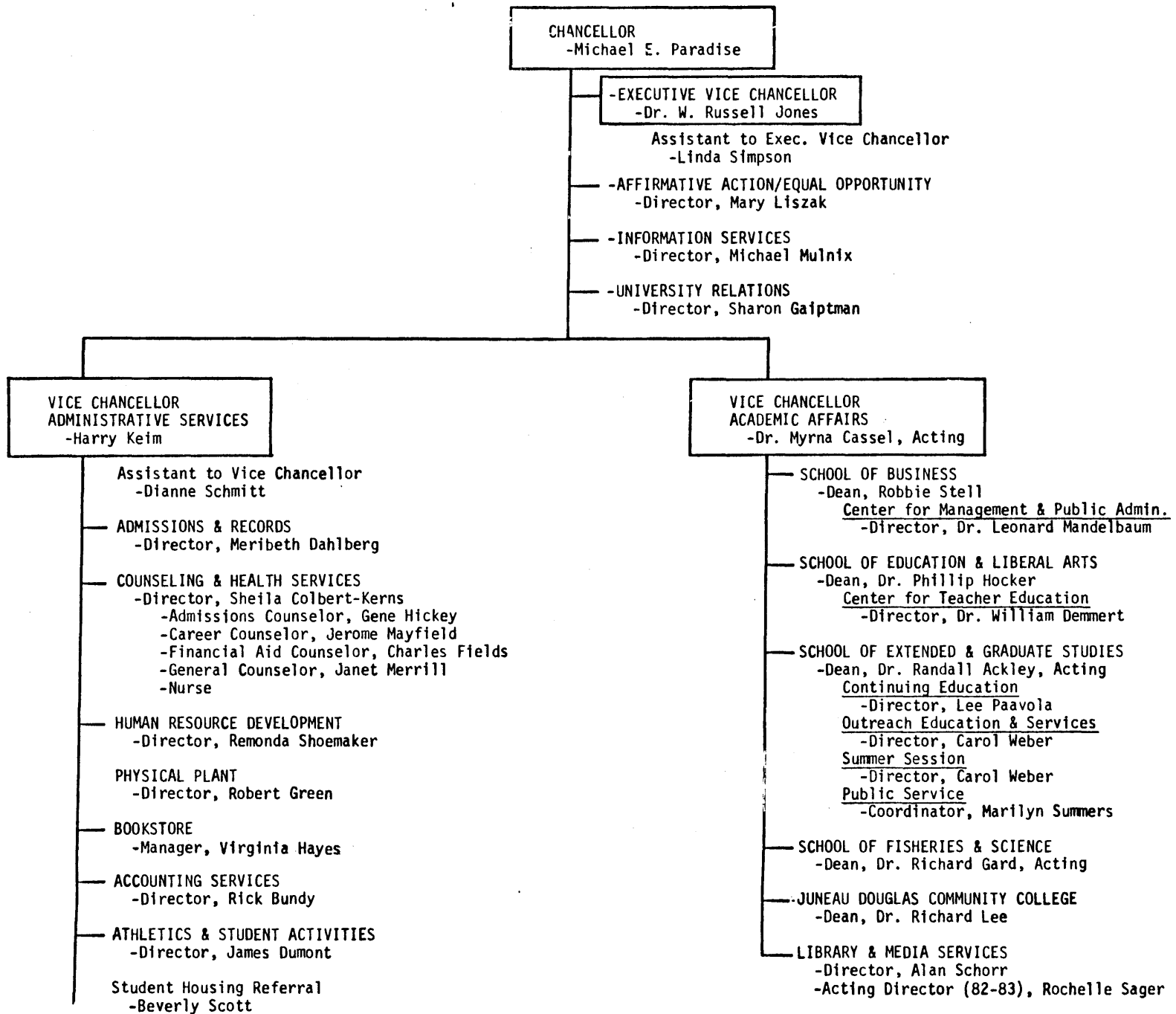
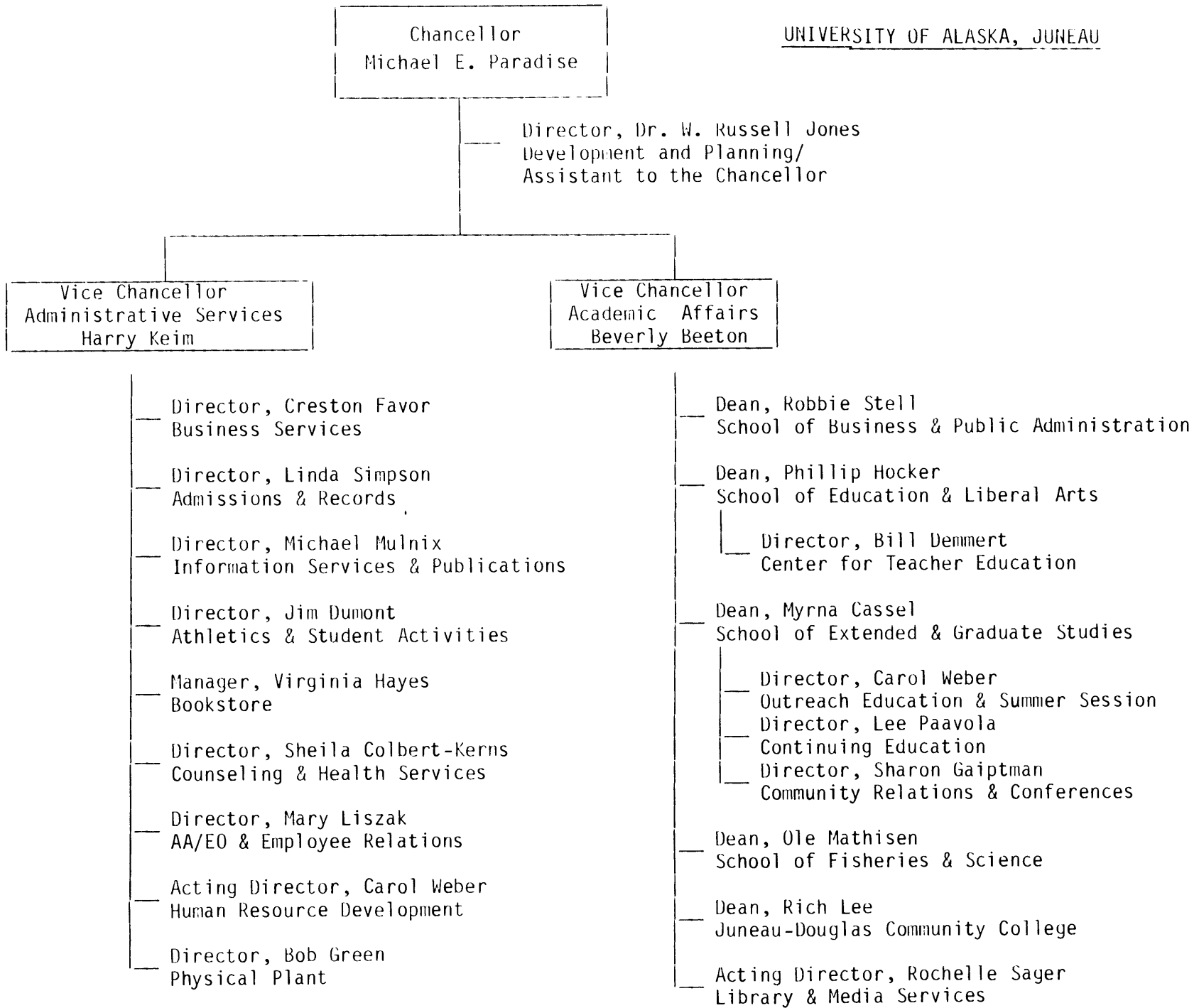


Figure 62. Recipient's Reaction, June 1982 (399)

UNIVERSITY OF ALASKA, JUNEAU



8/82 Figure 63. "University of Alaska, Juneau" Organization Chart, Aug. 1982 (144)



April 29, 1983 Figure 64. Personnel Reassignments, 29 April 1983 (362)

Figure 8.1. University of Alaska Statewide Administration

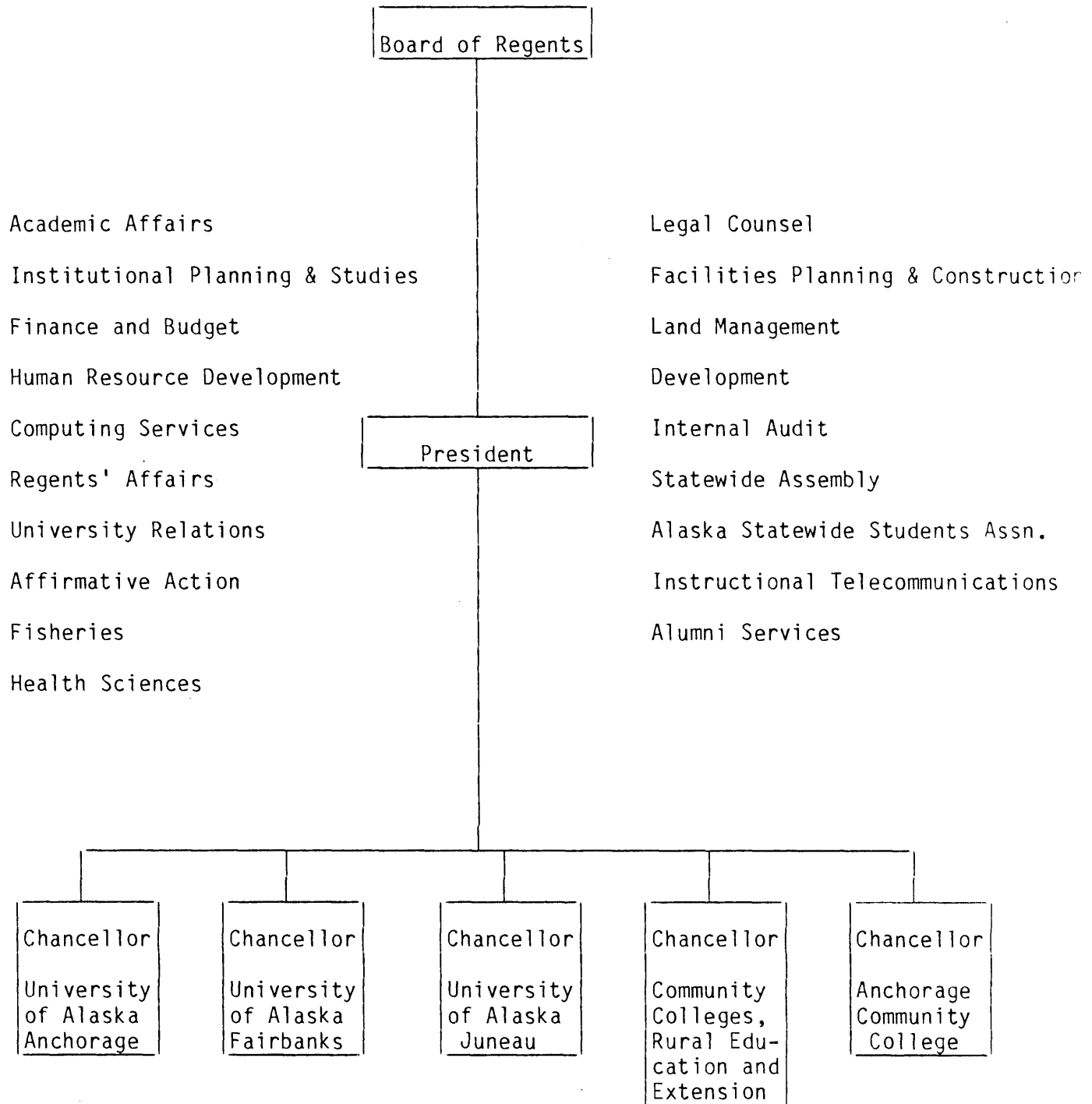


Figure 65. "University of Alaska Statewide Administration," July 1983 (176)

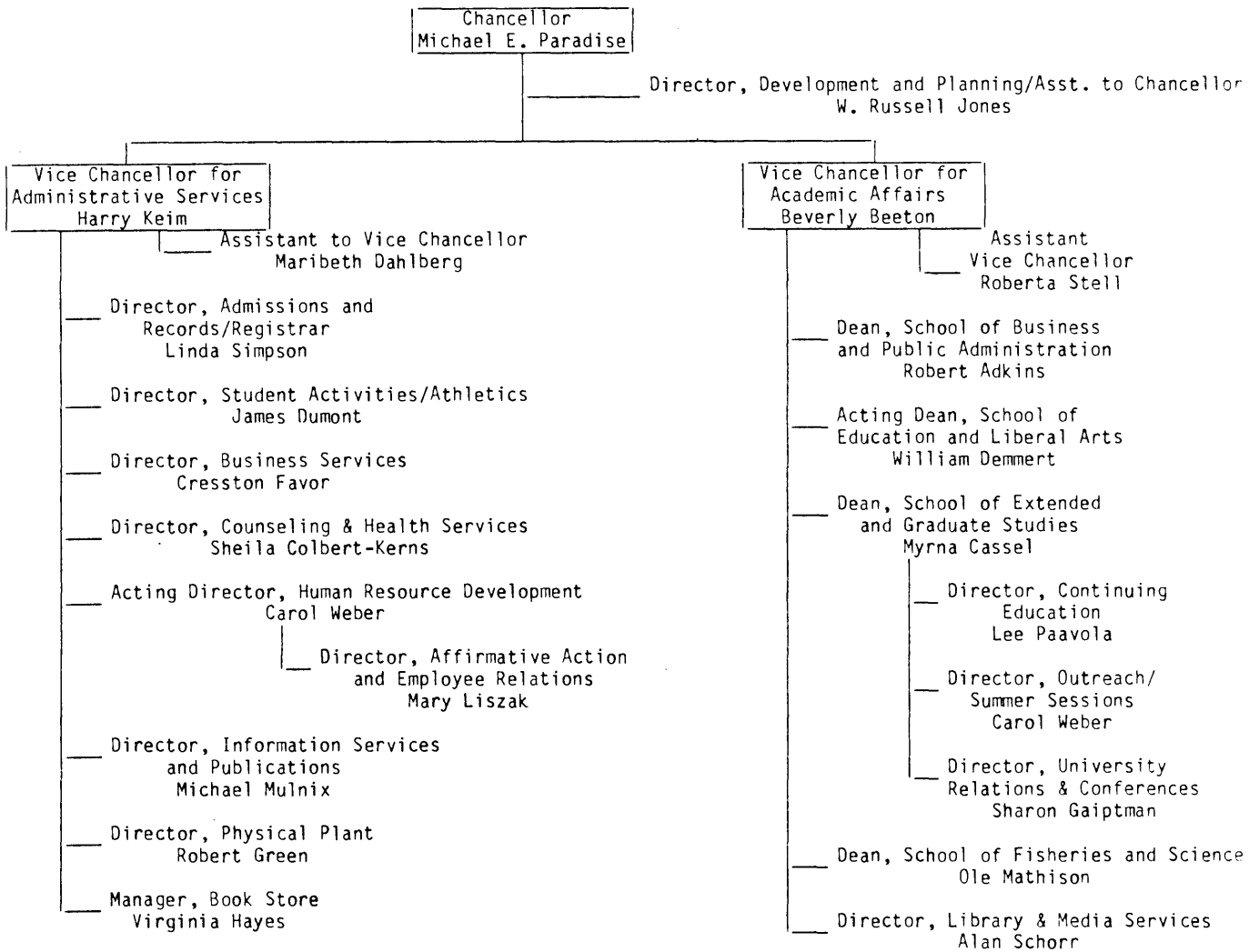
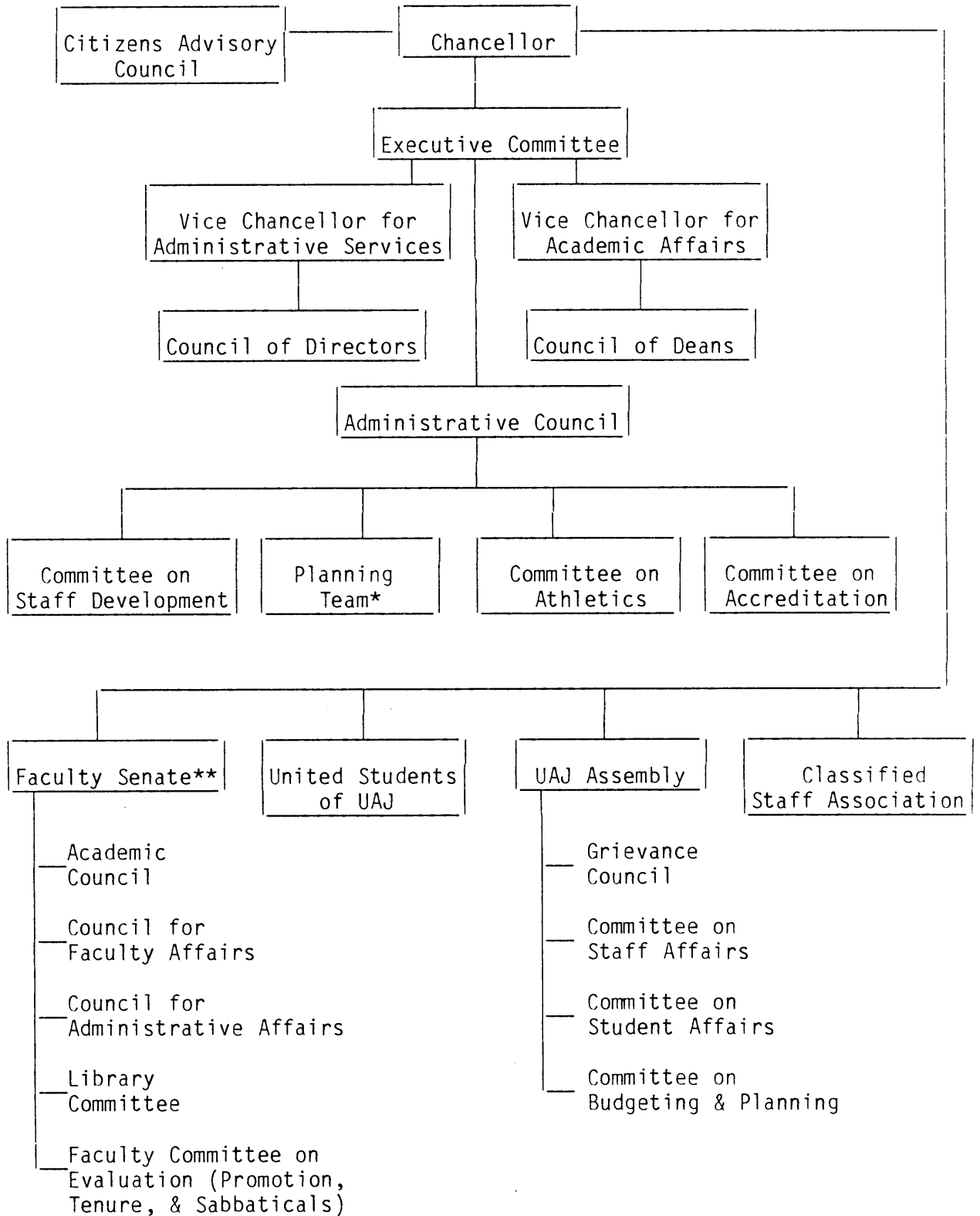


Figure 66. "University of Alaska, Juneau Organizational Chart," July 1983 (176)

Figure 8.3. University of Alaska, Juneau Committee Structure 171



* Subcommittees of the Planning Team include Academic Master Plan, Budget and Finance, Campus Facilities & Land Use, Space Utilization & Renovation, and Student Housing.

** The Faculty Senate is chartered under the UAJ Assembly Constitution.

Figure 67. "University of Alaska, Juneau Committee Structure" July 1983 (176)

Glossary

Reprinted from memorandum of M. E. Paradise to members of the committee on UAJ organizational structure, 21 November 1979 (350).

1. Department in an academic institution is likely to mean a segment of the organizational structure which contains a single discipline (e.g., Department of Mathematics).
2. Division is used to include more than one discipline (e.g., Division of Science--which could include mathematics, physics, chemistry, biology, earth sciences, etc.).
3. College is used (other than to denote a total institution) for a grouping of disciplines or for a professional field (e.g., College of Arts and Sciences, College of Law).
4. School is used almost synonymously as or interchangeably with "college."

Note A: "college" and "school" are normally used in large higher education institutions. A "college" or "school" is divided then into "departments." The "division" is usually found in small colleges helping to bunch together several disciplines and lowering the need for proliferation of administrators. Divisions may or may not contain departments (as administrative units).

5. Chancellor and president are used interchangeably in the higher education institutions. Usually in large multicampus universities the chief administrative officer of the total university is called "president," while the chief executives of the individual campuses are called "chancellors." However in a good number of universities the titles are reversed (e.g., State University of New York, Arkansas State University, etc.).
6. Provost is a title denoting the head of an individual campus in a multicampus structure (usually a college as opposed to a university), or the second in command of an

institution, or the head of "college" or "school," or chief operational officer (in the place of "executive officer"), or chief academic officer.

7. Rector is not usually used in this country, but it is an interchangeable term with chancellor, provost, and even president.

Note B: It follows that the title vice chancellor denotes an official immediately below the chancellor's level. Vice chancellors usually come "for" academic affairs, administration, business, finances (or business and finances), student affairs, or for specific academic areas as "for Agriculture and Natural Resources."

8. Dean's use is worse than provost's. It is used in so many ways that actually has become almost a household word (e.g., "dean of the secretarial staff in XY city," meaning the longest employed secretary in that city). In the academic community it is used to denote the head of a campus in a multicampus institution, the head of a "college" or "school" (e.g., Dean of the Medical School, Dean of the College of Business), the chief officer of a branch of the main administrative structure of a college (e.g., dean of faculty, dean of administration, dean of academic affairs, dean of students, etc.), the chief operational officer of a college and second in command (e.g., "dean of the college").
9. Director is probably the most ambiguous term used in academe. It could mean dean (any type of dean), head of a division, head of an academic department, manager of an administrative unit (e.g., director of business affairs, director of data processing), a line officer, a staff officer, a very high ranking officer, as well as a one-person unit officer.
10. Manager is usually used to denote the heads of instructional divisions or departments.

Note C: Manager in higher education is almost exclusively used by technical/vocational schools. Director, denoting the head of an academic unit, is generally used by community colleges.

11. The chief executive officer of an academic department or division is normally called head or chairman (chairperson, chair).
12. Director, University Relations. The public relations, publications and information officer.
13. AA/EEO Officer. The Affirmative Action and Equal Employment Opportunity officer.
14. Director, University Development. The person in charge of developing avenues to receive funds from sources other than the state (e.g., federal government, foundations, wealthy citizens, estates, business, organizations, special scholarships, etc.).
15. Director, Business Affairs. The officer in charge of budgeting, purchasing, accounting, and payroll.
16. The terms vice chancellor, executive officer and dean are used interchangeably. However, executive officer denotes a person whose duties would be operational in mainly non-academic and non-student service areas.
17. Student Resources Officer is a term used to denote a staff member who will be a facilitator for increasing the numbers of students on campus.
18. Director of Physical Plant supervises the maintenance and development of buildings and grounds.
19. Continuing Education, Community Service, Public Services, Community Education are basically used interchangeably. They denote the instruction (formal and informal), services and facilitation of events and occurrences which are not normally offered to the public by other segments of UAJ.
20. The term Humanities includes art, music, drama and literature. (Here, it is extended to include languages.)
21. The term sciences covers both natural sciences (including mathematics) and social sciences (including philosophy and logic).

Bibliography

A somewhat unusual organization is used in this bibliography. Because many of the sources contain, at best, incomplete bibliographic data; because library systems and cataloging practices vary; and because agency names change with sometimes confusing frequency, the following conventions apply:

1. The bibliography is divided into three sections, "State of Alaska," "University of Alaska," and "Other Materials." This last section includes not only corporate and individual authors and unattributable works, but also correspondence by University and governmental employees.
2. Within the State of Alaska section, Commissions, Departments and independent agencies are alphabetized separately. Within the University, they are all combined except the Board of Regents. Documents issued by a subsidiary agency are alphabetized by item title under the current name of the parent agency. Thus JDCC items are mingled with those of UASE, SESC, UAJ, etc. For ease of review, official University correspondence is shown only in the "Other Materials" section, by author. Where a report is commonly identified by its contractual author rather than the agency which appears

in the document, the contractual author is also included in "Other Materials." In a few instances where titles of annual reports have changed only slightly over the years (such as JDCC catalogs) strict alphabetizing has given way to a chronological sequence.

3. Because letters and memoranda are often untitled, items in the "Other Materials" section are organized chronologically within each author.

4. Location and call number (if cataloged) are listed for each bibliographic item. All holding agencies are in Juneau, Alaska, unless otherwise noted. The following library abbreviations have been used:

ASL	Alaska State Library, Juneau, Alaska.
ASL HIST	Alaska State Historical Library, Juneau, Alaska.
EER	Elmer E. Rasmuson Library, University of Alaska, Fairbanks, Alaska.
EER Archives	Elmer E. Rasmuson Library Archives, University of Alaska, Fairbanks, Alaska.
UAJ	University of Alaska, Juneau Library, Juneau, Alaska.
UAJ Archives	University of Alaska, Juneau Library Archives, Juneau, Alaska.

Territory/State of Alaska
Documents and Publications

1. Alaska Commission on Postsecondary Education. Alaskan Postsecondary Educational Concerns; a report to the Governor and the 1977 Legislature. Juneau: 1977. [UAJ LB2341.6.A4.A43]
2. ----- . Annual Report. 1978. [UAJ LA234.A63 1973]
3. ----- . Bylaws and Personnel Regulations. Juneau: [1975?]. [ASL HIST LA234.A634]
4. ----- . Directory of Postsecondary Institutions in Alaska 1976-77. Juneau: n.d. [UAJ LB2341.6.A4.A43]
5. ----- . "A Discussion of Issues and Guides for Conducting Postsecondary Educational Planning in Alaska." Draft plan submitted by staff April 14, 1978. [UAJ Archives]
6. ----- . Minutes of the Alaska Commission on Postsecondary Education; Second Meeting, July 10 and 11, 1975 Alaska. In folder Alaska Commission on Post Secondary Education Minutes. [ASL HIST LC175.A4.M5 v.f.]
7. ----- . 1982-83 Directory of Postsecondary Educational Institutions in Alaska. Juneau: n.d. [UAJ Ref L903.A4.D5 1982-83]
8. ----- . A Plan for the Growth and Development of Postsecondary Educational Opportunities in Alaska. 1978. [ASL HIST LA234.A65]
9. ----- . Policy Positions and Recommendations 1980-1985. [ASL HIST ALASKA LC175.A4.A43 ADOC DOL]
10. ----- . Policy Positions and Recommendations 1980-1885, Addend. June 1983. [ASL ADOC LC175.AR.A43 Adden.]
11. ----- . Public Community Colleges in Alaska: A Report of Public Hearings. [Feb. 1977]. [UAJ LB2341.6.A.A43]

12. ----- . Statutes and Regulations for Operating a Postsecondary Educational Institution. 1977. [ASL HIST KFA1596.ZA.A44]
13. Alaska Department of Education. The Alaska Annual State Plan for Vocational Education for Fiscal Year 1980. Juneau: [1979]. [ASL HIST LC1046.A4.A45]
14. ----- . Annual Report 1969-70. Juneau: 1970. [UAJ L118.B267 1969-70]
15. ----- . Charts of Organization. 1963, 1966. [ASL HIST 370.A11c v.f.]
16. ----- . "Community Education Grants--UASE". Folder. Alaska Department of Education Records Center holdings, box 3J73. [Alaska State Archives and Records Center, Juneau, Alaska]
17. ----- . An Introduction to the Alaska Department of Education and the information on people, government, history, geography. Juneau: 1969. [ASL HIST 379. A11a 1969]
18. ----- . News Releases. 1965-1968. [ASL HIST 370. A11p v.f.]
19. ----- . News Releases. 1969-1983. [ASL HIST 379. 05.A11n]
20. ----- . A Planning Statement: Vocational Education Opportunities for Alaskans. Juneau: [1971]. [ASL HIST 371.425.A11p 1971]
21. ----- . Report of the Commissioner of Education, School Biennium Ended June 30, 1956. [ASL HIST L118. B266]
22. ----- . Report of the Commissioner of Education; School Biennium Ended June 30, 1958. [ASL HIST L118. B266]
23. ----- . Vocational Education Accountability Report; '78. 1978. [ASL ADOC LC1046.A4.V65 1978]
24. [Alaska Governor's Office]. Governor's Management and Efficiency Review. May 1976. [EER ALASKA JK9538. 1976.G68 1967 c.2]

25. Alaska Legislature. Subcommittee on Higher Education. Letter to Honorable Robert H. Ziegler, Sr. 1 Feb. 1972. [Legislative Affairs Reference Library]
26. ----- . Legislative Affairs Agency. Alaska State Legislature House Bill Histories. 1975-1983. [Legislative Affairs Reference Library]
27. ----- . Legislative Affairs Agency. Alaska State Legislature Senate Bill Histories. 1975-1983. [Legislative Affairs Reference Library]
28. ----- . Alaska Legislative Council. Alaska Statutes. 1962-1983. [Legislative Affairs Reference Library]
29. ----- . Legislative Budget and Audit Committee. Division of Legislative Audit. "Audit Report; Department of Education, Division of Vocational Education, July 1, 1970-June 30, 1971." In Annual Report, 1972, Vol. II, 1972. [Division of Legislative Audit]
30. ----- . Division of Legislative Audit. Audit Report of the Department of Education, Division of Vocational Education, July 1, 1970-June 30, 1971. n.d. [ASL HIST storage]
31. ----- . Legislative Budget and Audit Committee. Audit Reports 1964-65, Vol. 5, 1965. [Division of Legislative Audit]
32. ----- . Legislative Budget and Audit Committee. Audit Reports, 1967, Vol. III, 1967. [Division of Legislative Audit]
33. ----- . Legislative Budget and Audit Committee. Audit Reports, 1977, Vol. 1, 1977. [Division of Legislative Audit]
34. ----- . Community College Interim Committee. Community Colleges: A Report to the Twelfth Alaska State Legislature. 3 Vols. Juneau: Feb. 1981. [ASL ALASKA LB2328.A45 ADOC]
35. ----- . A Comparative Review of Expenditures, Enrollment and Graduation Rates at the University of Alaska During the 1970's. Juneau: May 1980. [Legislative Affairs Reference Library]

36. ----- . Alaska Legislative Council. "Executive Branch, Alaska--Organization and Functions." Charts. Juneau: 1959. [ASL HIST 353.91.A11c v.f.]
37. ----- . House Journals, Alaska State (Territorial) Legislature. Juneau: 1929-1983. [Legislative Affairs Reference Library]
38. ----- . Alaska Legislative Council. Legislative Reporting Service. 1959-1983. [Legislative Affairs Reference Library]
39. ----- . Legislative Affairs Agency. "Microfilm Collection of Bills and Resolutions, 1959-1978." 54 rolls. [Legislative Affairs Reference Library]
40. ----- . House HWE Committee. Public Hearing; Proposed Higher Education Legislation, March 10 and 11, 1972. Anchorage: 1972. [Legislative Affairs Reference Library]
41. ----- . Senate Journals, Alaska State (Territorial) Legislature. Juneau: 1957-1983. [Legislative Affairs Reference Library]
42. ----- . Session Laws of Alaska. Juneau: 1953-1983. [Legislative Affairs Reference Library]
43. ----- . Division of Legislative Audit. "Special Report--Community College Teachers Strike." Juneau: [c1977]. [Missing from ASL HIST 351.7232.A11s]
44. ----- . Division of Legislative Audit. A Special Review of Enrollment Data, University of Alaska, July 1, 1971-June 30, 1977. Juneau: 15 Nov. 1977. [Division of Legislative Audit]
45. ----- . A Special Review of the Department of Education Community Schools Program July 1, 1978-June 30, 1979. n.d. [ASL HIST storage]
46. ----- . Alaska Legislative Council. Summary of Alaska Legislation. 1959-1966. [Legislative Affairs Reference Library]
47. ----- . Legislative Affairs Agency. Summary of Alaska Legislation. 1967-1983. [Legislative Affairs Reference Library]

48. ----- . Legislative Budget and Audit Committee. "A Survey of the University of Alaska Integrated Business Information System; Aaron Rosenthal Report; External Auditors Management Report." In Legislative Budget and Audit Committee. Audit Reports, 1977, Vol. 1, 1977. [Division of Legislative Audit]
49. ----- . Legislative Budget and Audit Committee. "Systems Compliance Review of the University of Alaska, June 1, 1977-November 30, 1978." Juneau: 1979. [Division of Legislative Audit]
50. ----- . House Research Agency. The University of Alaska: An Overview of Programs and Expenditures. House Research Agency Report 80-6. Juneau: 1981. [UAJ Ref LD91.A485k.D46]
51. ----- . "University of Alaska Constitutional Authority of the Board of Regents." Folder in Legislative Reference Library. Juneau: March 1979. [Legislative Affairs Reference Library]
52. ----- . Alaska Legislative Council. "A Workbook on the School Law Study." Juneau: Oct. 1957. [Legislative Affairs Reference Library]
53. Alaska State Board of Education. Alaska State Board of Education Policies. [c1980]. [ASL ADOC LC90.A4.A323]
54. ----- . A Foundation for Alaska's Public Schools; Report of a Survey. Juneau: 1961. [UAJ LA234.L5]
55. ----- . Minutes of the Territorial Board of Education Territorial Board of Vocational Education, and the Territorial Teacher's Retirement Board. Fourteenth Regular Session, February 14-25, Inclusive. Juneau: 1955. [ASL ADOC L118.A4]
56. ----- . What's it all About? Juneau: 1974. [ASL HIST 379.152.A11w v.f.]

University of Alaska
Documents and Publications

57. Board of Regents. An Addendum to a Report to the Legislature. 1977-1978. [ASL ADOC LD91.A483.A43 1977-78 Addendum]
58. ----- . "Agenda, Board of Regents, Educational Policy and Program Committee." 15 May 1978. [EER Archives, President's Papers]
59. ----- . "Agenda, Board of Regents Meeting July 30, 1981." Packet of materials. 1981. [UAJ Storage]
60. ----- . A Basis in Law. n.d. [ASL HIST 378.1011. A11b]
61. ----- . "Compiled Policies of the Board of Regents (October 1969-May 1978): internal working document." TS. 1978. [EER ALASKA LD91.A483.U5]
62. ----- . Meetings. "Minutes." Draft, Photocopy. 1977-80. [UAJ Archives]
63. ----- . Policies of the Board of Regents. [1969]. [UAJ LD91.A4831 1969]
64. ----- . A Report to the Legislature 1976-77. n.d. [UAJ LD91.A48311]
65. ----- . A Report to the Legislature 1977-78. n.d. [ASL ADOC LD91.A43.R43 1977-78]
66. ----- . A Report to the Legislature 1978-79. n.d. [ASL ADOC LD91.A483.R43 1978-79]
67. ----- . A Report to the Legislature 1979-80. n.d. [ASL ALASKA LD91.A483.R43 1979-80 ADOC]
68. ----- . A Report to the Legislature 1981-82. January 1983. [UAJ Information Office]
69. ----- . Educational Policy and Procedure Committee. "UAJ/JDCC Reorganization Proposals." TS. 26 April 1978. [EER Archives, President's Papers]
70. ----- , and Juneau-Douglas Independent School District. "Agreement." 16 July 1962. [EER Archives, President's Papers]

71. -----, and Juneau-Douglas School District. "Amendment No. 1 to Agreement Juneau-Douglas Community College." 22 May 1963. [EER Archives, President's Papers]
72. -----, Board of Education and Commission on Post-secondary Education. COPE Agreement. Juneau: 7 Dec. 1981. [UAJ Ready Reference]
73. University of Alaska. Juneau. Accreditation Progress Report; March 28, 1979. 1979. [UAJ LD91.A4915.J9521 1979]
74. ----- . Juneau. Accreditation Status Report III. 12 Oct. 1982. [UAJ Ready Reference]
75. ----- . "Administrative Organization--Proposed." 15 Sept. 1960. [EER Archives, President's Papers]
76. ----- . "Administrative Organization Plan." 5 Sept. 1961. [EER Archives, President's Papers]
77. ----- . "Administrative Organization Plan." Rev. 1 Aug. 1963. [EER Archives, President's Papers]
78. ----- . "Administrative Organization Plan." Rev. 1 Sept. 1964. [EER Archives, Academic V.P. Papers]
79. ----- . "Annual Report, Division of Statewide Services, July 1, 1961-June 30, 1962." n.d. [EER Archives, Academic V.P. Papers]
80. ----- . Internal Audit Department. "Audit Report No. 170; Work Papers, UAJ FY1979." 11 June 1979. [University of Alaska, Fairbanks Audit Department]
81. ----- . Office of Budget and Institutional Studies. "Budget Request Analysis-FY77." n.d. [ASL LD91.A4845.B83.V7 1977]
82. ----- . "Budget Request Analysis-FY78 Program Narrative & Budget Summary." Fairbanks: 1976. [ASL ADOC LD91.A4845.B83 1978]
83. ----- . "Budget Request, FY81." [c1979]. [UAJ Information Office]

84. ----- Juneau-Douglas Community College.
Catalog and Announcements 1957-58. Series 1, No. 1.
Juneau. [UAJ Archives]
85. ----- . ----- . Catalog and Announcements
1958-59. Series 1, No. 2. Juneau. [UAJ Archives]
86. ----- . ----- . Catalog and Announcements
1959-1960. Series 1, No. 3. Juneau. [UAJ Archives]
87. ----- . ----- . Catalog and Announcements
1960-61. Series 1, No. 4. Juneau. [UAJ Archives]
88. ----- . ----- . Catalog and Announcements
1961-62. Series 1, No. 5. Juneau. [UAJ Archives]
89. ----- . ----- . Catalog and Announcements
1962-63. Series 1, No. 6. Juneau. [UAJ Archives]
90. ----- . ----- . Catalog and Announcements
1963-64. Series 1, No. 7. Juneau. [UAJ Archives]
91. ----- . ----- . 1965-66 Catalog. Series 1,
No. 8. [UAJ Archives]
92. ----- . ----- . 1966-67 Catalog. Series 1,
No. 9. [UAJ Archives]
93. ----- . ----- . 1967-68 Catalog. Series 1,
No. 10. [UAJ Archives]
94. ----- . ----- . Catalog 1968-69. Series 1,
No. 11. [UAJ Archives]
95. ----- . ----- . Catalog 1969-1970. Series 2,
No. 1. [UAJ Archives]
96. ----- . ----- . Catalog 1970-1971. Series 2,
No. 1 [sic]. [UAJ Archives]
97. ----- . Catalog 1970-71. Fairbanks: 1970.
[UAJ Archives]
98. ----- . Catalog 1971-72. Fairbanks: 1971.
[UAJ Archives]
99. ----- . Southeastern Region. Catalog 1973-74.
[UAJ Archives]

100. ----- . Southeastern Region. Catalog Supplement 1974-75. [UAJ Archives]
101. ----- . "Community College Program Act of 1962; Capsule Interpretation of the Act." 21 May 1962. [EER Archives, President's Papers]
102. ----- . Division of Statewide Services. "Community College Resident Director's Meeting May 1, 1968." 1963. [EER Archives, Academic V.P. Papers]
103. ----- . Governor's Management and Efficiency Review Committee. "Completion Date. Final Report." Pre-printed form. 1 April 1977. [EER Archives, President's Papers]
104. ----- . Office of the President. "Concerning the proposed consolidation of public higher education in the Anchorage metropolitan area." 1964. [ASL HIST 378. A11c 1964]
105. ----- . "Conference on Organization of Off-Campus Instruction." 6 Aug. 1962. [EER Archives, President's Papers]
106. ----- . Continuing Education in Alaska. Fairbanks: University of Alaska, 1962. [UAJ LC5252. A4.A4]
107. ----- . "Description of the Program to be housed in the proposed Juneau-Douglas Community College Facility." March 1967. [EER Archives, President's Papers]
108. ----- . Southeast Region. Directory 1974-75. [c1975]. [ASL HIST LD91.A4828.S6]
109. ----- . Southeast. Dorothy H. Novatney Hall Dedication. Tuesday, 11 May 1976. [UAJ Archives]
110. ----- . Fairbanks. Education in Alaska; Clippings from major Alaskan Newspapers. Fairbanks: University of Alaska, 1976. [UAJ LA234.E3.Ja-Feb 1976]
111. ----- . Southeast. "Education Makes a Difference." [cFall 1975]. [Keim Papers]

112. ----- . Juneau-Douglas Community College. "Enrollment Report, First Semester 1957-58." TS. [cApril 1958]. [EER Archives, Academic V.P. Papers]
113. ----- . "Enrollment Statistics." TS. [c1962]. [EER Archives, President's Papers]
114. ----- . "Enrollment Statistics--Academic Program 1964-65 Academic Year." TS. [c1965]. [EER Archives, President's Papers]
115. ----- . Division of Statewide Services. "Enrollment Statistics; Classes Offered at Juneau-Douglas Community College February-May, 1965." TS. n.d. [EER Archives, President's Papers]
116. ----- . Evening Classes Catalog 1964-1965. Fairbanks: 1964. [EER ALASKA LD91.A485.A3 1964-65 c.2]
117. ----- . Southeast. Faculty and Staff Newsletter. 1976-77. [UAJ Information Office]
118. ----- . Alaska (Territory) University Library. Faculty Handbook. 1958. [ASL HIST 027.7.A.Pam]
119. ----- . Anchorage Community College Adult Literacy Laboratory. Faculty Handbook. Anchorage: 1976. [UAJ LD91.A4915.A5272.A4]
120. ----- . "Final Report of the University Committee on Institutional Governance." TS. 15 Dec. 1967. [UAJ Storage]
121. ----- . Financial Statements for the Years Ending June 30, 1959 to June 30, 1968. College, Alaska: n.d. [ASL HIST 388.102.A11f]
122. ----- . Financial Reports; Fiscal Year Ended June 30, 1969. College, Alaska: 1969. [UAJ LD91.A4834 1968/69]
123. ----- . Financial Report, Fiscal Year Ended June 30, 1970. College, Alaska: 1970. [UAJ LD91.A4834 1969/70]
124. ----- . Financial Report FY Ending June 30, 1971. [UAJ LD91.A4834 1970/71]

125. ----- . Financial Report, FY ended June 30, 1972.
[UAJ LD91.A4834 1971/72]
126. ----- . Financial Report, FY ended June 30, 1973.
[UAJ LD91.A4834 1972/73].cp3
127. ----- . "Functional Statement for Office of Director, Juneau-Douglas Community College." [cApril 1960].
[EER Archives, President's Papers]
128. ----- . Division of Statewide Services. "General Statement of Long and Short Range Plans for the Juneau-Douglas Community College." 29 June 1967.
[EER Archives, President's Papers]
129. ----- . "Governor's Efficiency Review Merging The Southeastern Senior College and Juneau-Douglas Community College, Final Report." 1 April 1977.
[UAJ Ready Reference]
130. ----- . Southeastern Region. Higher Education Facilities Planning Study. Juneau: 1974. [UAJ LD91.J823.A4]
131. ----- . Juneau-Douglas Community College. "Impact Statement." TS. 29 December 1977. [EER Archives, President's Papers]
132. ----- . Information Leaflets. 1974. [ASL HIST 378.1.Alli v.f.]
133. ----- . "Juneau-Douglas Community College, Spring Semester 1965, Tentative List - Course Offerings." n.d. [EER Archives, President's Papers]
134. ----- . Long Range Development Plan: 1964.
[EER ALASKA LD91.A488.L3 1964 c.2]
135. ----- . University of Alaska, Southeast--Juneau-Douglas Community College. "Minutes, Faculty Meeting October 14, 1977." [EER Archives, Ric Davidge Collection]
136. ----- . Southeast. Miscellaneous Publications relating to Programs and Offerings. Juneau: 1976-.
[ASL HIST LD91.A482.M5 v.f.]

137. ----- . Miscellaneous Publications Relating to the University of Alaska or Published by Them. [ASL HIST 378.A11M v.f.]
138. ----- . Juneau. News Releases. n.d. [ASL HIST LD91.A484 v.f.]
139. ----- . Juneau. "News Releases." Various dates. [UAJ Information Office]
140. ----- . Now in the North, 5, No. 4. (Oct. 1975). [UAJ Information Office]
141. ----- . Now in the North, 7, No. 2. (April 1977). [UAJ Information Office]
142. ----- . Now in the North, 7, No. 3. (Oct. 1977). [UAJ Information Office]
143. ----- . Now in the North, (Feb. 1980). [UAJ Information Office]
144. ----- . Juneau. Organization Chart. Aug. 1982. [UAJ Archives]
145. ----- . The Paper. University of Alaska, Juneau Student Newspaper, 1 No. 4 (22 April 1976). [UAJ Information office]
146. ----- . A Plan for Action; (A Working Guide). College, Alaska: University of Alaska, 1959-60. [EER SKNR LD91.A48492]
147. ----- . "Planning Council Meeting." 23 November 1981. [UAJ Information Office]
148. ----- . "Policy Committee Preliminary Report." 16 May 1957. [EER Archives, President's Papers]
149. ----- . Center for Northern Educational Research. Preliminary Survey of Postsecondary Education Programs in Alaska. 1975. [ASL HIST LC1046.14.A45]
150. ----- . President's Report 1979-80. [c1981]. [UAJ Ready Reference]

151. ----- . "President's Report to the Board of Regents, the Governor, the Legislature and the Citizens of the State of Alaska." [c1959]. [ASL HIST 378.101. A11a v.f.]
152. ----- . Press Release. 11 March 1964. [EER Archives, President's Papers]
153. ----- . Office of Provost. Press Release. 1975-76. [ASL HIST L91.A484.P7 v.f.]
154. ----- . Office of Budget and Institutional Studies. "Press Release FY78 Budget." 13 January 1977. [ASL HIST LD91.A4845.P7 v.f.]
155. ----- . "Procedures for Securing Academic Area Instructor and Course Approvals." 5 June 1958. [EER Archives, President's Papers]
156. ----- . "Professional Organization Structure." Rev. 1 Sept. 1966. [EER Archives, President's Papers]
157. ----- . Professional Personnel Information Manual. Fairbanks: University of Alaska, 1970. [UAJ LD91. A48493]
158. ----- . Progress Report. [c1959]. [EER ALASKA LD91.A4842.A4 1957]
159. ----- . Juneau-Douglas Community College. "Progress Report on the Juneau Douglas Community-College." 16 Feb. 1959. [EER Archives, Academic V.P. Papers]
160. ----- . Joint Faculty and Administration Committee of the University of Alaska, Juneau. "A Recommendation on the Proposed Structure of the University of Alaska, Juneau." Photocopy. 30 Nov. 1977. [UAJ Ready Reference]
161. ----- . Executive Committee, University Assembly. Memorandum to Neil Humphrey. "Reorganization Proposal-- University of Alaska, Juneau." Photocopy. 1 Dec. 1977. [EER Archives, President's Papers]
162. ----- . Report. 1977-1981. [UAJ Information Office]

163. ----- . "Report from the Half of the Committee which Favors Merging the SESC and J-DCC." TS. [1 April 1977]. [EER Archives, President's Papers]
164. ----- . Division of Statewide Services. Report- May 20, 1965. [EER Archives, President's Papers]
165. ----- . Juneau. "Report of the Chancellor, 1978-79." TS. n.d. [EER Archives, President's Papers]
166. ----- . "Report of the Committee on Community Colleges. Copied for the Board of Regents May 3, 1953." [EER Archives, President's Papers]
167. ----- . "Report of the Unification Committee." No. 1-6. TS. 23 May 1978 to 31 May 1978. [UAJ Storage]
168. ----- . "Report of the University Committee on Institutional Governance." Photocopy. 18 Oct. 1967. [EER Alaska LD91.A4842.A42 c.2]
169. ----- . Draft. "Report of the University Philosophy and Program Development Committee." TS. Dec. 1972. [UAJ Storage]
170. ----- . Report on SB267. TS. c1962. [EER Archives, President's Papers]
171. ----- . "Report to Board of Regents, September 25-7, 1973. University of Alaska Southeastern Region." 1973. [EER Archives, President's Papers]
172. ----- . Office of the President. Report to the Faculty and Staff, No. 1 (11 July 1977). [ASL ADOC LD91.A484.R45]
173. ----- . Office of the President. Report to the Faculty and Staff, No. 1 (23 July 1979). [UAJ Information Office]
174. ----- . Office of the President. Report to the Faculty and Staff, No. 6 (25 Oct. 1979). [UAJ Information Office]
175. ----- . Juneau. Self Study Report; A Report for the Northwest Association of Schools and Colleges. Commission on Colleges. Juneau: University of Alaska, Feb. 1981. [UAJ Ref LD91.A4915.J954 1981]

176. ----- Juneau. Self-Study Update; A Report to the Northwest Association of Schools and Colleges, Commission on Colleges. Juneau: July 1983. [UAJ Ready Reference]
177. ----- Anchorage. Soundings. 1976-77. [ASL ADOC LD91.A483]
178. ----- Alaska University. Juneau. The Southeaster. 1973-. [ASL HIST 378.1.So8. v.f.]
179. ----- Southeastern Region Self-Study. Juneau: Sept. 1974. [UAJ LD91.A48423 1974 v.3]
180. ----- Juneau Catalog. Southeastern Senior College Spring Semester 1977. [ASL ADOC LD91.A485.S62 1977]
181. ----- Juneau. Statement of Objectives 1980-86 and Goals 1981-82. Juneau: July 1980. [UAJ Ref LD91.A4915.J84]
182. ----- Statewide Bulletin. July 1970. [UAJ Information Office]
183. ----- Statewide Bulletin. May 1972. [UAJ Archives]
184. ----- Statewide Functions Self-Study; A report for the Commission on Higher Schools of the Northwest Association of Secondary and Higher Schools. Fairbanks: Sept. 1974. [UAJ LD91.A48423 1974 V.4]
185. ----- Management Team. A Study of Statewide Management of University of Alaska System; Report of Management Team to Interim President and Board of Regents. August 1977. [UAJ Storage]
186. ----- "Table of Organization." Attached to "Policy Committee Preliminary Report," (16 May 1957). 3 May 1957. [EER Archives, President's Papers]
187. ----- "Tentative Course Offerings Fall Semester September 17-December 21, 1973." [UAJ Archives]
188. ----- UAJ; 1980. Juneau: Aug. 1980. [UAJ Ref LD91.A4915.J87 1980]

189. ----- . "UAJ Organizational Structure Committee 1979." TS. [UAJ Storage]
190. ----- . UAJ Report. 18 Sept. [c1978]. [UAJ Information Office]
191. ----- . College. The University of Alaska College, Alaska Self-Evaluation Report Part I and II. Fairbanks: Sept. 1964. [ASL HIST 378.1.A11u 1964]
192. ----- . University of Alaska Community College Program Act of 1962. 21 May 1962. [EER Archives, President's Papers]
193. ----- . University of Alaska 1983-84 Directory. Fairbanks: 1983. [UAJ Archives]
194. ----- . University of Alaska Planning Information. 1974. [ASL HIST 378.01.A11P]
195. ----- . Southeast. University of Alaska, Southeast Self-Study; August, 1977. Juneau: 1977. [UAJ LD91.A4915.J95 1977]
196. ----- . University of Alaska State Wide Bulletin. [c1972]. In "Pocket Part 4" of Proposal For Public Policy and the Environmental Program. Juneau: 1972. [UAJ Information Office]
197. ----- . Alaska University. University of Alaska Statewide System Directory 1976. 1976. [ASL HIST LD91.A4828]
198. ----- . University Report, 1, No. 4 (17 Oct. 1980). [ASL ADOC LD91.A4842.U53]
199. ----- . Working Budget for 1975-76. [EER ALASKA LD91.A4845.U52 1976]

Other Materials

200. Academic Development Planning Commission. "Academic Development Plan for the University of Alaska: Draft." Sept. 1975. [EER ALASKA LB2341.6.A4.U545 1975]
201. ----- . Academic Development Plan for the University of Alaska. Dec. 1975. [EER ALASKA LD91.A4849.A4 1975 c.2]
202. ACCFT v. University of Alaska, No. 2779 (Ak. Supr. Ct. 3 Feb. 1984). [Hubbard Papers]
203. Alaska Community Colleges' Federation of Teachers. Memorandum to all Community College Bargaining Unit Members. 18 January 1980. [Hubbard Papers]
204. Alaska Planning and Management. Alaska Community Survey. Anchorage: 1972. [ASL HIST HT431.A4 c.6]
205. Arctic Environmental Information and Data Center. UAJ-Juneau-Douglas Community College: A study of the area served including transportation, economy, population characteristics, and education. [c1979]. [ASL HIST F914.J9.A73.Micro ADOC]
206. Arts and Sciences Division Faculty Listed Below. Memorandum to Chancellor Jones. "Merger of Arts & Sciences With Senior College." Draft. [Dec. 1978]. [Hubbard Papers]
207. Associated Press dispatch. "Court Orders New Trial on UA Regents Meeting." Juneau Empire, 6 Feb. 1984, p. 3.
208. ----- . "Court Orders 3rd Trial on Open Meeting Suit." Anchorage Daily News, 4 Feb. 1984, p. B5.
209. Atkinson, Clinton Edwin. A review of the fisheries programs and their organization at the University of Alaska. [ASL ALASKA QH91.8.U6.R79-8 ADOC OCM]
210. Baldridge, J. Victor. Power and Conflict in the University; Research in the Sociology of Complex Organizations. NY: John Wiley, 1971. [ASL LB2341.B27]
211. Barton, Jay. Memorandum to Michael Paradise. "Cross-over teaching (your memo of August 6, 1979)." 8 Aug. 1979. [EER Archives, President's Papers]

212. ----- . Memorandum to Michael Paradise. "Final Decisions on heretofore unresolved employment conditions of former members of JDCC Faculty now employed by UAJ." 20 Feb. 1981. [Keim Papers]
213. Behlke, Jane H. Preliminary Survey of Postsecondary Education Programs in Alaska. Fairbanks: University of Alaska, 1975. [UAJ LC5252.A4.B4]
214. Bemis, James F. Letter to Dr. William R. Wood. 14 Dec. 1964. [EER Archives, President's Papers]
215. Berrier, Billy G., Director of Legal Services. Memorandum to Representative Charles H. Parr, Chairman, House HESS Committee. "University of Alaska Budget Submission." 15 March 1978. [Legislative Affairs Reference Library]
216. Buswell, Arthur S., Dean and Director Statewide Services. Letter to William Wood. 18 April 1963. [EER Archives, President's Papers]
217. ----- . Memorandum to William R. Wood. 9 Feb. 1967. [EER Archives, Academic V.P. Papers]
218. ----- . "General Statement of Long and Short Range Plans." 29 June 1967. [EER Archives, President's Papers]
219. ----- . Memorandum to William R. Wood. 17 Jan. 1968. [EER Archives, President's Papers]
220. ----- . Memorandum to William R. Wood. 10 June 1968. [EER Archives, Academic V.P. Papers]
221. ----- . Letter to Wanda J. Cooksey, Department of Education. 1 Aug. 1968. [EER Archives, Academic V.P. Papers]
222. Byrd, Harold, Comptroller. Memorandum to Dr. Novatney. "Budget, 1962-63." 27 Sept. 1961. [EER Archives, President's Papers]
223. ----- . Letter to Palmer Community College Director. 28 June 1962. [EER Archives, President's Papers]

224. Carter, Sherman. Memorandum to President Barton. University of Alaska, Juneau. 29 Aug. 1979. [EER Archives, President's Papers]
225. Cashen, William R. Farthest North College President. 1921. [UAJ LD91.A4867 1921 c.37]
226. ----- . A Brief History of the University of Alaska. Rev. 1971. [ASL HIST 378.112.C26h 1971]
227. City and Borough of Juneau, Alaska. City and Borough Planning Department. Budget and Capital Improvement Program. 1957-1962. [ASL HJ9013.J9e]
228. ----- . Miscellaneous publications concerning Juneau. 1980-. [ASL HIST F914.J9.J88 v.f.]
229. Collier, Boy N. Memorandum to Vern C. Oremus. Merger Committee. 18 March 1977. [EER Archives, President's Papers]
230. Cooksey, Wanda J. Letter to Arthur Buswell. Establishment of GED Test Centers at Juneau-Douglas Community College and Others. 29 July 1968. [EER Archives, Academic V.P.Papers]
231. Cooper, John, Commissioner of Education, U.S. Department of Interior. Letter to George A. Parks, Governor of Alaska. 15 Dec. 1930. [Alaska State Archives, Governor's Papers, 1931]
232. Cresap, Mc Cormick and Paget. University of Alaska; Organization and Administration of Business and Financial Activities. 1968. [EER ALASKA LD91.A4849]
233. Cunningham, I., W. Hack, and R. O. Nystrand, eds. Educational Administration: The Developing Decades. Berkley: McCutchen, 1977. [UAJ LB2805.E344]
234. Dafoe, Don M. Memorandum to William A. Egan. "Comments on Organization of the Executive Branch As It Relates to the Department of Education." TS. 12 Jan. 1959. [Alaska State Archives, Office of the Governor, 1959-1968]
235. ----- . Letter to Charles O. Ferguson. Draft. "Report on the Emergency Situation Caused by the Fifth Street Building Fire." 21 March 1972. [EER Archives, President's Papers]

236. ----- . Memorandum to Community College Directors and Regional Provosts. "Community College Director's Meeting, Revision of Community College Law, and other Subjects." 20 Dec. 1972. [EER Archives, President's Papers]
237. ----- . Memorandum to Board of Regents, President's Council and Community College Directors. "Representative Parr's Comments re SB 658." 10 May 1976. [EER Archives, President's Papers]
238. Darlin, Marie. Letter to Author. 9 Jan. 1984.
239. De Vries, Ann. The University of Alaska: An Overview of Programs and Expenditures. House Research Agency Report 80-6. Juneau: Alaska State Legislature, 1981. [UAJ Ref LD91.A485k.D46]
240. Diebold, Foster. Letter to Charles O. Ferguson. 16 Jan. 1978. [EER Archives, President's Papers]
241. ----- . Memorandum to Chancellor O'Rourke and Acting Chancellor Jones. "Implementation of Reorganization of UAJ/JDCC." 18 May 1978. [EER Archives, President's Papers]
242. ----- . Memorandum to Tom Gruenig. "UAJ-JDCC Reorganization." 18 May 1978. [EER Archives, President's Papers]
243. Dirtadian, Helen. University of Alaska. [c1967]. [ASL HIST 378.054.D63u v.f.]
244. Egan, William A. Letter to Charles Stewart. 17 March 1972. [UAJ Archives]
245. Eyinck, Helen L. Letter to G. E. Smith, President, Palmer Public Schools. 18 Nov. 1957. [EER Archives, President's Papers]
246. Faculty, J-DCC. Letter to the Board of Regents through Dr. Hugh B. Fate, President. 6 April 1978. [EER Archives, President's Papers]
247. F[erguson], C[harles] O. "History of the University of Alaska." TS. 11 Jan. 1974. [UAJ Archives]

248. Ferguson, Charles O. Memorandum to Administrative Council. "Confidential Reorganization of University of Alaska, Juneau." 1 April 1976. [EER Archives, President's Papers]
249. ----- . Memorandum to Administrative Council. "University of Alaska, Southeast Organizational Chart." 1 Nov. 1976. [Keim Papers]
250. ----- . Memorandum to W. Russell Jones. "Reorganization of UASE." 11 July 1977. [EER Archives, President's Papers]
251. ----- . Memorandum to the File. "Reorganization of Community Colleges." 12 Oct. 1977. [EER Archives, President's Papers]
252. ----- . Letter to Marie Darlin. 8 Nov. 1977. [EER Archives, President's Papers]
253. ----- . Letter to Neil D. Humphrey. 30 Nov. 1977. [UAJ Ready Reference]
254. ----- . Letter to Hugh Fate. 13 Feb. 1978. [EER Archives, President's Papers]
255. Fields, Charles R. Memorandum to Charles O. Ferguson. "Merger Committee Report." 1 April 1977. [EER Archives, President's Papers]
256. ----- . Memorandum to Charles O. Ferguson. "Proposed Merger of Juneau-Douglas Community College and Southeastern Senior College." 10 May 1977. [EER Archives, President's Papers]
257. Fishel, Mary D. Letter to author. 8 Jan. 1984.
258. ----- . Letter to author. 20 Jan. 1984.
259. GED Testing Service. Letter to James Hill. 6 Nov. 1972. [UAJ Storage]
260. ----- . Letter to Fred Koschmann. 7 Nov. 1972. [UAJ Storage]
261. Gruenig, Thomas B. Memorandum to Foster Diebold. "JDCC-UAJ Juneau Merger Proposal." Confidential. 12 MAY 1978. [EER Archives, President's Papers]

262. ----- . Memorandum to Foster Diebold. "Recommendations re JDCC-UAJ Merger." 9 June 1978. [EER Archives, President's Papers]
263. ----- . Memorandum to Michael Paradise. "Institutional 'Crossover.'" 11 July 1979. [EER Archives, President's Papers]
264. Hargraves, Darroll R. A Study of the Alaska Community College Act of 1962 to Determine Strengths, Weaknesses and Appropriateness for the Present Needs of Higher Education in Alaska. 1971. [EER ALASKA KFA1596.H3]
265. ----- . Final Report to the Provost Tanana Valley Community College Developmental Study. Fairbanks: 31 May 1974. [UAJ LD91.A4915.T317.H3]
266. Henderson, Lester Dale. Should Alaska Establish Junior Colleges. 1930. [ASL HIST 378.H38s 1930]
267. Hiatt, Robert W., President, University of Alaska. Letter to Mike Bradner, House of Representatives. 19 Feb. 1976. [EER Archives, President's Papers]
268. Hill, James. Letter to GED Testing Service. 26 Oct. 1972.
269. Hiraok, Leslie. "Reorganization--Prescription for Higher Education." Education, 95 (Summer 1975), 369-372.
270. Homan-McDowell. A Study of Area Differentials for Alaska Community College Locations. 30 April 1981. [EER ALASKA LB2334.S88]
271. "House Legislation--University of Alaska and Community Colleges 1977 Session." n.d. [UAJ Archives]
272. Hubbard, L[yle]. Memorandum to M[ichael] Paradise. 10 Aug. 1981. [Hubbard Papers]
273. ----- . "The Titanic on Reorganization at UAJ." Guest Editorial. Whalesong, UAJ Student Newspaper, 2 Dec. 1981, p. 3.

274. Irany, James. "Testimony at House HEW Committee Public Hearings March, 1972." In Alaska Legislature. Public Hearings; Proposed Higher Education Legislation, March 10 and 11, 1972. Anchorage, Alaska: n.d. pp. 66-76. [Legislative Affairs Reference Library]
275. Jeffers, Jeff. Personal Communication. Nov. 1983.
276. Johnson, B. Lamar. Needs and Opportunities; An exploratory needs assessment survey for University of Alaska, Juneau. University of Alaska, June 1979. [UAJ Ref LD91.A4915.J82]
277. Johnson, Steve. "Statement to the Board of Regents by the UAJ Faculty Association." 4 April 1978. [UAJ Information Office]
278. Jones, W. Russell. Memorandum to Charles R. Fields. "Merger Committee Report." 31 March 1977. [EER Archives, President's Papers]
279. -----. Memorandum to Charles O. Ferguson. "Proposed Reorganization of University of Alaska, Southeast." 1 July, 1977. [EER Archives, President's Papers]
280. -----. Memorandum to Faculty. "Organizational Models." 12 Oct. 1977. [UAJ Storage]
281. -----. Memorandum to Timothy Tilsworth. "UAJ/JDCC Organizational Model." 20 Feb. 1978. [EER Archives, President's Papers]
282. -----. Memorandum to Faculty and Staff UAJ & JDCC. "A Job Well Done." 10 May 1978. [EER Archives, President's Papers]
283. -----. Memorandum to All UAJ Faculty. "UAJ Assembly." 5 Sept. 1978. [UAJ Ready Reference]
284. Juneau-Douglas Community College Advisory Committee. "Minutes." 1 March and 17 April 1972. [EER Archives, President's Papers]
285. Keeley, Benjamin J. "Administrative Structure in Large State Universities." College and University, 45, No. 2 (1970), 148-162.

286. Keim, Harry E. "Defense of UAJ, in its present structure." TS. [c1981]. [Keim Papers]
287. Keller, William K. Letter to Dr. Arthur Buswell. 1 Sept. 1963. [EER Archives, President's Papers]
288. Kito, Sam and Edward Rasmuson. "Reorganization of Alaska's Community Colleges." Newspaper article. Photocopy. [c1977]. [Hubbard papers]
289. Kopecek, Robert J. and Robert G. Clarke. "One Dimension of Organizational Structures of Middle Sized Community Colleges." Community College Review, 10, No. 1 (1982), 33-40.
290. Koschmann, Fred. Letter to GED Testing Service. 2 Nov. 1972. [UAJ Storage]
291. ----- . "A History of the University of Alaska Southeast, to 1975." TS. 1976. [UAJ Archives]
292. ----- . Letter to author. 5 Jan. 1984.
293. Kramer, Chin and Mayo, Inc. Fisheries Science Facility Master Plan. Juneau: 1976. [UAJ LD91.A4915.J95 1976b]
294. Latham, A. R. Memorandum to Hon. Sally Smith. "Constitutional Authority of the University of Alaska Board of Regents (w.o. #6804)." 21 March 1979. [Legislative Affairs Reference Library]
295. Lind, Marshall, Commissioner of Education. Letter to GED Testing Service. 22 Nov. 1972. [UAJ Storage]
296. Lindquist, Ed. Memorandum to Charles O. Ferguson. "Legal and Technical Problems--Reorganization." 22 Nov. 1977. [UAJ Storage]
297. Ling-Temco-Vought, Inc. An Appraisal of Vocational and Technical Systems with action-oriented recommendations. Arlington, Texas: 1968. [ASL HIST 371.426.L64a]
298. Lombardi, John. The Department/Division Structure in the Community College. Los Angeles: California University, 1973. [ERIC ED 085 051]

299. MacConnell, James D. et al. A Plan for Action (a working guide). 1959. [EER ALASKA LD.91.A48492]
300. MacFarlane, Ann. "Paradise discusses Consolidation." Whalesong, 1 No. 6 (Nov. 1981) p. 1.
301. Martorana, S. V. Community College Possibilities in Alaska. Nov. 1952. [EER Archives, Academic V.P. Papers]
302. Masden, H. Daniel. "Alaska Community College Comes of Age." Community College Frontiers, 7, No. 4 (1979), 4-7.
303. McLean and Associates. Higher Education in Alaska; A State-wide Study with Recommendations to the Seventh Legislature. 30 Jan. 1972. [ASL HIST 379.1214.M22h]
304. ----- . Higher Education in Alaska; A Report With Special Reference to Institutions in Anchorage. Sept. 1972. [ASL HIST LC175.A4.M21]
305. ----- . Higher Education in Alaska; A Report with Special Reference to the Community Colleges. Submitted to the Interim Committee on Higher Education, Alaska Legislature. Jan. 1974. [ASL HIST 378.M22h]
306. ----- . Higher Education in Alaska 1974-1975. 1975. [UAJ LA234.5.M3 1975]
307. ----- . Higher Education in Alaska 1975-1976. 31 Jan. 1976. [Legislative Affairs Reference Library]
308. "Memorandum in Support of Motion for Declaratory Judgment and Summary Judgement." Draft. Photocopy. Nov. 1979. [Hubbard Papers]
309. Moore, Terris. Prospects for Community Colleges with Status of Branches of the University of Alaska at Anchorage, Juneau, Ketchikan, and Palmer. Sept. 1951 and Oct. 1951. [UAJ LD91.A4849.M6]
310. ----- . Letter to William T. Zahradnicek, Superintendent of Public Schools, Palmer, Alaska. 6 Aug. 1952. [EER Archives, President's Papers]
311. ----- . Letter to Board of Regents. "Adult Education and Community College Program Section of University Biennial Report." 29 Dec. 1952. [EER Archives, Academic V.P. Papers]

312. ----- . Letter to Superintendent, Palmer Public Schools. 14 April 1953. [EER Archives, President's Papers]
313. Munro, Connie. Personal Communication. 17 Jan. 1984.
314. Naske, Claus M. and Herman E. Slotnik. Alaska; A History of the 49th State. Grand Rapids, Mich.: W.B. Eerdmans Pub., 1979. [Author's library]
315. Newton, Robert E. Making Juneau a More Efficient State Capital: An examination of the functions of a State governmental center in the decade of the eighties. Juneau: University of Alaska, 15 Jan. 1984. [UAJ Archives]
316. ----- . Personal Communication. 4 March 1984.
317. Northwest Association of Schools and Colleges. Commission on Colleges. "Evaluation Report; University of Alaska, Southeast." 11-14 Sept. 1977. [UAJ Ref LD91.A4915.J9501]
318. ----- . ----- . "University of Alaska, Juneau Candidate for Accreditation; Interim Visit Report." [25 APRIL 1979]. [EER Archives, President's Papers]
319. ----- . ----- . "Evaluation Report; University of Alaska, Juneau; March 31-April 2, 1981." [c1981]. [UAJ Ready Reference]
320. Northwest Association of Secondary and Higher Schools. Commission on Higher Schools. "Ketchikan, Juneau and Anchorage Community Colleges of the University of Alaska; a report to the Commission of Higher Schools of the Northwest Association of Secondary and Higher Schools; by the Visitation Committee, October 5-9, 1964." [1964]. [EER Archives, President's Papers]
321. ----- . ----- . "Evaluation Committee Report, University of Alaska System October 8-10, 1974." [1974]. [EER ALASKA LD91.A484231 c.2]

322. ----- . "Report to Higher Commission, Northwest Association of Secondary and Higher Schools on Visitation to Anchorage Junior College, Juneau-Douglas Community College and Ketchikan Community College, Affiliated with the University of Alaska, April 24 to May 2, 1957." TS. [1957]. [EER Archives, President's Papers]
323. Northwest Commission on Secondary and Higher Schools. Letter from F. L. Stetson, Executive Secretary-Treasurer to the members of the Commission on Higher Schools. Report on the University of Alaska." Nov. 1953. [EER Archives, President's Papers]
324. Novatney, Dorothy H. Letter to President E. N. Patty. 6 Sept. 1956. [EER Archives, Academic V.P. Papers]
325. ----- . Letter to Dr. Robert R. Wiegman. 3 Oct. 1958. [EER Archives, Academic V.P. Papers]
326. ----- . Letter to Dr. Kenneth E. Young. 4 Nov. 1958. [EER Archives, Academic V.P. Papers]
327. ----- . Letter to Dr. Robert R. Wiegman. 19 Feb. 1959. [EER Archives, Academic V.P. Papers]
328. ----- . Letter to George W. Adams. 28 Dec. 1961. [EER Archives, President's Papers]
329. ----- . Letter to George W. Adams. 9 July 1962. [EER Archives, Academic V.P. Papers]
330. ----- . Letter to Dr. William R. Wood. 24 Sept. 1962. [EER Archives, President's Papers]
331. ----- . Letter to Dr. William R. Wood. 4 Feb. 1963. [EER Archives, President's Papers]
332. ----- . Letter to author. 15 Jan. 1984.
333. Oremus, Vern C. Letter to Foster Diebold. "Impact Statement." 29 Dec. 1977. [EER Archives, President's Papers]
334. ----- . Letter to Dr. Tim Tilsworth. 15 Feb. 1978. [EER Archives, President's Papers]

335. O'Rourke, Pat. Memorandum to Charles O. Ferguson. Transfer of Authorities--Community Colleges, South-eastern Alaska." 24 Oct. 1977. [EER Archives, President's Papers]
336. -----. Letter to James F. Bemis. March 21, 1978. [EER Archives, President's Papers]
337. -----. Memorandum to Foster Diebold. "JDCC/UAJ Issues and Comments." 2 May 1978. [EER Archives, President's Papers]
338. -----. Memorandum to Foster Diebold. "AACCA Resolution." 26 June 1978. [EER Archives, President's Papers]
339. Ostrosky, Katheryn. Memorandum to Legislative Council. Higher Education Subcommittee Status Report." 16 Jan. 1976. [Legislative Affairs Reference Library]
340. Overstreet, W. D., Superintendent of Schools. Letter to Greater Juneau Borough Assembly, 14 April 1965. [EER Archives, President's Papers]
341. Palmer, Paul R. Letter to A. S. Buswell. [c1963]. [EER Archives, President's Papers]
342. Paradise, Mike [Michael E]. Memorandum to Jay Barton. "UAJ: An Overview." 30 May 1979. [EER Archives, President's Papers]
343. -----. Memorandum to Tom Gruenig. "Instructional 'Crossover.'" 10 July 1979. [EER Archives, President's Papers]
344. -----. Memorandum to Jay Barton. "Instructional 'Crossover.'" 16 July 1979. [EER Archives, President's Papers]
345. -----. Memorandum to Jay Barton. "Crossover Teaching." 6 Aug. 1979. [EER Archives, President's Papers]
346. -----. Memorandum to Jay Barton, W. G. Thrombly, and Tom Gruenig. "UAJ Reorganization." 7 Aug. 1979. [EER Archives, President's Papers]

347. ----- . "Proposed Reorganization Plan For UAJ."
"Tentative Draft." TS. 7 Aug. 1979. [EER Archives,
President's Papers]
348. ----- . Memorandum to Jay Barton. "Second Draft
of Reorganization Plan." 14 Aug. 1979. [EER Archives,
President's Papers]
349. ----- . "Proposed Reorganization Plan for UAJ."
10 Sept. 1979. [Keim papers]
350. ----- . Memorandum to Faculty and Staff, Student
Government Officers, PAC Members. "Reorganization."
12 Nov. 1979. [Hubbard Papers]
351. ----- . Memorandum to [list of members of Committee
on UAJ Reorganization]. "Terminology." 21 Nov. 1979.
[UAJ Storage]
352. ----- . Memorandum to Jay Barton. 21 Jan. 1980.
[EER Archives, President's Papers]
353. ----- . Memorandum to Faculty, Staff and Policy
Advisory Committee Members. "Reorganization."
22 Jan. 1980. [Hubbard Papers]
354. ----- . Memorandum to Staff Members, PAC Members.
"Structure and Appointments." 7 May 1980.
[Hubbard Papers]
355. ----- . Memorandum to Jay Barton. "Administrative
Staff." 27 May 1980. [EER Archives, President's
Papers]
356. ----- . Memorandum to Staff Members. "Organiza-
tional Changes." 4 Aug. 1981. [Hubbard Papers]
357. ----- . Memorandum to Staff. "Renaming of
Divisions." 2 Dec. 1981. [Hubbard Papers]
358. ----- . Memorandum to Receiver. "Attached."
"PLEASE DO READ." 21 June 1982.
[UAJ Information Office]
359. ----- . "Position Paper on UAJ's Decision-making
Process." 21 June 1982. [UAJ Information Office]
360. ----- . Memorandum to Faculty and Staff. "Admin-
istrative Structures." 30 July 1982. [Hubbard Papers]

361. ----- . Memorandum to Faculty, Staff. "Adjustment in Assignments." 1 Feb. 1983. [Hubbard Papers]
362. ----- . Memorandum to Faculty and Staff Members. "Personnel." 29 April 1983. [UAJ Archives]
363. Parish, Greg. Testimony at House HEW Committee Public Hearings March 1972. In Alaska Legislature. Public Hearings; Proposed Higher Education Legislation, March 10 and 11, 1972. Anchorage, Alaska. n.d. [Legislative Affairs Reference Library]
364. Pastorino, Ray. Memorandum to UAJ Faculty. "Consolidation--Faculty Senate." 28 Aug. 1981. [Hubbard Papers]
365. ----- . Memorandum to all Faculty. "Draft Proposal for Faculty Senate Constitution and By-laws." 25 Nov. 1981. [Hubbard Papers]
366. Patty, Ernest N. Letter to A. B. Phillips, Executive Director Employment Security Commission, Juneau. "Community College Program." 9 Feb. 1954. [EER Archives, President's Papers]
367. ----- . Letter to A. B. Phillips. 15 Feb. 1954. [EER Archives, President's Papers]
368. ----- . Letter to Mrs. Arthiel L. Spaulding. 3 May 1954. [EER Archives, President's Papers]
369. ----- . Letter to Mrs. Robert Simpson, 18 Oct. 1954. [EER Archives, President's Papers]
370. ----- . Letter to Eugene B. Chaffee, Chairman, Northwest Association, Visitation Committee to Community Colleges at Anchorage, Juneau-Douglas and Ketchikan. Draft. [c19 Nov. 1957]. [EER Archives, President's Papers]
371. ----- . Proposed letter to Dean Earl H. Beistline. [cMay-Sept. 1958]. [EER Archives, President's Papers]
372. ----- . Memorandum to Dr. R. R. Wiegman. 28 May 1959. [EER Archives, President's Papers]
373. ----- . The University of Alaska Tomorrow; a five year plan prepared for the Board of Regents of the University of Alaska. 1959. [EER ALASKA LD91.A488.P3]

374. Phillips, A. B. Letter to Ernest N. Patty, President of University of Alaska. 4 Feb. 1954. [EER Archives, President's Papers]
375. ----- Chairman. Letter to Board of Directors, Chamber of Commerce, Juneau, Alaska. "Committee Report on Possible Installation of a Junior College in Juneau, Alaska." 9 March 1954. [EER Archives, President's Papers]
376. Policy Advisory Committee. Memorandum to Board of Regents. "Efficiency Review Committee Recommendation for Merger." 12 March 1977. [EER Archives, President's Papers]
377. Rehder, Robert R. "The Bureaucratic drift in the governance of higher education: Insights from Organization Theory." Educational Technology, (July 1979), 7-15.
378. "Reorganization of Alaska's Community Colleges." Photocopy. [c1977]. [Hubbard Papers]
379. Richardson, Richard C. "Governance Theory: A Comparison of Approaches." Journal of Higher Education, 45, No. 5 (1974), 344-354.
380. Sachs, Florence. Personal Communication. 31 Dec. 1983.
381. Sarafian, Armen. [Project Director]. McLean Associates. Higher Education in Alaska. 1975-1976. 31 Jan. 1976. [Legislative Affairs Reference Library]
382. Sears, Sterling S. Superintendent of Schools, Juneau-Douglas Independent School District. Letter to President Patty. 24 July 1956. [EER Archives, Academic V.P.Papers]
383. "Silva." Gazette. Juneau-Douglas Community College Student Newspaper, (Oct 1977), pp. 1-3.
384. Smith, Jack E. The Organizational Structure of the Instructional Program of a Community College: An Evaluation with Recommendations for Change. Ed.D. Nova University, 1974. [ERIC ED 103058]

385. Solie, Richard J. Compensation and Salaries at the University of Alaska: A Focus on Community College/Senior College Disparities. 24 Nov. 1975. [EER ALASKA LB2334.S6]
386. Sprunger, B. E. and W. H. Bergquist. Handbook for College Administration. Washington, D.C.: Council for the Advancement of Small Colleges. 1978. [ERIC ED 163850]
387. Starcher, George. McLean Associates. Higher Education in Alaska; A Report with Special Reference to the Community Colleges. Submitted to the Interim Committee on Higher Education, Alaska Legislature. Jan. 1974. [ASL HIST 378.M22h]
388. Stekoll, M. Memorandum to M. Paradise. "Name of Division." 23 Nov. 1981. [Hubbard Papers]
389. Stell, Roberta. Personal Communication. 19 Jan. 1984.
390. Stetson, F. L. Secretary-Treasurer, Northwest Association of Secondary and Higher Schools. Letter to Ernest N. Patty. 9 Dec. 1957. [EER Archives, President's Papers]
391. Stewart, Charles G. Personal Communication. 4 March 1984.
392. Stokes, Allen. "Academic Reorganization." Liberal Education, 15, No. 4 (1969), 534-538.
393. "Survey of Present Community Use of School Facilities." TS. Juneau: Feb. 1971. [ASL HIST JUN-2.11 1971]
394. Thrombley, W. Memorandum to Jay Barton. 2 Jan. 1980. [EER Archives, President's Papers]
395. Tilsworth, T. Memorandum to Foster Diebold. "University Reorganization/JDCC and UAJ." 20 Feb. 1978. [EER Archives, President's Papers]
396. Turnage, Martha. Creative Failure in Innovative Administrative Structure for Delivery of Community Services. Paper presented at the National Conference on Higher Education, Chicago, 1975. [ERIC ED 104482].

397. UAJ Faculty. Memorandum to Foster F. Diebold. "Reorganization Model, University of Alaska Campuses in Juneau." 7 Feb. 1978. [EER Archives, President's Papers]
398. "USAE Merger." Folder in Ric Davidge manuscript collection, Elmer E. Rasmuson Library Archives, Fairbanks, Alaska. [EER archives M/S 93]
399. "University Organizational Chart (for this week)." n.d. [Hubbard Papers]
400. Van Dyne, Larry. "Alaska-Sized Problems Trouble State's University." Chronicle of Higher Education. 15, No. 8 (1977), 3-4.
401. Wattenbarger, James L. and Dean M. Hansen. "Cooperation Among State Agencies." Community and Junior College Journal. 45, (June 1975), 11-12; 15.
402. Western Interstate Commission for Higher Education. Miscellaneous publications regarding higher education for Alaska. n.d. [ASL HIST LA234.W45 v.f.]
403. Wiegman, Robert R. Attachment to memorandum to Community College Directors. "Procedures for Securing Academic Area Instructor and Course Approvals." Photocopy. 5 June 1958. [EER Archives, President's Papers]
404. -----. Memorandum to Ernest N. Patty. 23 Sept. 1958. [EER Archives, President's Papers]
405. -----. Memorandum to Dr. Ernest N. Patty. "Proposed for University Extension." 30 June 1959. [EER Archives, President's Papers]
406. -----. Memorandum to Ernest N. Patty. "Revised Proposal for a General Extension Division of the University of Alaska." 7 July 1959. [EER Archives, President's Papers]
407. -----. Memorandum to E. N. Patty. "Suggested items for the agenda for the Board of Regents meeting in October." 24 Sept. 1959. [EER Archives, President's Papers]
408. Wood, Peter. Unbelievable Years. 1969. [ASL HIST 92014.W85U]

409. Wood, William R. Letter to Northwest Association of Secondary and Higher Schools. "University of Alaska Report." 14 Oct. 1960. With attached paper: "Alaska Community Colleges." n.d. [EER Archives, President's Papers]
410. ----- . "A Supplementary Progress Report." 1 Dec. 1960. [EER Archives, President's Papers]
411. ----- . Memorandum to Dr. George W. Adams. 30 Nov. 1961. [EER Archives, President's Papers]
412. ----- . Memorandum to Community College Directors. 1 Sept. 1962. [EER Archives, President's Papers]
413. ----- . Memorandum to D. Novatney. 8 Oct. 1962. [EER Archives, President's Papers]
414. ----- . Note to Acting Academic Vice President Beistline and Arthur S. Buswell, Dean, Division of Statewide Services. 31 Jan. 1967. [EER Archives, Academic V.P.Papers]
415. ----- . Letter to architects. New Auke Bay Building. 29 June 1967. [EER Archives, President's Papers]
416. ----- . Memorandum to D. Dafoe. 28 April 1972. [EER Archives, President's Papers]
417. Woodruff, Thomas. Higher Education Facilities in Alaska 1969-1970. 1970. [ASL HIST 371.62.W87h]
418. Young, Kenneth E. Letter to Ernest N. Patty. "Northwest Association for Secondary and Higher Schools." 25 Sept. 1958. [EER Archives, President's Papers]
419. ----- . Memorandum to Robert R. Wiegman. "Reorganization of the Community Colleges." 16 March 1959. [EER Archives, President's Papers]
420. ----- . Memorandum to Robert R. Wiegman. "Associate Degrees at the Community Colleges." 17 March 1959. [EER Archives, President's Papers]
421. Zahn, Laura. "Regents approve college merger." Southeast Alaska [Juneau] Empire, 7 Nov. 1979, p. 1.

422. ----- . "Union asking for halt of UA merger."
Southeast Alaska [Juneau] Empire, 26 Nov. 1979, p. 1.