

THE
UNIVERSITY OF MICHIGAN
AN ENCYCLOPEDIC SURVEY

VOLUME VI
THE UNIVERSITY OF MICHIGAN 1940-75

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FOREWORD

In 1977, the Bentley Library published the first in a series of update volumes for the four-volume Encyclopedic Survey of the University of Michigan, an account of the history of the University from its inception in 1817 to 1940. The 1977 volume, covering the period from *ca.* 1940 to 1975, dealt with two presidential administrations, three vice-presidential areas, and most of the University's schools, colleges, libraries and cultural units. This present volume, again covering the period from *ca.* 1940 to 1975, focuses upon developments in the College of Literature, Science, and the Arts and upon the role of the Vice-President for Business and Finance. Reports for a number of other University units, still to be covered, will be included in a third, and final, volume.

Again, as in the case of the 1977 volume, primary credit for the editorial work in connection with the project goes to Ferol Brinkman. Mrs. Brinkman's patience, good judgment, and persistence have been crucial to the project's continuity and success. This present volume will prove especially helpful to those who seek information on changes in the University's physical plant over the past third of a century, and who are concerned for developments in the largest college within the University during that same period of time. Treatments of the various departments vary both in coverage and format, in accord with the reports the departments have themselves submitted to us. The result, we believe, provides a broad survey of important general trends in the University's life over a thirty-five-year period but also recounts developments within the units which they themselves see as particularly significant for their departments and disciplines.

The Bentley Library publishes this second update volume as part of its continuing program to preserve the historical sources of the University and encourage their use by historians and other scholars. Funding for the project was provided by the Office of the Vice-President for Academic Affairs.

Richard M. Doolen
Acting Director
Bentley Historical Library

VICE-PRESIDENT AND CHIEF FINANCIAL OFFICER

The Office of the Vice-President and Chief Financial Officer has evolved over the past fifty years, growing out of the Office of the Secretary, the Office of the Vice-President and Secretary in charge of Business and Finance, and the Office of the Vice-President for Business and Finance. At about the time of World War I, the University established the first University-wide accounting, purchasing, and business procedures as responsibilities of the Office of the Secretary, who at that time was Shirley W. Smith. In 1929 the title of the Office was changed to Vice-President and Secretary in charge of Business and Finance and, during the 1930s, the responsibilities of the Office were enlarged to include accounting, purchasing, investments, cash management, buildings and grounds, services such as printing, and stores, housing, and utilities. In 1945, with the appointment of Robert P. Briggs to the Office upon the retirement of Shirley Smith, the title was changed to Vice-President for Business and Finance, and Herbert G. Watkins, Assistant Secretary, was named Secretary of the University. No further changes in title took place until 1966, when the title was changed to Vice-President and Chief Financial Officer to reflect both the operations scope of the Office and its responsibilities as the chief financial officer for the President and the Regents of all University activities and campuses.

Vice-President and Chief Financial Officer

I. ORGANIZATION AND CHANGE

The *University of Michigan Encyclopedic Survey*, Part I, page 269, contains the following statement, "The business administration of the University of Michigan from 1842 to 1900, if we are to judge by the volume of business of which there is a record, was relatively simple when compared with the University of 1940." From 1940 to 1977, the volume of business activity also expanded greatly, due to postwar growth and dollar inflation. In 1940 the chief financial officer was Shirley W. Smith, Vice-President and Secretary, and the business and financial management was centered in an Assistant Secretary, Controller, Superintendent of Buildings and Grounds, Investment Officer, and Business Manager of Residence Halls. No changes took place in this structure of organization during the next five years, but in 1945, when Shirley Smith retired, the first of a series of changes in organization took place.

With the appointment of Robert P. Briggs as Vice-President for Business and Finance in 1945, Herbert G. Watkins was appointed Secretary and Assistant Vice-President, separating the secretarial duties from the vice-presidency but leaving certain other duties as the responsibility of the assistant vice-president. During the next several years, reflecting the very rapid growth of the University during the post-World War II years, substantial changes were made in the organization, responsibilities, and staff involved in the business and financial offices and activities of the University.

Prior to 1945 the personnel management of office personnel was centered in a Committee on Office Personnel. Early in 1945 the University established the Office of Nonacademic Personnel with responsibility for personnel management functions for all personnel, except faculty, research, and academic administrative staff. Alfred B. Ueker was appointed the first Personnel Officer of the University in the same year, and he held this post until 1959 when he followed Walter Roth as Superintendent of Plant. At that time Charles Allmand was appointed Personnel Officer, to be succeeded in 1966 by Russell Reister, who has held the position since that date.

In 1945 the Office of Plant Superintendent was created,

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with responsibility for plant operations, plant extension, and general stores. Walter M. Roth was appointed Plant Superintendent, Lynn Fry was appointed Supervising Architect for plant extension, and O. E. Roszel was placed in charge of General Stores.

On July 1, 1945, R. Gordon Griffith was appointed Investment Officer, and during the same year the organizational concept of Auxiliary Enterprises was recognized. Several operating units, some involved with academic departments, were established as self-sustaining units, with the expectation that revenues from operations would cover expenses of the units. These included the following:

Printing Department - Edward E. Lofberg
Binding Department - George E. Craven
Laundry Department - Donald A. Callnin
Instrument Shop - Orlan W. Boston
Blueprint Shop - Henry W. Miller
Chemistry Stores - Robert J. Carney

Later, in 1948-49, two additional units were established as self-sustaining operations, a central Food Service Department under the direction of H. A. Helle, and later Herbert P. Wagner and Lawrence T. Hayes, and a Photographic Service under Fred Anderegg.

During 1946-47 the Federal Government deeded the Willow Run Airport to the University which provided space for the establishment of the Willow Run Laboratories as an engineering and aeronautical research center under the direction of Professor Emerson Conlin. At the same time the airport proper was leased to the Airlines National Terminal Service Company for operation as an airline terminal. (Details of this transaction are contained in the *Michigan Alumnus Quarterly Review*, Vol. 55, No. 16, pp. 119-27, Winter 1949.) Relationships with the airlines were handled first by Colonel Arthur Prine and later by Floyd Wakefield, until the airlines moved to the Detroit Metropolitan Airport in 1966. At that time, John P. Weidenbach was appointed Manager of Willow Run Airport, to supervise the airport as a facility for general aviation activities.

In 1947-48 three more changes were accomplished while Robert Briggs was Vice-President. On July 1, 1947, Wilbur

Vice-President and Chief Financial Officer

K. Pierpont, Assistant Professor of Accounting, was appointed Controller; in September 1947, Edmund A. Cummiskey, a practicing lawyer in Detroit, was appointed Attorney, the first appointment of a full-time lawyer to the University administrative staff; and in 1948 Byron J. Green, a practicing Certified Public Accountant, was appointed Assistant Controller with specific responsibility for accounting systems and auditing.

In early 1951 Robert P. Briggs resigned as Vice-President for Business and Finance, and on February 1, 1951, Wilbur K. Pierpont was appointed Vice-President for Business and Finance and Professor of Accounting; later in March of 1966, the title of the office was changed to Vice-President and Chief Financial Officer. During the 1950s the continued rapid expansion of the University, measured by student enrollment, growth in research activities, total expenditures, plant expansion, number of personnel, or other data led to a continuing series of organizational and staff changes to respond to these new and larger responsibilities of the business and financial staff.

In early 1951 the Regents authorized the creation of a Service Enterprises Group for management purposes under the direction of Frances C. Shiel. During the 1950s this Group included the operations of residence halls, food service, laundry, printing, binding, instrument shops, photographic services, rental properties, Inglis House, and parking operations. Inglis House, the residence in Ann Arbor of Mr. and Mrs. James Inglis, was a gift to the University from Mr. and Mrs. Inglis in 1951 and was established soon thereafter as a guest house for distinguished visitors to the University. Rental properties were recognized as a unit in 1952 to provide an organized management of the many houses, farms, and other rental properties owned by the University; and the parking operations unit was established in 1955 when the University started a parking-permit plan for the first parking structure, completed in 1957, and the many parking lots around the University.

In the middle of 1951, Gilbert L. Lee was promoted from Chief Accountant, Engineering Research Institute, to the Controller's position. In succeeding years, from 1951 through 1966, the Controller's Office was assigned responsibility