

INTERDEPARTMENTAL

June 21, 1974

To: Alan Shaw, Jean-Loup Baer, Kathy Hefner, Gladys Levin

From: Jerre Noe

Re: Department and Laboratory organizational structure.

The forthcoming change to a department, plus this summer's change-over of lab directors, marks a good time to stop and think about whether or not we should make any changes in the way we are organized to handle the day-to-day business. For example:

If we have any options, in moving to new space, should we try to have the lab and the department offices physically close, to make it easier for secretaries to coordinate their activities, files, etc.?

How important is it for the chairman and the lab director to have offices physically close to the respective secretaries?

Considering the need for information and authority (on the part of the lab director and secretary) that is necessary to run the lab on a daily basis, and the need for information and authority at the department level to integrate the lab with the rest of the activities, do we now have a good division of responsibilities and authorities? Could it be improved upon? Clarified?

Currently I have set up (inflicted?) a rather strange organizational structure: The lab secretary is responsible to the lab director, but is also in some sense under the direction of the lead departmental secretary. This "dual-track" is contrary to all the principles of good management that I'm aware of, and works only because we're small and because the people involved take the time necessary to communicate widely with all concerned in a decision. Maybe that takes too much time. Maybe it's too confusing for all concerned. Does each secretary have a clear opportunity to grow within the respective jobs without having one's growth seem to be at the expense of the other?

I'm sure there are other points of this sort that also need discussion, but those will serve as examples. The main point is -- as we grow in size, and add the undergraduate program, what organizational structure will be better suited to our needs?

I'd like to get together for a five-way discussion. When will we all be here? July 3? The week of July 15? Let me ask, through this note, for Gladys to find a mutually o.k. time.

JDN/mh

