



photo courtesy of Lafayette Journal and Courier

At a press conference after his selection as Texas A&M chancellor, Hansen shows the folks back home a memento of his Texas visit.



Dr. Arthur G. Hansen Purdue President A&M Chancellor

WEST LAFAYETTE, Ind. — If Dr. Arthur G. Hansen has any foes in the Purdue University faculty or administration, they couldn't be found. No matter what questions were asked and no matter who was asked, the answers were always favorable. Not just favorable, but outstanding.

"If he hadn't been hired and you got a glowing report, you might be suspicious thinking we were trying to peddle him," said Dr. John W. Hicks, executive assistant to the president. "But that isn't the case — you've already got him."

"He's an absolutely honest and straight-forward individual. He doesn't manipulate or pull deals or operate behind the scenes — he comes right out and lays it on the line — something rare in university administrators."

Dr. John C. Hancock, dean of engineering, said: "When Dr. Hansen got here, he had to take on the job of cultivating alternative sources of fund-raising. Be-

cause of this, he delegations to our... of his internal work... toughness... But, it's clear that he... questions... But, t... authority that go with it... combined with... behind people — people... loyal."

"Because most... George S. King... decisions take place... the Purdue Division of... and the hu... legiate Athletics, agree... on the surface, his... that (Hansen) has benefi... But, this is... lent administrator —... case, when the... have no complaints... made, the hard c... way he's handled our... be asked.

"I'm pretty well left... You can run a... show."... number of diffi... Dr. Felix Haas... said. "There... president in charge of... answer. But, I thin... mic affairs, said... model of careful... Hansen's personali... tion of autho... considered before... them for people... ness as an admini... nod a mix as any... measured.

Hansen came to... "First, he's a ver... Georgia Tech in Ju... person," Haas said... Frederick L. H... challenges — he... resident from I... about why we do... things decided to... step do... we do. He's very... real. Gay Totten... edit... accept things with... Alumnu, said... them through com... pletion came to Pur... du... "Second, he's ad... dition of great u...

Future

(Continued from page 1)
ship, going back to when Mr. Bright (H.R. "Bum" Bright, chairman of the Texas A&M System Board of Regents) first asked me about (accepting) the presidency of A&M.

The actual decision point came in late February, shortly after the announcement came out about Chancellor Hubert stepping down. I was nominated as a candi-

date in late February by one of the A&M alumni I had worked with. Mr. Bright then contacted me and asked me if I would accept. The next step was to meet with the search committee ... at Mr. Bright's house.

Two weeks ago, the executive session was held and the following Tuesday (March 22) the official vote was taken.

The interest on both sides had been there but the decision point came in February. Since

both parties had known about each other, (the decision) was a very simple matter.

Q. When will you start work?

A. I'll start work July 1 but ... from late May to early June I'll probably make a number of trips to (Texas A&M), to become acquainted with the staff in ... an unofficial capacity.

Q. How do you think your outlook will change as you go

from being president of Purdue to chancellor of the Texas A&M System?

A. I think it will be an adjustment period. I've been so close to running (Purdue) for such a long time that I will have to learn to pull back. The thing that bothered me at the news conference was questions about what I would do at A&M. I had a quick response because I know A&M is so much like Purdue. Now, I've got to catch myself and realize that it's no longer my operation, it's President (Frank E.) Vandiver's operation.

Q. How do you perceive the role of the Texas A&M chancellor?

A. (The chancellorship) is a management role in a different sense. As the regents keep telling me, I'm the chief executive officer. I keep telling myself to keep in mind that my direct reporting responsibilities are to the Board of Regents.

In turn, it's my role to make sure that the units reporting to me operate well and operate efficiently but keep my fingers out of their jobs. I think that will come fairly readily.

My hope at A&M is that I will have a lot more time ... to engage in what I would call strategic planning — there has been insufficient time at Purdue to do as much of that as I would like. I want to do more planning, more comprehension along the lines of where the University should be five or 10 years from now.

Q. Do you have plans to bring any of your top administrators to A&M?

A. No. I think one has to be very careful ... of leaving an institution and then taking from that institution the best people — it's just not fair. Now that does not imply that some point in time, someone from this institution ... might, on their own initiative, contact me. But, I have no plan right now to hire any of the top administrators here at Purdue.

Q. What are your first plans?

A. One of the first things that I'm going to do ... is to become acquainted as quickly as possible with the (System) components. I plan to meet with the people who report to me, I want to travel to each of the institutions, tour the campuses and see them first-hand, and become as familiar as I can in as short a time as possible with both the problems and the opportunities that are present. I'd like to do that well before school starts in the fall. The other thing I'm going to concentrate on very heavily and very rapidly is preparation for the 1983 legislative session.

Q. When you came to Purdue in 1971, you said you probably would stay at the university 10 years. Have you set any limit on your term at Texas A&M?

A. No, I have not and the reason is a very simple one. When I first came to Purdue, I was very much aware of what a presidency entailed. I felt that 10 years was about the time

took to get the job done. But since I haven't been in a chancellor's role, I've set no time limits whatsoever.

I think the agreement I have with the regents is a very simple one and that is that I'm hired year by year. They made no commitments to me, and I made no commitments to them. I serve at the pleasure of the Board.

Q. At the press conference, you referred to a decentralized style of management. What did you mean by this?

A. Administration tends to grow and grow. I want ... staffs to be lean. It's easy to build up a large staff (and) give people all kinds of jobs to do. The problem with that is that it then becomes basically inefficient. So, we try to give a few people a lot of responsibility and authority and hold them to it.

Unless there's something glaring, I won't interfere. My feeling is that the minute I tell people how to run their shops, I might as well be running their shops for them.

At the press conference, the decentralized style (of management) I referred to means I do not want to interfere and yet I have to understand priorities, directions, purposes and goals. If we agree on that ... then it becomes my job to make sure that I get the money from the state, from private resources or whatever it happens to be.

Q. Since land-grant institutions are based on agriculture, science and engineering, what do you feel is the role of fine arts and the humanities at such an institution?

A. In modern times, the first-rate land-grant institutions have had a concern about the education of the whole individual. The feeling is that while it is good to have technical skills, that does not complete the whole education of a person.

There's a whole broad perspective of the social sciences, of the humanities, of the fine arts that add that extra part to the education of what I would call a complete human being.

But at a land-grant institution, I would expect that certain areas will emerge normally within the land-grant tradition of science, technology and agriculture. In the professional and vocational fields, you should have areas of excellence.

Normally, you would not expect areas of such excellence to appear in the fine arts. One may infer from that that I'm not interested in the fine arts or humanities, but that is wrong. Whatever you have, whatever the department is, it should be first-rate.

Q. Dr. Vandiver has mentioned that the University is in dire need of an expanded computer system. How do you feel about this?

A. I agree with that completely. It's something that's going to have to come to every university that wants to be first-class. It's got to be big, and it's got to be

well-designed and students have got to have access to it.

At A&M, we have to take a long hard look at where the computer direction is going. First, you've got the student need, which takes into account a certain type of computer approach for terminals and the like.

Second, however, you won't get good faculty and research today without a good research computer behind you. So, you need a combination of a computer system that will not only serve the students but will also serve the faculty's research needs.

I want to see what A&M's got ... where President Vandiver wants to go. Then, if we can decide on an approach, we'll go out and see if we can obtain that in the shortest possible time.

Q. How do you feel about the concept of making Texas A&M a "world university"?

A. The answer to that is you have to have the will. That means selecting areas of strength and that means having the self-perception of "Yes, we can." You can have all the resources in the world but if you don't have faculty, students and administrators who think that way, you won't have a chance.

Q. What type of growth do you perceive for the Texas A&M System?

A. Speaking of A&M ... first, I would say that the time has come to consolidate all that we have. I think during the era of very rapid growth, which is what A&M ... has been through, the University became so involved in trying to accommodate more students and the expansion of programs that it became very difficult to sit back and reflect what the next steps for excellence in various areas would be.

I would think that ... I would prefer to see things slow down. You cannot continue to live in a state of stress that comes from continual growth. I would hope that the University would consolidate itself with what it has.

Because A&M is so big and such a dominant factor, you tend to think wholly in those terms. The things I heard on the campus mainly deal with A&M — the research there, the faculty that they have.

On the other hand, I have a whole host of other ... responsibilities in the other universities and the agricultural and engineering extensions that I've got to learn to be worried about, too. So, I've got to find a balance at the outset of looking at where I think the key needs are, whether they are in agriculture or at a particular university.

Q. Are you satisfied with the current organization of the System?

A. Yes, I have no quarrel whatsoever. If it's working, no matter what it is, it shouldn't be changed. But if good people are not working well, 99 times out of 100, this means that the system needs to be changed. And, certainly, I will make this assessment continually.



photo courtesy of the Purdue Alumnus

During Handicapped Awareness Week, Hansen spent a few hours in

a wheelchair to learn first-hand the problems faced by the disabled.



photo courtesy of the Purdue

Hansen delivers commencement address at the University.

Q. The Texas A&M has a long history between the chancellor and the System.

A. The chancellor's position who is ultimately responsible for the System. There's ... — that's where the ball to stop.

The regents' job is to make sure that the person ... if not, fire him. Personal feeling is that it's not his job to get along and get the ... There should not be ... that we're all working ... same goal — it's my ... that this is done.

This also means ... people who report ... given the responsibility ... the job done. I am ... go over their heads ... done it here, and I ... world happens to ... One thing, howev...

Q. Some people feel growing conflict teaching and research at A&M. How do you feel about this?

A. I am unconvinced good faculty members are a good teacher and a