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Administration By Objectives Report

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University of Texas at Tyler, "Administration By Objectives Report" (1975). *University and Campus Development*. Paper 33.

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MEMO from the desk of

Donald M. Anthony

**OFFICE OF
PRESIDENT**

OCT 1 1975

October 1, 1975

TO: Dr. James H. Stewart, Jr., President

Attached is the final draft of a set of proposed goals for my area of responsibility. I would like to discuss these with you in the near future and will welcome your suggestions.

Don Anthony



Attachment

ADMINISTRATION BY OBJECTIVES
VICE PRESIDENT FOR ACADEMIC AFFAIRS

Conditions:

1. Goals, procedures, and deadlines will be adopted after discussion with President.
2. Goals, procedures, and deadlines will be revised as needed during the course of the year.
3. Additional goals will be added as needed.
4. Appropriate delegation of responsibilities for goal achievement is assumed.

I. VPAA Leadership Functions

<u>GOAL</u>	<u>PROCEDURE</u>	<u>PERSONNEL INVOLVED</u>	<u>DEADLINE</u>	<u>DATE COMPLETED</u>
1. To identify areas needing special attention.	1. Consult regularly with President's Cabinet, Deans Council, and other college groups or individuals	1. President, VPFA, VPAA Deans	1. Continuous	
2. To generally monitor academic programs and instruction.	2. Consult with Deans <u>et al.</u>	2. VPAA, Deans	2. Continuous	
3. Academic policy development.				
a. To clarify role of Faculty Senate and Deans Council in policy development.	3a. Discuss with President, Senate, Deans Council.	3a. VPAA	3a. December 31, 1975	
b. To develop policy on course minimums.	b. Appoint Committee of Deans Council and discuss in Deans Council. Receive report from committee. Recommend to the President.	b. Deans, VPAA	b. November 1, 1975	
c. To reach decision on revision of course numbering system.	c. Receive report from committee & discuss in Deans Council. Recommend to President.	c. Deans, VPAA	c. November 30, 1975	

GOAL	PROCEDURE	PERSONNEL INVOLVED	DEADLINE	DATE COMPLETED
d. To revise college attendance policy.	d. Appoint Committee of Deans Council. Receive report from committee & discuss in Deans Council. Recommend to President.	d. Deans, VPAA	d. August 22, 1975	August 25, 1975
e. Develop policy on outside employment.	e. Appoint Committee of Deans Council. Receive report from committee & discuss in Deans Council. Recommend to the President.	e. Deans, VPAA	e. October 15, 1975	
f. To study faculty load policy.	f. Appoint Committee of Deans Council. Receive report from Committee and discuss with possible recommendations to President.	f. Deans, VPAA	f. November 30, 1975	
g. To develop consistent policy on released time for faculty for supervision of independent study.	g. Appoint Committee of Deans Council. Receive report & discuss in Deans Council. Recommend to President.	g. Deans, VPAA	g. November 30, 1975	
h. To develop plan for administrative staff evaluation.	h. Distribute proposed instrument. Discuss and revise in Deans Council. Adopt instrument and procedures.	h. Deans, VPAA	h. November 1, 1975	
i. To study scholastic probation and suspension policy.	i. Appoint Committee of Deans Council. Receive report of Committee & discuss in Deans Council. Recommend to President.	i. Deans, VPAA	i. March 15, 1976	
j. To study college admissions policy.	j. Appoint Committee of Deans Council. Receive report of committee & discuss in Deans Council. Recommend to President.	j. Deans, VPAA	j. February 15, 1976	
k. To develop plan for honors recognition including President's Honor Roll.	k. Appoint Committee of Deans Council. Receive report of Committee & discuss in Deans Council. Recommend to President.	k. Deans, VPAA	k. October 15, 1975	

GOAL	PROCEDURE	PERSONNEL INVOLVED	DEADLINE	DATE COMPLETED
1. To develop proposal for implementation of HB 696 - audit by senior citizens.	1. Appoint Committee of Deans Council. Receive report of committee & discuss in Deans Council. Recommend to President.	1. Deans, VPAA	1. November 15, 1975	
4. Curriculum				
a. To evaluate curriculum development process and develop appropriate revisions.	4a. Attend Curriculum Committee meetings. Make recommendations to President.	4a. VPAA	4a. May 31, 1976	
b. To immediately revise curriculum development procedures to ensure administrative approval of curr. changes.	b. Consult with President, Deans, & Curriculum Committee Chairman. Make recommendations to President for action on curriculum changes for 1976-77.	b. President, VPAA, Deans, Curriculum Committee Chairman	b. October 1, 1975	September 29, 1975
c. To analyze current curricular offerings and proposed changes.	c. Study current catalog and proposed curriculum changes.	c. VPAA	c. October 15, 1975	
*d. To update long range projections for program development.	*d. Provide support for work of Director of Planning & Analysis.	d. VPAA, Deans, Dir. of Planning & Analysis	d. November 1, 1975	
*e. To develop analytical tools for curr. decisions.	*e. Consult with President, VPFA, Director of Planning & Analysis.	*e. President, VPAA, Dir. of Planning & Analysis	e. March 1, 1976	
f. To define the need for advisory committees in program development & operation.	f. Consult with President, Deans. Set meeting for discussion with appropriate administrators. Recommend appointment of appropriate committees by President.	f. President, VPAA, Deans	f. December 31, 1975	
g. To develop spring semester schedule of classes with effective space utilization.	g. Obtain proposed schedule from Deans. Work with Dir. of Planning & Analysis to schedule space utilization.	g. VPAA, Deans, Dir. of Planning & Analysis	g. November 1, 1975	
h. To initiate the Nursing program successfully.	h. Consult regularly with Pres. & Dean of Technology & Applied Studies. Employ coordinator of program.	h. President, VPAA, Dean of Technology & Applied Studies	h. January 15, 1976	

GOAL	PROCEDURE	PERSONNEL INVOLVED	DEADLINE	DATE COMPLETED
5. Admissions Office				
a. To evaluate operation of Admissions Office.	5a. Consult regularly with Dean of Admissions.	5a. VPAA, Dean of Adm.	5a. Continuous	
b. To develop a strong student recruitment program.	b. Discuss with Dean of Admissions & Admissions Officer concerning methods and procedures. Provide suggestions and support.	b. VPAA, Dean of Adm., Admissions Officer.	b. Continuous	
c. To adopt guidelines for veterans affairs.	c. Consult with Dean of Admissions. Obtain proposal from Dean of Admissions & discuss with Deans Council for revision. Disseminate revised guidelines as appropriate.	c. VPAA, Dean of Adm.	c. October 15, 1975	
d. To strengthen liaison with Community Colleges.	d. Visit each area community college personally and consult with vice-president. Conduct meeting for community college vice presidents at TEU for discussion.	d. VPAA	d. March 15, 1975	
e. To reach decision on use of Veterans Cost of Instruction funds.	e. Appoint Committee. Receive report of committee and make recommendations to President & VPFA.	e. President, VPFA, VPAA, Dean of Student Life, Dean of Adm.	e. October 1, 1975	
6. Learning Resources				
6a. To develop policy on copying of copyrighted material.	6a. Appoint committee of Deans Council. Receive committee report & discuss in Deans Council. Adopt revised proposal & disseminate.	6a. VPAA, Deans Council, Dir. of Lib. Serv.	6a. September 30, 1975	September 23, 1975
b. To provide effective interim media operation.	b. Consult with Dir. of Lib. Serv. Recommend appointment of interim coordinator of media to President. Monitor operation.	b. President, VPAA, Dir. of Lib. Serv., Interim Coordinator.	b. September 10, 1975 and Continuous	
c. To evaluate media operation, leading to development of a plan for future direction of this area.	c. Plan evaluation with Dir. of Lib. Serv. & Interim Coordinator of Media. Receive evaluation report from Dir. of Lib. Serv. Discuss with Deans Council. Make Recommendation to President.	c. President, VPAA, Dir. of Lib. Serv., Deans, Interim Coordinator of Media	c. January 25, 1976	

7. Student Life

a. To develop guidelines for use of Student Services Fee.	7a. Make request to Dean of Student Life. Receive recommendation from Dean of Student Life. Make recommendation to President.	7a. President, VPAA, Dean of Student Life.	7a. October 15, 1975
b. To develop plan for effective Student Activities Program.	b. Make request of Dean of Student Life. Receive recommendation from Dean of Student Life. Make recommendations to Pres.	b. Pres., VPAA, Dean of Student Life	b. February 29, 1976
c. To develop proposal for counseling program.	c. Make request of Dean of Student Life. Receive recommendation from Dean of Student Life. Make recommendations to Pres.	c. Pres., VPAA, Dean of Student Life	c. March 15, 1976
d. To plan and initiate tutorial and communication skills program.	d. Make request of Dean of Student Life. Receive recommendation from Dean of Student Life. Make recommendations to Pres.	d. Pres., VPAA, Dean of Student Life	d. September 30, 1975
e. To develop a plan for student job placement services.	e. Make request of Dean of Student Life. Receive recommendation from Dean of Student Life. Make recommendations to Pres.	e. Pres., VPAA, Dean of Student Life	e. March 15, 1976
f. To develop plan for student housing referral service.	f. Make request of Dean of Student Life. Receive recommendation from Dean of Student Life. Make recommendations to Pres.	f. Pres., VPAA, Dean of Student Life	f. December 1, 1975
g. To monitor the Financial Aid Program.	g. Consult periodically with Dean of Student Life & Dir. of Financial Aid.	g. VPAA, Dean of Student Life & Dir. of Financial Aid.	g. Continuous

GOAL

PROCEDURE

PERSONNEL INVOLVED

DEADLINE

DATE COMPLETED

h. To develop and publish a Student Handbook.	h. Make request of Dean of Student Life. Consult with Dean of Student Life periodically on content. Receive recommendations from Dean of Student Life and make recommendations to President.	h. Pres., VPAA, Dean of Student Life	h. July 31, 1976
i. To complete development and adoption of a Student Bill of Rights and Responsibilities including discipline regulations and due process. (see 11c)	i. Make request of Faculty Senate for action. Receive recommendation from Faculty Senate & Dean of Student Life. Make recommendation to President.	i. Pres., VPAA, Dean of Student Life, Faculty Senate	i. June 1, 1976
j. To complete development of Veterans Cost of Instruction program. (See 5e.)	j. Receive recommendation from Dean of Student Life & Dean of Admissions. Make recommendation to President.	j. Pres., VPAA, Dean of Student Life, Dean of Adm.	j. September 30, 1975
k. To develop a proposal for Health Services program.	k. Make request to Dean of Student Life. Receive recommendation from Dean of Student Life. Make recommendation to President.	k. Pres., VPAA, Dean of Student Life	k. January 15, 1976
8. Community Services			
a. To identify appropriate areas for development of community services program.	8a. Consult with President and Deans. Recommend to President.	8a. Pres., VPAA, Deans	8a. March 1, 1976
b. To develop guidelines for Comm. Serv. operation.	b. Appt. committee of Deans Council. Receive report of committee & discuss with Deans Council. Recommend to President.	b. Pres., VPAA, Deans	b. April 1, 1976
c. To identify future structure of course semester operation.	c. Consult with President and Deans. Recommend to President.	c. Pres., VPAA, Deans	c. April 1, 1976
d. To develop appropriate implementation of the CEU system.	d. Appoint Committee of Deans Council. Receive report of committee & discuss with Deans Council. Recommend to President.	d. Pres., VPAA, Deans	d. July 1, 1976

GOAL	PROCEDURE	PERSONNEL INVOLVED	DEADLINE	DATE COMPLETED
9. New Campus				
a. To complete plan for effective space utilization of Phase I.	9a. Consult with Deans & Director of Planning & Analysis. Discuss with President.	9a. Pres., VPAA, Deans, Dir. of Planning & Analysis.	9a. April 1, 1976	
*b. To assist in development of plans for Phase II.	*b. Provide input as requested.	b. VPAA & Deans assistance to Dir. of Planning & Analysis & Resident Engineer	b. As scheduled	
c. To develop appropriate equipment list for HPE Building.	c. Consult with Dean of School of Education & Psychology. Recommend to President.	c. President, VPAA, Dean of School of Education & Psychology.	c. March 1, 1976	
10. Operation of VPAA Office				
a. To study operation and organization of VPAA office with proposals for revision.	10a. Consult with President.	10a. Pres., VPAA	10a. August 1, 1976	
b. To identify appropriate areas of delegation of authority and responsibility.	b. Consult with President.	b. Pres., VPAA	b. August 1, 1976	
11. Faculty Affairs				
a. To clarify role of Faculty Senate in policy dev.	11a. Observe. Consult with Pres. & Senate.	11a. Pres., VPAA, Senate	11a. December 31, 1976	
b. To revise faculty evaluation plan.	b. Request action by Senate. Receive recommendation by Senate & discuss with Deans Council. Recommend to President.	b. Pres., VPAA, Deans Council, Senate	b. May 15, 1976	
c. To complete dev. of Student Bill of Rights & Responsibilities, including due process.	c. Request action by Senate. Receive recommendation of Senate & discuss with Dean of Student Life. Recommend to President.	c. Pres., VPAA, Dean of Student Life	c. June 1, 1976	

GOAL	PROCEDURE	PERSONNEL INVOLVED	DEADLINE	DATE COMPLETED
d. To maintain effective liaison with Faculty Senate. (See 7i)	d.			
12. Long Range Planning				
a. To develop a proposal for revision of the academic structure.	12a. Obtain proposals from Deans. Discuss with President. Recommend to President.	12a. Pres., VPAA, Deans	12a. November 15, 1975	
*b. To up-date program & enrollment projections.	b. Provide input to Director of Planning and Analysis. Evaluate results, revise and rec. to President.	b. Pres., VPAA, Dir. of Planning & Analysis	b. As scheduled by Pres.	
*c. To complete the section IV of the CB Role & Scope Study.	c. Provide input to Director of Planning and Analysis. Evaluate results, revise and recommend to President.	c. Pres., VPAA, Dir. of Planning & Analysis	c. As scheduled by Pres.	
13. Communication				
a. To maintain full and regular communication with Pres. and VPFA with feedback on academic programs.	13a. Attend meetings of President's Cabinet and Administrative Council. Meet informally with President.	13a. Pres., VPAA, VPFA	13a. Continuous	
b. To communicate needs of academic student life, and learning resources areas to President.	b. Attend meetings of President's Cabinet and Administrative Council. Meet informally with President.	b. Pres., VPAA	b. Continuous	
c. To maintain full and regular communication with deans on operation of schools	c. Attend meetings of Deans Council. Informal meetings with Deans individually.	c. VPAA, Deans	c. Continuous	
d. To develop effective communication with faculty.	d. Attend faculty meetings and Senate meetings. Individual conversations with faculty.	d. VPAA, Senate	d. Continuous	
e. To provide appropriate liaison with CB staff.	e. Attend CB meetings. Consult as needed with CB staff.	e. Pres., VPAA	e. Continuous	

GOAL	PROCEDURE	PERSONNEL INVOLVED	DEADLINE	DATE COMPLETED
14. Miscellaneous				
a. To revise procedure for recs. for appt. of part-time faculty.	14a. Consult with President. Convey instructions to Deans, deadlines. Receive Deans recommendations & make recommendations to President on timely basis.	14a. Pres., VPAA, Deans	14a. October 1, 1975	September 15, 1975
b. To continue development of effective faculty research program.	b. Recommend composition of Research Committee to President. Meet with Research Committee. Receive recommendations from Committee & recommend to President.	b. Pres., VPAA, Research Committee	b. Continuous	
c. To study need for faculty professional dev. plan.	c. Consult with President & Deans. Make recommendation to President as needed.	c. Pres., VPAA, Deans	c. As needed	
d. To design a well-rounded plan for interviews and recommending appointment of faculty.	d. Consult with President, Deans, Director of Personnel. Establish guidelines.	d. Pres., VPAA, Deans, Dir. of Personnel	d. April 1, 1976	
e. To study and revise Deans Council operation as appropriate.	e. Observe. Consult with Deans and President.	e. Pres., VPAA, Deans	e. Continuous	
II. Staff and Support Functions of VPAA				
*1. To assist in planning for Phase II.	*1. Provide input as requested by Director of Planning & Analysis and Resident Engineer.	1. VPAA, Deans	1. As scheduled by President.	
*2. To assist in planning for move to new campus.	*2. Provide input as requested by VPFA & President.	2. VPAA, Deans	2. As scheduled by President.	
*3. To assist in process of effective budget dev.	*3. Convey budget requests from Deans. Recommend budget allocations to President & VPFA.	3. VPAA, Deans	3. As scheduled by President.	
*4. To assist in process of long range planning including up-dated projections on programs & enrollment.	*4. Provide input as requested by Director of Planning & Analysis.	4. VPAA, Deans	4. As scheduled	

GOAL	PROCEDURE	PERSONNEL INVOLVED	DEADLINE	DATE COMPLETED
*5. To assist in development of an effective personnel program.	*5. Provide input as requested by Personnel Office. Meet with Personnel Director.	5. VPAA, Deans, Personnel Dir.	5. As scheduled	
*6. To cooperate in revision of catalog content.	*6. Provide input as requested by Public Information Office. Proofread draft.	6. VPAA, Dean, PIO	6. As scheduled	
*7. To cooperate in revision of Faculty and Staff Handbook.	*7. Provide input as requested by President & Office of Public Information	7. VPAA, Deans	7. As scheduled by Pres.	
*8. To cooperate in development of an effective and serviceable data processing system.	*8. Provide input as requested by VPFA and Data Processing Director.	8. VPAA, Deans	8. Continuous	

III. Personal Goals

1. To develop a consistent philosophical stance adapted to institutional purposes and priorities.	1. Meet regularly with President & observe operations.	1. Pres. VPAA	1. Continuous	
2. To develop a close and effective working relationship with President and VPFA.	2. Attend meetings of President's Cabinet. Informal meetings with President and VPFA.	2. Pres., VPAA, VPFA	2. Continuous	
3. To establish appropriate community involvement.	3. Join Rotary Club and Chamber of Commerce.	3. VPAA	3. Oct. 1, 1975	October 6, 1975
4. To develop acquaintance with each faculty member.	4. (See 14d)	4. VPAA	4. Continuous	
5. To improve liaison with community colleges. (See I.5.d.)	5. Meet with VP's of Comm. Colleges on respective campuses. Host visit of VP's to TEU campus.	5. VPAA	5. Continuous	