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### Office of Academic Affairs Analysis Proposal

University of Texas at Tyler

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MAR 2 1976



## TEXAS EASTERN UNIVERSITY

100 EAST BERTA

• TYLER, TEXAS 75701

• 214/595-0711

March 1, 1976

VICE PRESIDENT  
FOR ACADEMIC AFFAIRSSee note at end of  
memorandum.

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

FROM: Donald M. Anthony *DM*  
Vice President for Academic Affairs

SUBJECT: Office of Academic Affairs

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In attempting to analyze various aspects of the operation with a view to increasing our efficiency and effectiveness, I have tried to give some attention to the organization and responsibilities of the Office of Academic Affairs. I must confess that my analysis of the the work of this office has been hastened by an increasing awareness of the pressures of responsibility that are centered in this office. In the long run I do not feel that the office can continue to operate effectively under existing conditions nor do I feel that the operation of the University would be enhanced by such an arrangement.

The following elements enter into my analysis of the work of this office:

1. Span of Control.

Seven different people report directly to the VPAA; this number will be increased to eight next year and further additions are planned in the future.

2. Focus of Responsibility.

The structure dictates that the resolution of problems in the operation of six academic schools, the student life area, the admissions office, and the learning resources area be focused in the Office of the VPAA as the first level at which common problems can be resolved. In addition, the office is responsible for development of a system of coordination of graduate education.

3. Liaison Responsibilities.

In addition to the regular reporting channels described in the structure, the on-going internal liaison responsibilities assigned to the VPAA include the Faculty Senate, the University Curriculum Committee, the Faculty Research



Committee, the Graduate Studies Committee, and the Deans Council. The external liaison includes the community college vice-presidents, the East Texas Community College Council, and the Program Development Office of the Coordinating Board.

4. Other Factors.

The involvement of the VPAA in institutional planning, budgeting and policy development involves a significant amount of time and responsibility.

The fact that the Office of Academic Affairs is the structural and operational focus of so much of the operation of the University tends to focus pressures on this office from many different directions. The absence in some areas of clearcut decision-making authority increases the time required for resolution of problems. (I hasten to add that the brevity of my service at TEU may cloud my perception on this point).

Given our overall organizational structure, I see little change that could be made immediately in the structure of the Academic Affairs area and I am not at all sure that any changes would be advisable at this point. I have concluded however that the addition of professional staff assistance is needed at the earliest possible date if the Academic Affairs Office is to continue to meet effectively the expectations placed upon it. I will welcome any thoughts you may have concerning this matter.

DMA:ng

March 4, 1976

Dr. Anthony and I discussed the matters enumerated in this memorandum on March 4, 1976. During this conference, several ideas were generated relative to possibilities for improving the operation of the Office of Academic Affairs. Dr. Anthony emphasized, however, that this memorandum is not to indicate any great concern on his part except for the possibility of giving assistance to the academic affairs office as the institution is capable of so doing. During the conference, I emphasized to Dr. Anthony my complete confidence in his ability and my appreciation for his conscientious nature relative to his professional work.