THE UNIVERSITY OF TEXAS AT AUSTIN

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Department of English
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February 2, 1984

Professor W. O. S. Sutherland
Chairman
Department of English
Parlin 110

Dear Bill,

As you know, I've been mulling over the problem of staffing
the program offices for some time and I'm going to make a proposal
that (to me, at least) seems simpler and more logical than the
administrative configurations I've seen so far. Moreover, we can
implement it without the need for new positions or immediate and
major changes in our office space.

As I see it, under our new English requirement we have four
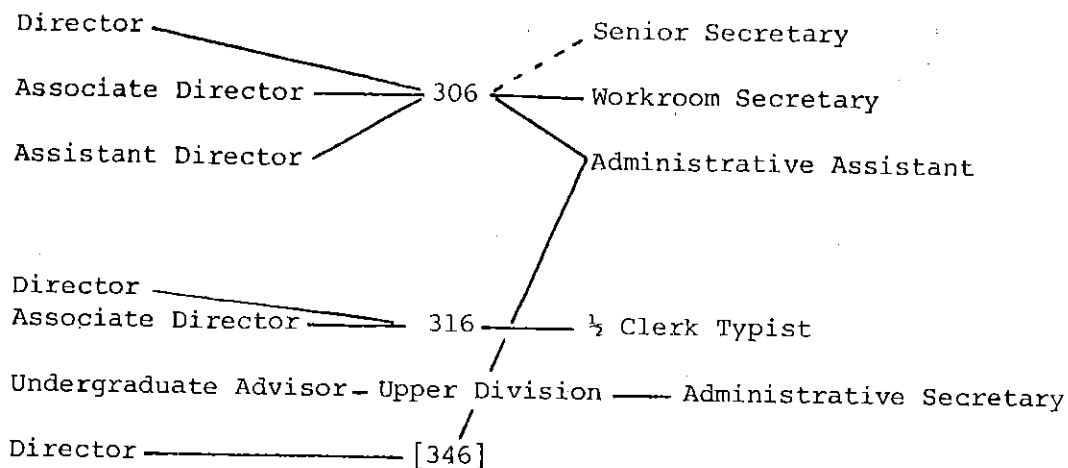distinct programs roughly equivalent in size:

> Freshman English
> Sophomore English
> E346K
> Upper Division English

All four programs need a director and staff support. Teachers in
all four courses need efficient duplication services.

The staff for these offices currently includes:

> 1 Administrative Assistant I
> 1 Administrative Secretary
> 1 Secretary
> ½ Clerk Typist

The present structure, diagrammed schematically, looks
something like this:

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   Director                                  ,Senior Secretary
                                          ,
   Associate Director ——————→ 306 ⟵———— Workroom Secretary
                                 \
   Assistant Director /           \ Administrative Assistant
                                    \
                                     \
   Director                           \
   Associate Director ═════→ 316 ——————  ½ Clerk Typist
                              /
   Undergraduate Advisor — Upper Division ———— Administrative Secretary
                            /
   Director ———————————— [346]
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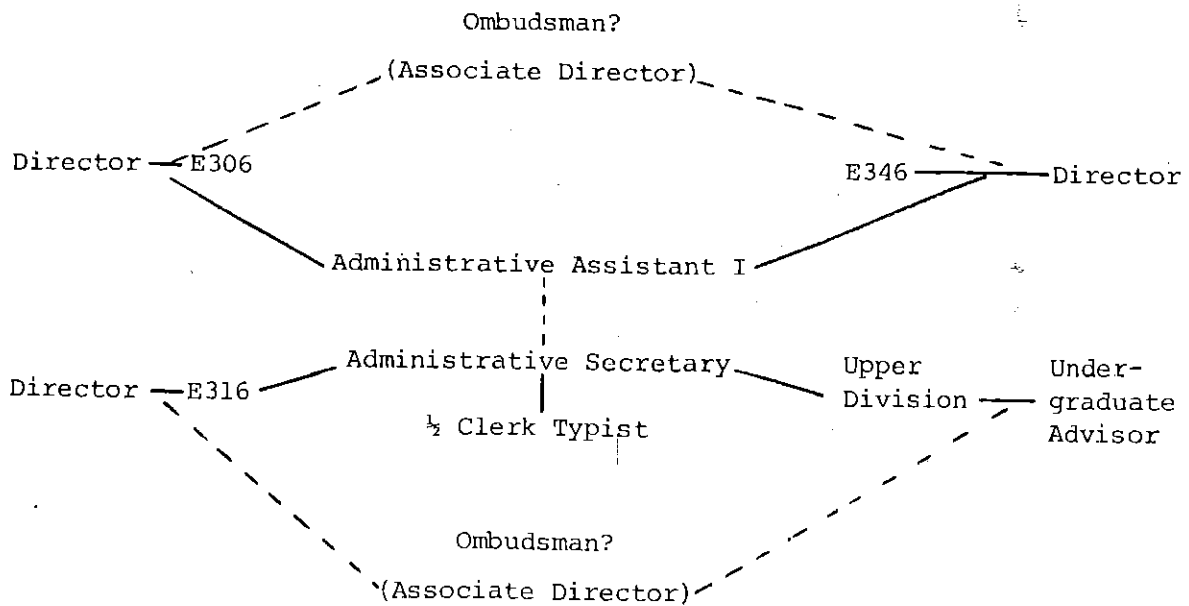
I see four major problems with this structure:

1.   The senior secretary position for freshman English has not been approved.

2.   The AAI position is ill-defined and responsible to too many offices.

3.   Programs with similar components are not grouped together.

4.   The faculty administrative positions are not distributed appropriately.

The major innovation I am proposing is to link the staff support for E306 with that of E346. Although E306 is lower division and E346 upper division, and although the courses will have separate directors and committees, they share many responsibilities, structures, and procedures. Both programs are multi-section required writing courses. Both are administered by a director and a course committee. Both rely on related, and potentially sequential materials and assignments, that can be supported by the department's writing lab. And both can use the same or similar procedures for syllabus development, preparation, and distribution, for advising and assisting new instructors, for handling student complaints and student advising, for adjudicating scholastic dishonesty cases, for developing placement exams and programs, for running grading seminars, for handling T.A.'s assigned to supervising teachers, for acquiring, reviewing and ordering text materials, and for teaching a library unit coordinated with the university libraries.

The economies (both in staff and office space) of linking
E306/346 and E316/Upper Division are compelling. By putting a
single administrative staff member at the hub of each of the two
program offices, the need for a separate "floating" coordinator
is diminished, although the Administrative Assistant coordinating
E306/346 would remain in charge of registration/adds/drops for all
courses. The need for a new freshman office position is eliminated
and the current secretary in the freshman office can be placed in
charge of a centralized workroom for the department. Finally, the
faculty administrative positions can be redistributed more equitably
according to need, perhaps providing ombudsmen for the E306/346 //
E316/Upper Division complexes. In outline, my proposed program office
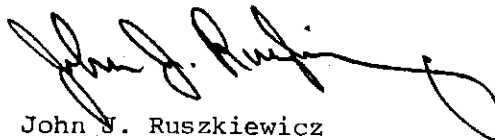structure looks like this:

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                              Ombudsman?
                        (Associate Director)

   Director —E306                                    E346 —————Director

                    Administrative Assistant I

                    Administrative Secretary      Upper          Under-
   Director —E316                                 Division       graduate
                         ½ Clerk Typist                          Advisor

                              Ombudsman?
                        (Associate Director)
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│ Secretary           │
│ Centralized Workroom│
│ (Parlin 212)        │
│ (Supervised by the  │
│  Administrative Clerk│
│  in Parlin 110)     │
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The Assistant Director of Freshman English, an AI position of some
value on a resume, might be rotated between the Freshman and Sophomore
programs.

Finally, this plan can work within existing office space. E306 could remain in Parlin 18; E346 could locate in Parlin 19 or 14. Parlin 16 serves as the coordinating staff office. The undergraduate advising center and sophomore offices remain in their current locations. All these recommendations can be implemented immediately at no cost to the department.

Sincerely,

John J. Ruszkiewicz
Director of Freshman English

JJR:cr