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Preliminary Report on Program Plan for KHEA

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TO: KHEA members of K-NEA/KHEA Joint Committee

FROM: Darrell E. Wood

DATE: July 21, 1977

RE: Preliminary report on Program Plan for KHEA

The enclosed materials represent my attempt to pull together the ideas generated at our meeting of July 9, 1977. As I attempted to do this, I became aware that some aspects were advanced in fragmentary form and others not well developed. Your suggestions for modification and expansion are needed. Please feel free to return any ideas which you have. I will attempt to get a revised copy back to you before the projected meeting on Wednesday, August 10. The future of KHEA is in our hands.

Sincerely,

Darrell E. Wood

Darrell E. Wood
Chairman, KHEA members
K-NEA/KHEA Joint Committee

Program Plan for KHEA

I. Introduction.

This detailed program plan for KHEA was developed at the request of the K-NEA Board and as a result of the UNISERV Program Evaluation of the Kansas Higher Education Association.

In order to develop the Plan, the Executive Committee of KHEA considered the following questions:

- (1) What should be included in the Plan?
- (2) What is our purpose as an organization?
- (3) What are the current weaknesses and problems facing KHEA?
- (4) As a result, what are appropriate and reasonable goals?
- (5) On what basis can progress toward attaining goals be evaluated?

A recurring thought as these questions were confronted was the recognition of KHEA's role as a part of the United Teaching Profession, especially KNEA. The possibility of related, shared, and unique functions was noted and a tentative analysis of these was suggested as follows:

K-NEA:

1. Legislation, lobbying, and governmental relations
2. Higher Education Newsletter
3. Research, especially budgets and salaries
4. Regular publications

Shared:

1. K-PAC
2. Strengthening and coordinating affiliates
3. Evaluation
4. Membership recruitment

KHEA:

1. Legislative Committee
2. Evaluation of UNISERV Director, clarification of Job Description
3. Initiate and develop local PAC
4. Improve committee structure
5. Set goals and objectives
6. Examine membership records, develop and extend services
7. Hold state meeting of members
8. Utilize Executive Director as a specialist on the state level and director of UNISERV locally

II. Management by Objectives.

The concept of management by objectives was explored as a basis for developing major goals and a system of priorities for short and long-range efforts of KHEA. The following breakdown and pattern was tentatively adopted.

A. PROGRAM INDICATORS FOR MANAGEMENT EFFICIENCY AND ACCOUNTABILITY 1.00

1.01 Personnel

- Maintain an experienced, full-time director at competitive terms.¹
- Provide support for career development and training.¹
- Maintain a clerical assistance at competitive employment terms.¹
- Provide support for career development and training.¹
- Adopt and implement Theory Y management practices.³
- Provide M.B.O. orientation for the UniServ Board of Directors.³

1.02 Time¹

Adopt and implement a calendar which is constructed upon planned performance indicators.

Maintain work schedules which are reasonable and flexible.

Adopt meetings' schedules which are timely, "tracked," and limited in length.

1.03 Office¹

Maintain adequate office space and equipment.

Maintain regular office hours which are, however, reasonable and flexible. Provide an answering service which may be contacted at any time, day or night.

Provide for all office functions to be expedited; i.e., mail, telephone, correspondence, desk work, typing, printing, interviewing and consultation, record keeping filing, banking, accounting, storage, development of reports and recommendations, and reading.

B. PROGRAM INDICATORS FOR ORGANIZATIONAL DEVELOPMENT 2.00

2.01 Membership Development^{1*}

- Provide consultation service and training to affiliate locals.
- Continue liaison with pre-professionals and S-NEA.

2.02 Leadership Development^{1*}

Utilize leadership, planning, and management materials.

Participate in K-NEA summer leadership conference.

Participate in leadership conferences with "tracks," within the UniServ District and on specific concerns such as Budget Analysis, Salary Development, and Negotiations.

Provide individual local leaders with consultation and resource materials.

1. Suggested for implementation during 1977-78.
 2. Long-range implementation, three or more years.
- * Support for K-NEA/NEA efforts in this regard.

2.03 Structural Development and Governance¹

- Coordinate implementation of U.T.P. policy and governance.*
- Implement one UniServ District Representative Assembly.
- Implement monthly meetings for the UniServ Board of Directors.
- Provide caucus of State and National Delegates.
- Maintain "minutes" at all Governance Meetings.
- Provide consultation to affiliate locals regarding compliance with new NEA and K-NEA Constitutional provisions.*
- Maintain Unit representation at each K-NEA Board meeting.
- Continue to participate in the Council of UniServ Presidents.

C. PROGRAM INDICATORS FOR NEGOTIATIONS 3.00

3.01 Resource Development and Training²

- Provide "Verbal Skills" on cost basis.¹
- Develop and maintain negotiations resource materials; i.e., model proposals, substantive information, and legal implications.¹
- Assess availability of college credit course in teacher negotiations.³
- Implement one training session on package development of comprehensive negotiated agreements.³
- Implement four training sessions on simulated bargaining.³
- Implement coordinated bargaining for local affiliates who indicate.³
- Develop recommendations for the utilization of an NEA resource person in negotiations within Unit 18 and surrounding UniServ Units.³

D. PROGRAM INDICATORS FOR PUBLIC RELATIONS 4.00

4.01 Governmental Relations¹

- Maintain a political action contact system.
- Recruit and nominate members for K-NEA G.R., K-PAC, and PAD coordinator from Unit 18.

4.02 Internal Communication and Image¹

- Implement planned, "grassroots" visitations to all local associations.
- Initiate local association newsletters.

4.03 External Communication and Image¹

- Initiate local orientation and attention to "new teachers."
- Maintain mailings of news releases to Unit 18 media.
- Maintain campus visitations.

E. PROGRAM INDICATORS FOR DISPUTE RESOLUTION¹ 5.00

5.01 Grievances

Provide consultation and assistance to local associations and individual grievants.

5.02 Statutory Due Process

Provide consultation and assistance to local associations and individual members.

5.03 Crisis Management

Provide consultation and assistance to local associations.
Deliver U.T.P. Staff and organizational resources.

F. PROGRAM INDICATORS FOR PROFESSIONAL DEVELOPMENT¹ 6.00

6.01 Professional Meetings

Hold at least one meeting in conjunction with the K-NEA Convention.
Hold one meeting in conjunction with UniServ District Representative Assembly.

6.02 Instruction

Facilitate and coordinate delivery of U.T.P. programs to local associations.
Encourage subject matter affiliates.

G. PROGRAM INDICATORS FOR SPECIAL SERVICES^{1a} 7.00

7.01 Insurance

Facilitate and coordinate informational acquisition regarding U.T.P. endorsed or sponsored programs.

7.02 Travel and Tours

Organize and implement the "Get-away-week-end."
Facilitate and coordinate informational acquisition regarding U.T.P. endorsed or sponsored programs.

7.03 Discount Purchasing

Facilitate and coordinate informational acquisition regarding U.T.P. endorsed or sponsored programs.

III. Implementation of the Management by Objectives Process.

Accompanying a Management by Objectives process is a procedure which involves establishment of program areas, goals, objectives, and performance areas. It shall be the continuing task of the KHEA Executive Committee and, through it, of KHEA as a whole to utilize this process during 1977-78 in order to solve problems confronting our organization and remedy weaknesses analyzed in the UNISERV Program Evaluation.

At this point in planning, the following steps are anticipated:

A. The Constitution and By-Laws Committee will examine documents related to KHEA and revise our Constitution and develop By-Laws in light of such study. Included in documents to be utilized are UniServ guidelines and operational by-laws, expectations of K-NEA/NEA affiliates, Capitol UniServ Constitution and By-Laws, a model local teachers association constitution, and the present KHEA Constitution.

Such revision will be utilized to clarify our role as an organization and provide a basis for effective functioning. It will permit more orderly and expeditious planning and conduct of business and enhance relations with the United Teaching Profession.

An audit of funds and expenditures will be made to aid in assessing our financial condition and establishing a budget for 1977-78. Funds will be limited and careful planning is needed if KHEA is to survive.

B. Role of the Executive Secretary.

Initial revision of the role of the Executive Secretary lies in development of a calendar for 1977-78. Included in this is a schedule of four trips to affiliated institutions of higher education to improve communication and encourage membership. Dates of meetings of the Executive Committee, Joint Evaluation Committee, K-NEA Board, KHEA RA, K-NEA RA, and K-NEA Convention are noted.

An office has been established for KHEA in Room 105, Rule Building, 321 East William, Wichita, Kansas 67202. Plans are being made for a clerical assistant and a work schedule on a full-time basis. The office will be furnished as funds permit.

The Job Description of the Executive Secretary will be revised and clarified within KSO guidelines as these are analyzed by the Constitution and By-Laws Committee.

C. Membership Development.

KHEA recognizes the need for expansion of its membership if its effectiveness as an organization is to attain its potential. KHEA is ready and willing to make significant self-effort in this regard but recognizes that, as a part of the UTP, it is in need of guidance and assistance from K-NEA and NEA. A mutual or two-way relationship is essential because members of K-NEA are first of all members of NEA and KHEA.

Actions anticipated to implement objectives include previously noted closer working relations of the Executive Secretary through four scheduled visits to each affiliated campus. Visits will also be scheduled to non-affiliated campuses as time and locations permit.

K-NEA Executive Committee members are committed to work with campuses in their own locales to encourage membership development. Again, since this is a new venture, guidance and support from K-NEA are essential. Such contact should contribute materially, also, to enhancing the viability of KHEA as it seeks to serve its members and the UTP.

D. Long-range Planning.

An important aspect of management by objectives is provision for projection of long-range goals and plans for their attainment. KHEA has taken tentative steps to project long-range goals. Specific objectives essential to attaining long-range goals and indicators of progress toward attaining them will be developed.

IV. Conclusion.

Problems noted in the Joint Evaluation Report are of deep concern to KHEA. The scope and severity of criticism presented were a genuine shock. The brief period initially suggested for resolving problems noted as well as the proposed elimination of support seemed to provide little opportunity for constructive action by the Executive Committee of KHEA.

The proposed Program Plan offers the means for a constructive approach to making KHEA a viable aspect of K-NEA and NEA. It is offered as a basis for mutual efforts in this direction.

5. we feel that once the individual faculty member agrees to a set of goals ~~and~~ objectives, and duties, these items should not be subject to unilateral change by the chairperson.

Because of the major objections listed above we are recommending to the PSU/RHEA executive committee the following:

1. NO ENDORSEMENT OF THIS POLICY
2. SEEK LEGAL ADVICE REGARDING
THE POSSIBLE VIOLATION OF GOOD
FAITH BARGAINING ^{ON THE PART OF DR. APPLEBERG} BY HIS ESTABLISHING
SALARY DETERMINING PROCEDURES
INTO THE 1980'S


I hope we can discuss this policy with each of you at the upcoming PSU/RHEA meeting. Needless to say we urge everyone to attend so we can get your reaction to this document and your ideas concerning further action.

This document officially ends my service to our unit as its chief negotiator. It has been a pleasure and an honor representing the people

PSU/KHEA reacted to President James Appleberry's speech with a mixed reaction. ~~On the positive side~~ KHEA was pleased to note that the President claims to be committed to the negotiation process. ~~and~~ However ~~at~~ the President's ~~continued~~ ~~inflexible~~ continued lack of flexibility on the scope of the negotiations remains as the single greatest stumbling block to the solutions of many problems that exist on the PSU campus.

It was unfortunate that the President ~~referred to the Faculty Senate resolution~~ rejected the Faculty Senate resolution of October 1978 in which the senate ~~has~~ declared its intention ~~not~~ to interfere with the negotiation process. KHEA feels that ~~that~~ Dr. Appleberry's suggestion that the same issues be discussed through various mechanisms ~~only~~ can only lead to disharmony, factional responses, inefficiency and duplication of efforts. In fact if ~~Dr. Appleberry truly wants~~ "unity among the various vehicles of faculty involvement" ~~the best way to achieve~~

the best way to achieve

Dr. Appleberry's wish for  is to accept the Senate resolution and allow each faculty

organization to develop its respective areas of concern, the Senate in charge of academic concerns, and KHEA speaking for all conditions of employment.

Regarding the formation of the various planning committees KHEA was pleased ~~to note~~ ~~the~~ to accept President Appleberg's invitation to have KHEA as an active participant. The only reservations KHEA has in this regard ~~is~~ ^{are} ~~is~~ ^{first} that these committees not be used to ~~for~~ circumvent the negotiation process. ~~KHEA pledges to~~ and record that these committees efforts and suggestions not be ^{re}disgarded if they should produce ~~the~~ ~~a~~ guidelines contrary to the President's wishes. The faculty of PSU has continually given freely of its time to such committee work in the past, and unfortunately many of suggests that they have made have not been incorporated into the final decisions.