

**Chairs Retreat
Monday, August 10, 2009
8:30 a.m. – 12:45 p.m.
Meeting Room, 3rd Floor, Student Memorial Building**

8:30 a.m.-8:45 a.m.	Breakfast
8:45 a.m.-10:15 a.m.	Helping Students Learn: AQIP System Portfolio Activities – Mary Billings
10:15 a.m.-10:30 a.m.	Break
10:30 a.m.-12:30 p.m.	Online Class Issues Discussion <ul style="list-style-type: none">❖ University Level Audit – Judy Lavell❖ Chair/Dean Content Audit – Patricia Manzanares-Gonzales
12:30 p.m.-1:30 p.m.	Lunch

Helping Students Learn: AQIP System Portfolio Activities

Opening discussion:

What are your goals for student learning and shaping an academic climate? What are your key credit and non-credit instructional programs, and educational systems, services, and technologies that directly support them? (15 minutes)

First Breakout Group Exercise (20 minutes)

Group1.

How do you determine which common or shared objectives for learning and development you should hold for all students pursuing degrees at a particular level?

Whom do you involve in setting these objectives?

Group2.

How do you determine the preparation required of students for the specific curricula, programs, courses, and learning they will pursue? How do you communicate to current and prospective students the required preparation and learning and development objectives for specific programs, courses, and degrees or credentials? How do admissions, student support, and registration services aid in this process?

Group3.

How do you detect, address, and support differences in students' learning styles?

Debrief from first Breakout Group Exercise: (10 minutes)

Second Breakout Group Exercise (20 minutes)

Group 1

How do you define, document, and communicate within departments and across your organization your expectations for effective teaching and learning?

Group 2

How do you determine and address the learning support needs (tutoring, advising, placement, library, laboratories, etc.) of your students and faculty in your student learning, development, and assessment processes?

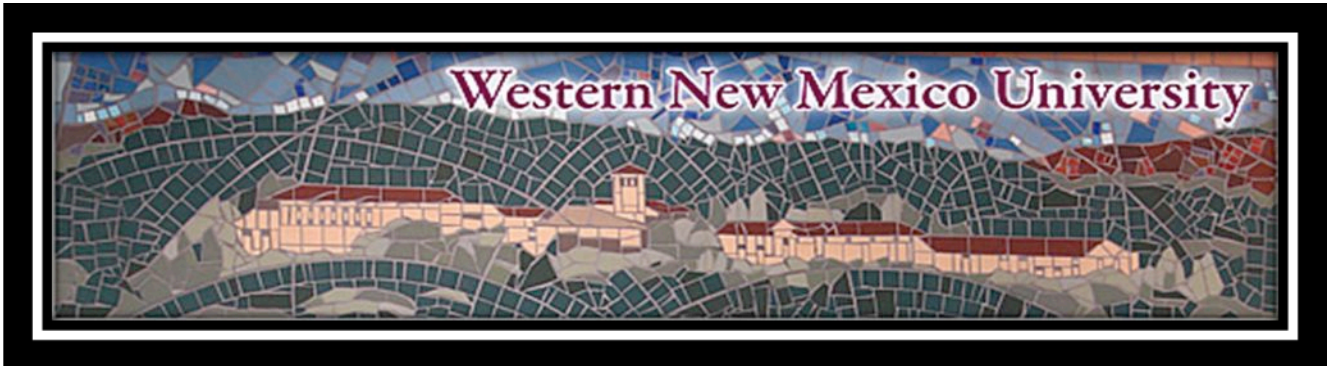
Group 3

How do you design your processes for assessing student learning?

Debrief from Second Breakout Group Exercise: (10 minutes)

Final discussion:

How responsive are we being to our accreditation requirement of Helping Students Learn? (15 minutes)



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Excerpts from Articles on Higher Education Finance from The Chronicle

August 06, 2009, 10:00 AM ET

Summer Planning

By [Stan Katz](#)

This is the point in the summer when, willingly or not, faculty begin to think ahead to the fall. . . . But this year is different. The traditional concerns have not disappeared, but every college and university is in difficult financial circumstances, and every institution has by now announced some sort of plan for riding out the storm. But in most institutions it is still not yet clear exactly how and where the axe will fall. Most departments and centers will face serious budget cut-backs, some of them will be draconian. Staff and contingent faculty will face layoffs or the disappearance of budget lines. Many of the perks that faculty have taken for granted will disappear—access to landline telephones, for instance. Less frequently, whole units will be shut down and their personnel dismissed. Classes will be larger, physical maintenance will be less frequent, many faculty teaching loads will rise and some faculty will be forced to teach new subjects.

My assumption is that 2009-2010 will be the year in which the rubber hits the road for colleges and universities. Last year we were planning for the crisis, but the crisis is now upon us, and I do not think it will be short term. . . . In most institutions the pressure on tuition will be intense, and this at a time when state governments cannot (or will not) afford adequately to support their systems of higher education. I suppose that we will begin to find our way in this new financial environment, but this year will be at best the end of the beginning for the crisis, not the beginning of the end.

... if I am right about the depth and length of the financial dilemma we all face, we will have to make structural changes in the way we run our business. Our business is teaching and research, and we need to ask ourselves how we can do each of these at a high level with substantially reduced financial resources. This is the biggest challenge the profession has faced since I entered graduate school more than half a century ago.

Budget Cuts Cast Shadow Over Florida's Universities

By PAUL FAIN

Bad budgets are old news in the Sunshine State. While colleges across the nation are coping with the recession, public universities in Florida, a state with finances that resemble a Ponzi scheme, have spent years doing without.

Ask Paul Outka, an assistant professor in Florida State University's highly regarded English department. But don't call him on his office phone this fall. He won't have one anymore — it's among the latest victims of cost-cutting.

He says he prefers forced frugality to its alternatives.

"You get rid of the phone lines and you save some of my comrades," says Mr. Outka, who has had a ringside seat at one of the worst financial catastrophes in higher education today.

The recession hit Florida early, and in a big way. . . The result for the state's 11 public universities has been cutbacks in state money, which have led to gutted programs, faculty departures, low salaries for professors, and the nation's highest student-to-faculty ratio. University leaders say this is by far the worst chapter in a long history of chronic underfinancing.

In addition to having his phone line removed, Mr. Outka has had to ration his copier paper and sits in a non-air-conditioned office on weekends. He has too many students to meet with any of them individually until at least their junior year, and he never teaches classes smaller than 35 students.

"They wanted us to take out a bulb from our fluorescent lights," he says during an interview in his spartan office. He points to two reams of paper on a shelf and says, "There's my stash."

The crucial question is how much longer Florida's universities will have to run on fumes.

The budget passed by the Legislature this month was better than many had feared. Dropped were a proposed 25-percent reduction in the state's higher-education contribution and across-the-board salary cuts for university employees. The approved reduction of 10.5 percent, or \$207-million,

will be partially offset by \$159-million in federal stimulus money. And lawmakers finally budged on allowing tuition increases, which will bring in new revenue.

Dateline: Tallahassee

Florida "is where dreamers come to die," says Erin C. Belieu, an associate professor of English at Florida State. . . .Over drinks they commiserated about the swelling numbers of students in their classes, and how persistent money problems have cut into morale.

Dateline: Gainesville

Florida's public universities might be short of money, but they are never short of students. . . .

Dateline: Orlando

You can't lose what you never had. Or so goes the response at the University of Central Florida to the state's financial straits.

Given the state's budget mess, he predicts, all of Florida's universities will need to earn their own keep.

"There's got to be a good return on our investment," he says, because money from the state "just isn't going to return."

For the state's universities, any other outcome is unthinkable.

June 8, 2009

Cuts at U. of California at Riverside Reflect Harsh Realities for All of the System's Campuses

San Francisco — In a memorandum that offers a look into the harsh decisions that leaders throughout the University of California system are making as they cope with further cuts in state support, the chancellor of the University of California at Riverside has announced that his campus will cut faculty and staff positions by 15 percent over the next couple of years and enroll fewer students in the fall of 2010.

In the [memo](#), posted Friday on Riverside's Web site, the chancellor, Timothy P. White, also said that hiring freezes would remain in place and that employees probably would be asked to take 16 unpaid furlough days — a measure that is expected to be adopted systemwide.

The university system is preparing for a cut in state support of about 20 percent in the 2009-10 fiscal year. Riverside faces a reduction of up to \$40-million, or at least double what it expected before the state's budget picture worsened over the last month, Mr. White wrote.

Riverside will seek to make the faculty and staff reductions through attrition and layoffs, Mr. White said. The furlough days — which are under consideration by the system's Board of Regents, along with other cuts — would save the campus approximately \$10-million a year, he said. Given California's dismal budget situation, the approval of those cuts “appears to be inevitable,” he said.

In recent weeks, California's public colleges and universities have announced a series of measures in preparation for state budget cuts. The state's community-college system announced it would need to [cut enrollment by 250,000 students](#) in the coming academic year, and California State University's chancellor said he may order an [enrollment cut of around 40,000 students](#) starting in the fall of 2010. —*Josh Keller*

Posted on Monday June 8, 2009 | [Permalink](#) |

July 10, 2009

California's Public Universities to Cut Salaries and Enrollment in Budget Crunch

San Francisco — California lawmakers are still deadlocked over a plan to close the state's \$25-billion budget gap. But the state's universities released plans this week to slash faculty and staff salaries, sharply cut enrollment, and raise tuition in the expectation of the largest cut in state support in several decades.

Faculty and staff members at the University of California will be placed on furlough starting in September for seven to 26 days per year, according to a [plan released today](#) by the system's president, Mark G. Yudof. The plan, which is expected to be approved by the university's Board of Regents next week, will amount to a salary cut of 4 to 10 percent, with the highest-earning employees facing the largest cuts.

The temporary furlough will push the university's faculty compensation to about 20 percent behind comparative institutions, university officials said at a news conference. "We're going to really have to work hard to come up with creative means to retain the excellent faculty that we have now and to further recruit people," said Mary Croughan, chair of the university's Academic Senate.

Leaders at California State University said this week that they were preparing to raise tuition by 15 to 20 percent this fall and to cut enrollment in the 2010-11 academic year by 40,000 students, which would be the [largest single-year net loss of students](#) in the system's history and the largest percentage loss since World War II. As part of the plan to cut enrollment, Cal State [announced](#) that it would not accept applications for spring admission next year for the first time in its history.

Department Chair/Dean Job Responsibilities

The Department Chair is expected to advance the mission of the institution particularly the goals of exemplary teaching, scholarly activity, cultural diversity, individual attention to students, and regional service. This is a leadership position which provides **one-quarter release time during the academic year and a salary supplement of \$1500.00 per semester (\$300.00 each summer term)**. The Department Chair provides professional leadership to the department and manages administrative affairs of the department, working collaboratively with department members, other department chairs, the VPAA, and other administrative officers of the University. The Department Chair administers the policies of the Office of Academic Affairs and is the spokesperson for the Department

Responsibilities and Authority

Administration and Management of the Unit

- Develops collaboratively with faculty, goals and objectives for the department consistent with the University's Mission Statement.
- Administers approved policies and procedures pertaining to the Department.
- Develops a sound department budget with input from the department faculty for presentation at the annual budget hearing
- **Meets all obligations in a timely and thorough fashion.**
- Oversees and administers the Department's budget and approves expenditures and budget revisions from the Department's allocated funds.
- Appoints a department member to serve in the absence of the chair. Notifies the Office of Academic Affairs when this will occur.
- **Coordinates, monitors, and assures the preparation of program review materials and any accreditation reviews related to programs within the department in a timely manner.**
- Prepares appropriate department materials for the University catalog.
- Represents the department in its relationship with other departments, the University administration, external agencies and organizations, and the public.
- **Keeps the VPAA informed regarding concerns of the department**
- Performs such other tasks as may be necessary to provide creative leadership for the department.

Personnel Related

- Administers the development and evaluation of the department member MBOs in a timely manner consistent with campus-wide expectations.
- **Conducts classroom visitations and evaluations for non-tenured faculty members in both face to face and online classes.**
- Coordinates department student evaluations for faculty and conducts systematic, consistent in-class evaluations of all faculty.
- **Supervises and participates in peer review proves of candidates for tenure and promotion or post-tenure review in the Department.**

- Encourages excellence in faculty teaching, research, service, and professional development.
- Provides counsel and advice to faculty preparing for promotion or tenure.
- Makes recommendations for Department faculty in regards to tenure, promotion.
- Provides leadership to promote and coordinate faculty development strategies.
- Recommends to the VPAA, situations warranting released time or extra compensation for faculty.
- Supervises staff positions within the Department. Evaluates staff performance on a regular basis, to include an annual performance appraisal.
- Provides new faculty and staff with regulations of University and Department.

Communication

- Ensures good two-way communication within the Department and with outside units. **If faculty do not subscribe to the faculty listserv ensure that they receive important communications.**
- Communicates regularly with department faculty and staff regarding matters of concern to the Department. Works to solve concerns in a constructive and timely manner.
- Consults with department faculty and staff regarding department matters.
- **Conducts regularly scheduled and timely department meetings.**
- **Reads email daily.**

Recruitment of Personnel

- Helps develop position descriptions in conjunction with the search/screening committee when vacancies occur in the Department.
- Recommends members/chairs of search committees for positions related to the Department.
- Interviews faculty candidates selected for a campus visit. Works with search committee to insure that candidates have an opportunity to interact with all faculty members.
- Makes recommendations to the VPAA, along with the search committee, on new faculty hires.
- Under the guidelines specified by and approval of the VPAA, may make initial job offer following completion of a search process.
- Oversees the recruitment and employment of adjunct faculty both on and off campus and assures proper supervision and evaluation of such faculty. Coordinates such activities with faculty as appropriate.
- **Provides support for new faculty and their continued development as exemplary teachers. Communicates regularly with them regarding their performance.**

Curriculum Development and Monitoring

- Approves and submits course offerings for the Department, including recommendations for summer school offerings.
- Provides leadership in the development, planning, and evaluation of existing programs. Assists faculty in the development of new programs. **Ensures that program review deadlines are met.**
- **Oversees the development and revision of curriculum and academic programs of the Department.**

Student Related Activities

- Oversees academic advising in the unit including assigning advising responsibilities, monitoring advising and assisting with registration and orientation support.

Other

- May serve as building supervisor for a campus building (s).

Created 18 March 2003
Revised 7 August 2008
Revised 5 August 2008

**WNMU Strategic Priorities for 2009-2010
From Strategic Planning Group (4-12-09)**

Strategy 1.1 Serve identified key markets and aggressively recruit and retain students from these markets, while remaining open to new opportunities as informed by University assessment methods and strategies.

Strategy 2.1 Meet or exceed the customer service and support needs of our students.

Strategy 1.2 Create, expand, and market programs and services to meet customer needs identified through various assessments and environmental changes.

Strategy 4.1 Establish and implement a technology and technical infrastructure renewal and replacement plan that addresses funding and customer/stakeholder needs.

Strategy 6.1 Augment funding and tuition revenues from additional sources.

Strategy 6.3 Regularly review existing processes, programs, and practices to evaluate whether there are “smarter” and more cost effective ways to accomplish them.

Strategy 2.7 Continue to implement and evaluate the effectiveness of First Year Experience actions in response to the Foundations of Excellence recommendations.

Strategy 3.3 Systematically review staff and faculty/adjunct classifications, salaries, and benefits against relevant benchmarks and make necessary adjustments as possible.

WNMU 2007-2010 Strategic Plan

Strategic Challenge 1: Increase enrollment and student success at all campuses both physical and virtual.

Strategy 1.1 Identify potential key markets and aggressively recruit new students from these markets using an established marketing plan that proactively addresses AQIP Action Project Marketing Team recommendations, marketing consultant reports, PR recommendations and reports, and other relevant information.

Strategy 1.2 Undertake appropriate needs assessments to identify requirements of different customers and stakeholders and utilize these assessments to build and expand programs and services to meet identified needs.

Strategy 1.3 Utilize all available tuition waivers, scholarship, and other financial aid opportunities.

Strategy 1.4 Establish, support and market online courses, programs and degrees

Strategic Challenge 2: Improve, broaden, and sustain a quality life experience for all WNMU students.

Strategy 2.1 Meet or exceed the customer service and support needs of our students.

Strategy 2.2 Develop and implement a student complaint process with appropriate monitoring and feedback mechanisms.

Strategy 2.3 Identify and use benchmarks to help evaluate and improve external and internal supplier/vendor relationships that impact students; (such as bookstore, food service, and residence hall facilities, practices, and policies).

Strategy 2.4 Expand and broaden student curricular and extracurricular activities at all campuses.

Strategy 2.5 Systematically promote cultural awareness and appreciation within the institution.

Strategy 2.6 Better prepare present and future students for their higher education experience. (cf. ASC, Admissions, and Financial Aid services)

Strategy 2.7 Implement Foundations of Excellence recommendations for all first year students, particularly those transitioning from high school to college.

Strategic Challenge 3: Improve and sustain the welfare, morale, and work effectiveness of all WNMU employees through the creation of an environment that supports faculty and staff dedication to WNMU's mission and values.

Strategy 3.1 Nurture and celebrate diversity throughout the University

Strategy 3.2 Systematically review staff and faculty/adjunct classifications, salaries, and benefits against relevant benchmarks and make necessary adjustments as possible.

Strategy 3.3 Increase the efficiency and effectiveness of the recruitment, screening, and hiring processes.

Strategy 3.4 Develop and implement a human resources plan that addresses needs for and skills of current and future employees.

Strategy 3.5 Design and implement a consistent systematic employee orientation.

Strategy 3.6 Develop and implement cross-training programs that support continuity of services in University operations

Strategy 3.7 Initiate a defined professional development and training process for staff and faculty.

Strategic Challenge 4: Sustain a quality technology environment that supports students, faculty, staff, and communities in the use and value of instructional, administrative, and communications technologies.

Strategy 4.1 Establish and implement a technology and technical infrastructure renewal and replacement plan that addresses funding and customer/stakeholder needs.

Strategy 4.2 Hire appropriate instructional technology personnel necessary to support a robust distributed education infrastructure.

Strategy 4.3 Prioritize technology related equipment requirements of different customers and stakeholders.

Strategy 4.4 Implement technology to support community efforts (e.g., electronic calendars and other vehicles that support communication)

Strategy 4.5 Create educational services that enhance WNMU's relationships with its education and economic development partners (e.g., creation of a Cyber-Academy to serve southwestern New Mexico).

Strategy 4.6 Develop and implement an intellectual property policy that addresses faculty and institutional interests and concerns.

Strategic Challenge 5: Improve, broaden and sustain WNMU's economic development, community, regional, and global relationships.

Strategy 5.1 Expand and document our relationships in the global communities that WNMU serves.

Strategy 5.2 Respond with agility and effectiveness to market demands for new degrees, career training, workforce development, and SBDC needs and opportunities for existing and potential businesses and industries in communities served by WNMU.

Strategy 5.3 Respond in a timely fashion to HED, legislative, and other regulatory requirements.

Strategy 5.4 Undertake a community needs assessment (e.g. alumni, DOL, HED, regional residents, etc.) and implement actions to meet essential needs identified.

Strategy 5.5 Develop and implement a plan to proactively increase WNMU's visibility and a positive public image with the assistance of a professional public relations firm.

Strategic Challenge 6: Improve fiscal and material resources in order to address the needs identified in the strategic plan

Strategy 6.1 Augment funding and tuition revenues from additional sources.

Strategy 6.2 Maintain and expand existing facilities and equipment and address significant infrastructure needs.

Strategic Challenge 7: Increase accountability to all stakeholders

Strategy 7.1 Fully inform stakeholders

Strategy 7.2 Provide for stakeholder feedback.

10 August 2009

To: Nine Month Faculty Members and Deans/Chairs/Directors
 From: Faye Vowell
 Re: 2009-2010 MBO Process for Nine Month Faculty and Deans/Chairs/Directors
 (August 10 – May 17)

Welcome back to the fall 2009 semester. I hope your summer was restful. As you begin to create your MBOs for this year, please continue to use the electronic format to make the process less expensive and more organized. The MBO process is outlined below:

Creation of Initial MBOs	
Aug 10 – Sept 4 (In the first 4 weeks of the contract period)	<ul style="list-style-type: none"> • Faculty members use the attached form for their initial 2009-2010 MBO typing in their objectives for this year as well as the desired weights. It is also available on the steel drive: 9 month faculty MBO letter 09-10.doc • Please place only one objective in each block and remember to choose the percentages in each category. As many additional blocks in each category can be added. • Electronically send the form to the Chair/Dean/Director as an email attachment. Please save the document on your desk top and not on the steel drive.
September 18	<ul style="list-style-type: none"> • Chairs/Deans/Directors will forward the MBO document to the VPAA electronically with their comments after meeting with faculty members for the August review. • Chairs/Deans will also send the coversheet in hard copy.
Beginning September 18	<ul style="list-style-type: none"> • VPAA meets with Chairs/Deans/Directors on their MBOs and continues until all MBOs are discussed
Beginning September 18	<ul style="list-style-type: none"> • VPAA will type Initial Review notes on the MBO document and return it along with the signature cover sheet to the Chair/Dean/Director as soon as she has met with the Chair/Dean/Director. • The Chair/Dean/Director will retain the cover sheet.
Beginning September 19	<ul style="list-style-type: none"> • The Chair/Dean/Director will return the Initial MBO document to faculty electronically with VPAA comments.
Midpoint MBO Review	
Between January 11 and February 15 (28 calendar days of the first day that faculty are directed to report for Spring Semester)	<ul style="list-style-type: none"> • Faculty members type midpoint review notes and send them to their Chair/Dean/Director electronically as an email attachment. • Please use the same MBO document that you used for the initial review. • Your Chair/Dean/Director will also type in review comments and meet with faculty members to discuss them. • Both Faculty members and Chair/Dean/Director will sign and initial the cover sheet. • Then the Chair/Dean/Director will return the MBO form to the faculty member with both your comments and his/her comments. • The Chair/Dean/Director will retain the cover sheet.

Beginning February 1	<ul style="list-style-type: none"> • VPAA will meet with Chair/Dean to do a midpoint MBO review. • Chair/Dean will type fall review notes and send them to VPAA electronically as an email attachment. • Please use the same MBO document that you used for the initial review. • VPAA will type in review comments and meet with Chair/Dean to discuss them. • Both VPAA and Chair/Dean will sign and initial the cover sheet. • Then VPAA will return the MBO form electronically to Chair/Dean with both Chair/Dean/Director and VPAA comments • The Chair/Dean will retain the cover sheet.
Final MBO Review	
<p>Between April 5 and April 30</p> <p>(not more than 6 weeks nor less than 2 weeks before the end of the contract period)</p>	<ul style="list-style-type: none"> • Faculty members type their final review notes on the MBO document with the initial and midpoint review notes, and forward it to the Chair/Dean/Director electronically as an email attachment. • The Chair/Dean/Director will add typed comments and a rating and meet with faculty members to discuss them. • Both faculty members and the Chair/Dean/Director will sign the cover sheet.
<p>Between April 19 and May 17</p> <p>(during the last month of the contract period for chairs/deans)</p>	<ul style="list-style-type: none"> • The Chair/Dean/Director will forward the faculty MBO documents for all members in the department/school to VPAA before meeting with VPAA to discuss them. • The Chair/Dean/Director will bring the cover sheet with all the signatures to a meeting with the VPAA. • The VPAA will review the faculty MBO documents and ratings and sign the cover sheets • The Chair/Dean/Director will type his/her final review notes on her/his MBO document with the initial and midpoint review notes, and forward it to the VPAA electronically as an email attachment. • The VPAA will add typed comments and a rating and meet with the Chair/Dean/Director to discuss them. • Both the VPAA and the Chair/Dean/Director will sign the cover sheet.
	<ul style="list-style-type: none"> • VPAA will make copies of the cover sheet for the chairs/deans/directors, HR and Academic Affairs files. • VPAA will return the MBOs with all the electronic comments to the Chair/Dean/Director who will return them to faculty members.

[9 month faculty MBO letter 09-10.doc](#)

10 August 2009

To: Ten Month Faculty Members/Deans/Chairs/Directors
 From: Faye Vowell
 Re: 2009-2010 MBO Process for Ten Month Faculty and Deans/Chairs/Directors
 (July 20 – May 20)

Welcome back to the fall 2009 semester. I hope your summer was restful. As you begin to create your MBOs for this year, please continue to use the electronic format to make the process less expensive and more organized. The MBO process is outlined below:

Creation of Initial MBOs	
July 20– August 17 (in the first four weeks of the contract period)	<ul style="list-style-type: none"> • Faculty members use the attached form for their initial 2009-2010 MBO typing in their objectives for this year as well as the desired weights. It is also available on the steel drive: 7-20 to 5-20 Ten month faculty.doc • Please place only one objective in each block and remember to choose the percentages in each category. As many additional blocks in each category can be added. • Electronically send the form to the Chair/Dean/Director as an email attachment. Please save the document on your desk top and not on the steel drive.
September 18	<ul style="list-style-type: none"> • Chairs/Deans/Directors will forward the MBO document to the VPAA electronically with their comments after meeting with faculty members for the August review. • Chairs/Deans/Directors will also send the coversheet in hard copy.
Beginning September 18	<ul style="list-style-type: none"> • VPAA meets with Chairs/Deans on their MBOs and continues until all MBOs are discussed
Beginning September 18	<ul style="list-style-type: none"> • VPAA will type Initial Review notes on the MBO document and return it along with the signature cover sheet to the Chair/Dean/Director as soon as she has met with the Chair/Dean/Director. • The Chair/Dean/Director will retain the cover sheet.
Beginning September 19	<ul style="list-style-type: none"> • The Chair/Dean/Director will return the Initial MBO document to faculty electronically with VPAA comments.
Midpoint MBO Review	
Between January 11 and February 15 (28 calendar days of the first day that faculty are directed to report for Spring Semester)	<ul style="list-style-type: none"> • Faculty members type midpoint review notes and send them to their Chair/Dean/Director electronically as an email attachment. • Please use the same MBO document that you used for the initial review. • Your Chair/Dean/Director will also type in review comments and meet with faculty members to discuss them. • Both Faculty members and Chair/Dean/Director will sign and initial the cover sheet. • Then the Chair/Dean/Director will return the MBO form to the faculty member with both your comments and his/her comments.

	<ul style="list-style-type: none"> • The Chair/Dean/Director will retain the cover sheet.
Beginning February 1	<ul style="list-style-type: none"> • VPAA will meet with Chair/Dean/Director to do a midpoint MBO review. • Chair/Dean/Director will type midpoint review notes and send them to VPAA electronically as an email attachment. • Please use the same MBO document that you used for the initial review. • VPAA will type in review comments and meet with Chair/Dean/Director to discuss them. • Both VPAA and Chair/Dean/Director will sign and initial the cover sheet. • Then VPAA will return the MBO form electronically to Chair/Dean/Director with both Chair/Dean/Director and VPAA comments • The Chair/Dean/Director will retain the cover sheet.
Final MBO Review	
Between April 7 and May 5 (not more than 6 weeks nor less than 2 weeks before the end of the contract period)	<ul style="list-style-type: none"> • Faculty members type their final review notes on the MBO document with the initial and midpoint review notes, and forward it to the Chair/Dean/Director electronically as an email attachment. • The Chair/Dean/Director will add typed comments and a rating and meet with faculty members to discuss them. • Both faculty members and the Chair/Dean/Director will sign the cover sheet.
Between April 22 and May 20 (during the last month of the contract period for chairs/deans)	<ul style="list-style-type: none"> • The Chair/Dean/Director will forward the faculty MBO documents for all members in the department/school to VPAA before meeting with VPAA to discuss them. • The Chair/Dean/Director will bring the cover sheet with all the signatures to a meeting with the VPAA. • The VPAA will review the faculty MBO documents and ratings and sign the cover sheets • The Chair/Dean/Director will type his/her final review notes on her/his MBO document with the initial and midpoint review notes, and forward it to the VPAA electronically as an email attachment. • The VPAA will add typed comments and a rating and meet with the Chair/Dean/Director to discuss them. • Both the VPAA and the Chair/Dean/Director will sign the cover sheet.
	<ul style="list-style-type: none"> • VPAA will make copies of the cover sheet for the chairs, HR and Academic Affairs files. • VPAA will return the MBOs with all the electronic comments to the Chair/Dean/Director who will return them to faculty members.

[7-20 to 5-20 Ten month faculty.doc](#)

10 August 2009

To: Ten Month Faculty Members/Chairs/Deans
 From: Faye Vowell
 Re: 2009-2010 MBO Process for Ten Month Faculty/Chairs/Deans
 (August 1 – May 31)

Welcome back to the fall 2009 semester. I hope your summer was restful. As you begin to create your MBOs for this year, please continue to use the electronic format to make the process less expensive and more organized. The MBO process is outlined below:

Creation of MBOs	
Aug 1– August 29 (in the first four weeks of the contract period)	<ul style="list-style-type: none"> • Faculty members use the attached form for their initial 2009-2010 MBO typing in their objectives for this year as well as the desired weights. It is also available on the steel drive: 8-1 to 5-31 Ten month faculty.doc • Please place only one objective in each block and remember to choose the percentages in each category. As many additional blocks in each category can be added. • Electronically send the form to the Chair/Dean as an email attachment. Please save the document on your desk top and not on the steel drive.
September 18	<ul style="list-style-type: none"> • Chairs/Deans will forward the MBO document to the VPAA electronically with their comments after meeting with faculty members for the initial review. • Chairs/Deans will also send the coversheet in hard copy.
Beginning September 18	<ul style="list-style-type: none"> • VPAA meets with Chairs/Deans on their MBOs and continues until all MBOs are discussed
Beginning September 18	<ul style="list-style-type: none"> • VPAA will type Initial Review notes on the MBO document and return it along with the signature cover sheet to the Chair/Dean as soon as she has met with the Chair/Dean. • The Chair/Dean will retain the cover sheet.
Beginning September 19	<ul style="list-style-type: none"> • The Chair/Dean will return the Initial MBO document to faculty electronically with VPAA comments.
Midpoint MBO Review	
Between January 11 and February 15 (28 calendar days of the first day that faculty are directed to report for Spring Semester)	<ul style="list-style-type: none"> • Faculty members type midpoint review notes and send them to their Chair/Dean electronically as an email attachment. • Please use the same MBO document that you used for the initial review. • Your Chair/Dean will also type in review comments and meet with faculty members to discuss them. • Both Faculty members and Chair/Dean will sign and initial the cover sheet. • Then the Chair/Dean will return the MBO form to the faculty member with both your comments and his/her comments. • The Chair/Dean will retain the cover sheet.
Beginning February 1	<ul style="list-style-type: none"> • VPAA will meet with Chair/Dean to do a midpoint MBO review.

	<ul style="list-style-type: none"> • Chair/Dean will type midpoint review notes and send them to VPAA electronically as an email attachment. • Please use the same MBO document that you used for the initial review. • VPAA will type in review comments and meet with Chair/Dean to discuss them. • Both VPAA and Chair/Dean will sign and initial the cover sheet. • Then VPAA will return the MBO form electronically to Chair/Dean with both Chair/Dean and VPAA comments • The Chair/Dean will retain the cover sheet.
Final MBO Review	
<p>Between April 19 and May 14</p> <p>(not more than 6 weeks nor less than 2 weeks before the end of the contract period)</p>	<ul style="list-style-type: none"> • Faculty members type their final review notes on the MBO document with the initial and midpoint review notes, and forward it to the Chair/Dean electronically as an email attachment. • The Chair/Dean will add typed comments and a rating and meet with faculty members to discuss them. • Both faculty members and the Chair/Dean will sign the cover sheet.
<p>Between May 1 and May 31</p> <p>(during the last month of the contract period for chairs/deans)</p>	<ul style="list-style-type: none"> • The Chair/Dean will forward the faculty MBO documents for all members in the department/school to VPAA before meeting with VPAA to discuss them. • The Chair/Dean will bring the cover sheet with all the signatures to a meeting with the VPAA. • The VPAA will review the faculty MBO documents and ratings and sign the cover sheets • The Chair/Dean will type his/her final review notes on her/his MBO document with the initial and midpoint review notes, and forward it to the VPAA electronically as an email attachment. • The VPAA will add typed comments and a rating and meet with the Chair/Dean to discuss them. • Both the VPAA and the Chair/Dean will sign the cover sheet.
	<ul style="list-style-type: none"> • VPAA will make copies of the cover sheet for the chairs, HR and Academic Affairs files. • VPAA will return the MBOs with all the electronic comments to the Chair/Dean who will return them to faculty members.

[8-1 to 5-31 Ten month faculty.doc](#)

10 August 2009

To: Ten Month Faculty Members/Deans/Chairs

From: Faye Vowell

Re: 2009-2010 MBO Process for Ten Month Faculty/Deans/Chairs
(August 3 – May 28)

Welcome back to the fall 2009 semester. I hope your summer was restful. As you begin to create your MBOs for this year, please continue to use the electronic format to make the process less expensive and more organized. The MBO process is outlined below:

Creation of MBOs	
Aug 3– August 31	<ul style="list-style-type: none"> • Faculty members use the attached form for their initial 2009-2010

(in the first four weeks of the contract period)	<p>MBO typing in their objectives for this year as well as the desired weights. It is also available on the steel drive: 8-3 to 5-28 Ten month faculty.doc</p> <ul style="list-style-type: none"> • Please place only one objective in each block and remember to choose the percentages in each category. As many additional blocks in each category can be added. • Electronically send the form to the Chair/Dean as an email attachment. Please save the document on your desk top and not on the steel drive.
September 18	<ul style="list-style-type: none"> • Chairs/Deans will forward the MBO document to the VPAA electronically with their comments after meeting with faculty members for the initial review. • Chairs/Deans will also send the coversheet in hard copy.
Beginning September 18	<ul style="list-style-type: none"> • VPAA meets with Chairs/Deans on their MBOs and continues until all MBOs are discussed
Beginning September 18	<ul style="list-style-type: none"> • VPAA will type Initial Review notes on the MBO document and return it along with the signature cover sheet to the Chair/Dean as soon as she has met with the Chair/Dean. • The Chair/Dean will retain the cover sheet.
Beginning September 19	<ul style="list-style-type: none"> • The Chair/Dean will return the Initial MBO document to faculty electronically with VPAA comments.
Midpoint MBO Review	
<p>Between January 11 and February 15</p> <p>(28 calendar days of the first day that faculty are directed to report for Spring Semester)</p>	<ul style="list-style-type: none"> • Faculty members type midpoint review notes and send them to their Chair/Dean electronically as an email attachment. • Please use the same MBO document that you used for the initial review. • Your Chair/Dean will also type in review comments and meet with faculty members to discuss them. • Both Faculty members and Chair/Dean will sign and initial the cover sheet. • Then the Chair/Dean will return the MBO form to the faculty member with both your comments and his/her comments. • The Chair/Dean will retain the cover sheet.
Beginning February 1	<ul style="list-style-type: none"> • VPAA will meet with Chair/Dean to do a midpoint MBO review. • Chair/Dean will type midpoint review notes and send them to VPAA electronically as an email attachment. • Please use the same MBO document that you used for the initial review. • VPAA will type in review comments and meet with Chair/Dean to discuss them. • Both VPAA and Chair/Dean will sign and initial the cover sheet. • Then VPAA will return the MBO form electronically to Chair/Dean with both Chari/Dean and VPAA comments • The Chair/Dean will retain the cover sheet.
Final MBO Review	
<p>Between April 19 and May 14</p> <p>(not more than 6 weeks nor less than 2 weeks before the end of the contract</p>	<ul style="list-style-type: none"> • Faculty members type their final review notes on the MBO document with the initial and midpoint review notes, and forward it to the Chair/Dean electronically as an email attachment. • The Chair/Dean will add typed comments and a rating and meet with faculty members to discuss them.

period)	<ul style="list-style-type: none"> Both faculty members and the Chair/Dean will sign the cover sheet.
Between May 1 and May 28 (during the last month of the contract period for chairs/deans)	<ul style="list-style-type: none"> The Chair/Dean will forward the faculty MBO documents for all members in the department/school to VPAA before meeting with VPAA to discuss them. The Chair/Dean will bring the cover sheet with all the signatures to a meeting with the VPAA. The VPAA will review the faculty MBO documents and ratings and sign the cover sheets The Chair/Dean will type his/her final review notes on her/his MBO document with the initial and midpoint review notes, and forward it to the VPAA electronically as an email attachment. The VPAA will add typed comments and a rating and meet with the Chair/Dean to discuss them. Both the VPAA and the Chair/Dean will sign the cover sheet.
	<ul style="list-style-type: none"> VPAA will make copies of the cover sheet for the chairs, HR and Academic Affairs files. VPAA will return the MBOs with all the electronic comments to the Chair/Dean who will return them to faculty members.

[8-3 to 5-28 Ten month faculty.doc](#)

10 August 2009

To: Eleven Month Faculty Members and Chairs/Deans/Directors
From: Faye Vowell
Re: 2009-2010 MBO Process for Eleven Month Faculty and Chairs/Deans/Directors
(August 1 – June 30)

Welcome back to the fall 2009 semester. I hope your summer was restful. As you begin to create your MBOs for this year, please continue to use the electronic format to make the process less expensive and more organized. The MBO process is outlined below:

Creation of MBOs	
Aug 1– August 29 (in the first four weeks of the contract period)	<ul style="list-style-type: none"> Faculty members use the attached form for their initial 2009-2010 MBO typing in their objectives for this year as well as the desired weights. It is also available on the steel drive: 8-1 to 6-30 Eleven month faculty.doc Please place only one objective in each block and remember to choose the percentages in each category. As many additional blocks in each category can be added. Electronically send the form to the Chair/Dean/Director as an email attachment. Please save the document on your desk top and not on the steel drive.
September 18	<ul style="list-style-type: none"> Chairs/Deans/Directors will forward the MBO document to the VPAA electronically with their comments after meeting with faculty members for the initial review. Chairs/Deans will also send the coversheet in hard copy.
Beginning September 18	<ul style="list-style-type: none"> VPAA meets with Chairs/Deans/Directors on their MBOs and continues until all MBOs are discussed
Beginning	<ul style="list-style-type: none"> VPAA will type Initial Review notes on the MBO document and

September 18	<p>return it along with the signature cover sheet to the Chair/Dean/Directors as soon as she has met with the Chair/Dean/Director.</p> <ul style="list-style-type: none"> • The Chair/Dean/Director will retain the cover sheet.
Beginning September 19	<ul style="list-style-type: none"> • The Chair/Dean/Director will return the Initial MBO document to faculty electronically with VPAA comments.
Midpoint MBO Review	
<p>Between January 11 and February 15</p> <p>(28 calendar days of the first day that faculty are directed to report for Spring Semester)</p>	<ul style="list-style-type: none"> • Faculty members type midpoint review notes and send them to their Chair/Dean/Director electronically as an email attachment. • Please use the same MBO document that you used for the initial review. • Your Chair/Dean/Director will also type in review comments and meet with faculty members to discuss them. • Both Faculty members and Chair/Dean/Director will sign and initial the cover sheet. • Then the Chair/Dean/Director will return the MBO form to the faculty member with both your comments and his/her comments. • The Chair/Dean/Director will retain the cover sheet.
Beginning February 1	<ul style="list-style-type: none"> • VPAA will meet with Chair/Dean/Director to do a midpoint MBO review. • Chair/Dean/Director will type midpoint review notes and send them to VPAA electronically as an email attachment. • Please use the same MBO document that you used for the initial review. • VPAA will type in review comments and meet with Chair/Dean/Director to discuss them. • Both VPAA and Chair/Dean/Director will sign and initial the cover sheet. • Then VPAA will return the MBO form electronically to Chair/Dean/Director with both Chair/Dean/Director and VPAA comments • The Chair/Dean/Director will retain the cover sheet.
Final MBO Review	
<p>Between May 19 and June 16</p> <p>(not more than 6 weeks nor less than 2 weeks before the end of the contract period)</p>	<ul style="list-style-type: none"> • Faculty members type their final review notes on the MBO document with the initial and midpoint review notes, and forward it to the Chair/Dean/Director electronically as an email attachment. • The Chair/Dean/Director will add typed comments and a rating and meet with faculty members to discuss them. • Both faculty members and the Chair/Dean/Director will sign the cover sheet.
<p>Between June 1 and June 30</p> <p>(during the last month of the contract period for chairs/deans)</p>	<ul style="list-style-type: none"> • The Chair/Dean/Director will forward the faculty MBO documents for all members in the department/school to VPAA before meeting with VPAA to discuss them. • The Chair/Dean/Director will bring the cover sheet with all the signatures to a meeting with the VPAA. • The VPAA will review the faculty MBO documents and ratings and sign the cover sheets • The Chair/Dean/Director will type his/her final review notes on her/his MBO document with the initial and midpoint review

	<p>notes, and forward it to the VPAA electronically as an email attachment.</p> <ul style="list-style-type: none"> • The VPAA will add typed comments and a rating and meet with the Chair/Dean/Director to discuss them. • Both the VPAA and the Chair/Dean/Director will sign the cover sheet.
	<ul style="list-style-type: none"> • VPAA will make copies of the cover sheet for the chairs/deans/directors, HR and Academic Affairs files. • VPAA will return the MBOs with all the electronic comments to the Chair/Dean/Director who will return them to faculty members.

[8-1 to 6-30 Eleven month faculty.doc](#)

10 August 2009

To: Twelve Month Faculty Members and Chairs/Deans/Director
 From: Faye Vowell
 Re: 2009-2010 MBO Process for Twelve Month Faculty and Chairs/Deans
 (July 1 – June 30)

Welcome back to the fall 2009 semester. I hope your summer was restful. As you begin to create your MBOs for this year, please continue to use the electronic format to make the process less expensive and more organized. The MBO process is outlined below:

Creation of MBOs	
July 1– July 29 (in the first four weeks of the contract period)	<ul style="list-style-type: none"> • Faculty members use the attached form for their initial 2009-2010 MBO typing in their objectives for this year as well as the desired weights. It is also available on the steel drive: 7-1 to 6-30 Twelve month faculty.doc • Please place only one objective in each block and remember to choose the percentages in each category. As many additional blocks in each category can be added. • Electronically send the form to the Chair/Dean/Director as an email attachment. Please save the document on your desk top and not on the steel drive.
August 17	<ul style="list-style-type: none"> • Chairs/Deans/Director will forward the MBO document to the VPAA electronically with their comments after meeting with faculty members for the initial review. • Chairs/Deans will also send the coversheet in hard copy.
Beginning August 17	<ul style="list-style-type: none"> • VPAA meets with Chairs/Deans on their MBOs and continues until all MBOs are discussed
Beginning August 17	<ul style="list-style-type: none"> • VPAA will type Initial Review notes on the MBO document and return it along with the signature cover sheet to the Chair/Dean/Director as soon as she has met with the Chair/Dean/Director. • The Chair/Dean/Director will retain the cover sheet.
Beginning September 19	<ul style="list-style-type: none"> • The Chair/Dean/Director will return the Initial MBO document to faculty electronically with VPAA comments.
Midpoint MBO Review	
Between January 11 and February 15 (28 calendar days of the first day that faculty are directed to report for Spring Semester)	<ul style="list-style-type: none"> • Faculty members type midpoint review notes and send them to their Chair/Dean/Director electronically as an email attachment. • Please use the same MBO document that you used for the initial review. • Your Chair/Dean/Director will also type in review comments and meet with faculty members to discuss them. • Both Faculty members and Chair/Dean/Director will sign and initial the cover sheet. • Then the Chair/Dean/Director will return the MBO form to the faculty member with both your comments and his/her comments. • The Chair/Dean will retain the cover sheet.

Beginning February 1	<ul style="list-style-type: none"> • VPAA will meet with Chair/Dean to do a midpoint MBO review. • Chair/Dean will type midpoint review notes and send them to VPAA electronically as an email attachment. • Please use the same MBO document that you used for the initial review. • VPAA will type in review comments and meet with Chair/Dean to discuss them. • Both VPAA and Chair/Dean will sign and initial the cover sheet. • Then VPAA will return the MBO form electronically to Chair/Dean with both Chair/Dean/Director and VPAA comments • The Chair/Dean/Director will retain the cover sheet.
Final MBO Review	
<p>Between May 19 and June 16</p> <p>(not more than 6 weeks nor less than 2 weeks before the end of the contract period)</p>	<ul style="list-style-type: none"> • Faculty members type their final review notes on the MBO document with the initial and midpoint review notes, and forward it to the Chair/Dean/Director electronically as an email attachment. • The Chair/Dean/Director will add typed comments and a rating and meet with faculty members to discuss them. • Both faculty members and the Chair/Dean/Director will sign the cover sheet.
<p>Between June 1 and June 30</p> <p>(during the last month of the contract period for chairs/deans)</p>	<ul style="list-style-type: none"> • The Chair/Dean/Director will forward the faculty MBO documents for all members in the department/school to VPAA before meeting with VPAA to discuss them. • The Chair/Dean/Director will bring the cover sheet with all the signatures to a meeting with the VPAA. • The VPAA will review the faculty MBO documents and ratings and sign the cover sheets • The Chair/Dean will type his/her spring review notes on her/his MBO document with the August and fall review notes, and forward it to the VPAA electronically as an email attachment. • The VPAA will add typed comments and a rating and meet with the Chair/Dean to discuss them. • Both the VPAA and the Chair/Dean will sign the cover sheet.
	<ul style="list-style-type: none"> • VPAA will make copies of the cover sheet for the chairs/deans/directors, HR and Academic Affairs files. • VPAA will return the MBOs with all the electronic comments to the Chair/Dean/Director who will return them to faculty members.

[7-1 to 6-30 Twelve month faculty.doc](#)

10 August 2009

To: Twelve Month Faculty Members and Chairs/Deans/Directors
 From: Faye Vowell
 Re: 2009-2010 MBO Process for Twelve Month Faculty (August 10 – June 30)

Welcome back to the fall 2009 semester. I hope your summer was restful. As you begin to create your MBOs for this year, please continue to use the electronic format to make the process less expensive and more organized. The MBO process is outlined below:

Creation of MBOs	
Aug 10 – Sept 4 (in the first four weeks of the contract period)	<ul style="list-style-type: none"> • Faculty members use the attached form for their initial 2009-2010 MBO typing in their objectives for this year as well as the desired weights. It is also available on the steel drive: 8-10 to 6-30 Twelve month faculty.doc • Please place only one objective in each block and remember to choose the percentages in each category. As many additional blocks in each category can be added. • Electronically send the form to the Chair/Dean/Director as an email attachment. Please save the document on your desk top and not on the steel drive.
September 18	<ul style="list-style-type: none"> • Chairs/Deans/Directors will forward the MBO document to the VPAA electronically with their comments after meeting with faculty members for the initial review. • Chairs/Deans will also send the coversheet in hard copy.
Beginning September 18	<ul style="list-style-type: none"> • VPAA meets with Chairs/Deans on their MBOs and continues until all MBOs are discussed
Beginning September 18	<ul style="list-style-type: none"> • VPAA will type Initial Review notes on the MBO document and return it along with the signature cover sheet to the Chair/Dean/Directors as soon as she has met with the Chair/Dean/Director. • The Chair/Dean/Director will retain the cover sheet.
Beginning September 19	<ul style="list-style-type: none"> • The Chair/Dean/Director will return the Initial MBO document to faculty electronically with VPAA comments.
Midpoint MBO Review	
Between January 11 and February 15 (28 calendar days of the first day that faculty are directed to report for Spring Semester)	<ul style="list-style-type: none"> • Faculty members type midpoint review notes and send them to their Chair/Dean/Director electronically as an email attachment. • Please use the same MBO document that you used for the initial review. • Your Chair/Dean/Director will also type in review comments and meet with faculty members to discuss them. • Both Faculty members and Chair/Dean/Director will sign and initial the cover sheet. • Then the Chair/Dean/Director will return the MBO form to the faculty member with both your comments and his/her comments. • The Chair/Dean/Director will retain the cover sheet.
Beginning February 1	<ul style="list-style-type: none"> • VPAA will meet with Chair/Dean to do a midpoint MBO review.

	<ul style="list-style-type: none"> • Chair/Dean/Director will type midpoint review notes and send them to VPAA electronically as an email attachment. • Please use the same MBO document that you used for the initial review. • VPAA will type in review comments and meet with Chair/Dean/Director to discuss them. • Both VPAA and Chair/Dean/Director will sign and initial the cover sheet. • Then VPAA will return the MBO form electronically to Chair/Dean/Director with both Chair/Dean/Director and VPAA comments • The Chair/Dean/Director will retain the cover sheet.
Final MBO Review	
<p>Between May 19 and June 16</p> <p>(not more than 6 weeks nor less than 2 weeks before the end of the contract period)</p>	<ul style="list-style-type: none"> • Faculty members type their final review notes on the MBO document with the initial and midpoint review notes, and forward it to the Chair/Dean/Director electronically as an email attachment. • The Chair/Dean/Director will add typed comments and a rating and meet with faculty members to discuss them. • Both faculty members and the Chair/Dean/Director will sign the cover sheet.
<p>Between June 1 and June 30</p> <p>(during the last month of the contract period for chairs/deans)</p>	<ul style="list-style-type: none"> • The Chair/Dean/Director will forward the faculty MBO documents for all members in the department/school to VPAA before meeting with VPAA to discuss them. • The Chair/Dean/Director will bring the cover sheet with all the signatures to a meeting with the VPAA. • The VPAA will review the faculty MBO documents and ratings and sign the cover sheets • The Chair/Dean will type his/her final review notes on her/his MBO document with the initial and midpoint review notes, and forward it to the VPAA electronically as an email attachment. • The VPAA will add typed comments and a rating and meet with the Chair/Dean to discuss them. • Both the VPAA and the Chair/Dean will sign the cover sheet.
	<ul style="list-style-type: none"> • VPAA will make copies of the cover sheet for the chairs/deans/directors, HR and Academic Affairs files. • VPAA will return the MBOs with all the electronic comments to the Chair/Dean/Director who will return them to faculty members.

[8-10 to 6-30 Twelve month faculty.doc](#)

EVALUATION CRITERIA: Tenure, Promotion and Post-Tenure Review

Deadlines

A faculty member who wishes to apply for tenure or promotion in rank must submit an application to his/her department chair by **February 1** of the academic year preceding the academic year in which the promotion or grant of tenure will become effective. In addition the faculty member should provide the cumulative file of their activities organized in accordance with the tenure and promotion application form. These materials will be forwarded along with any departmental or department chair recommendations to the Vice President for Academic Affairs by **March 1**. The Vice President will make a recommendation to the President by **April 15**. The President will make a recommendation to the Board of Regents by **May 1**. This recommendation shall also be provided to the faculty member. The Board of Regents shall act upon the recommendation at its next scheduled meeting.

Evaluative Criteria

The faculty at Western New Mexico University recognizes that evaluation of individual performance must be an ongoing responsibility. Faculty evaluations shall be used to make decisions for promotion, tenure and performance-based compensation. The amount of compensation is determined by the Board of Regents. Every faculty member shall be evaluated annually. Evaluation techniques are doomed, however, without the cooperation of the evaluatee. The supervisor and the evaluatee are jointly and severally responsible for ensuring that the evaluation process is completed in the prescribed timeliness. The method herein described is an attempt to ensure the cooperation of the individual faculty member by placing the responsibility for setting goals and the means by which to measure their attainment on each individual. The process is known as Management by Objectives (MBO). The goals are meant to be set to assure continuation of past performance as well as to establish ways to demonstrate improvement. This process has four phases:

- 1) The overall objectives of the University are clearly communicated to everyone in the academic departments (and hopefully everyone throughout the University). These long-range objectives are worked out by the Board of Regents and the University Administration headed by the President and Vice President for Academic Affairs preferably with the participation of department chairs and the General Assembly.
- 2) Department chairs will meet with department members, then with the Vice President for Academic Affairs during the last 4 weeks of the spring semester to discuss department goals and objectives for the following academic year. These departmental goals, in addition to the overall goals, are also communicated to faculty members in each department, respectively. After this communication, while in the first four weeks of the contract period, each faculty member works out measurable personal goals that mesh with the objectives of the University and department. Each department chair shall set goals to be reviewed by the Academic Vice President. The goals shall fall into the five key criteria areas:

Teaching effectiveness

Student advisement process

Scholarship, research, or other creative activity

Professional contribution

Personal relationship

For library faculty the evaluation criteria of resource management may be substituted for student advisement process.

After discussion and agreement with the department chair (Vice President for Academic Affairs reviews Chair's goals), these goals are written on a standard form for later review. It is intended that individual weakness will be acknowledged and each faculty member will initiate objectives that will lead to improvement of weaknesses. Department chairs are encouraged to suggest alternatives and to work with faculty members to generate goals that are realistic and achievable as well as being appropriate. The Vice President for Academic Affairs shall review and approve all forms to ensure a standard process across all departments.

3) A midpoint review shall be conducted within 28 calendar days of the first day that faculty are directed to report for Spring semester. The department chair shall meet with each faculty member to discuss progress toward the written goals. The Department Chair, in making evaluations, shall solicit the opinions of the other tenured members of the department. The Department Chair shall notify a faculty member in writing within 1 week of the midpoint review if his/her services are unsatisfactory. Unless he/she has been so notified, a faculty member in probationary status can assume that his/her services have been satisfactory. Except for termination for adequate cause, a faculty member may not be given notice of non-renewal of contract unless he/she has been given the above letter. Tentative decisions by the department chair on recommendations for tenure or promotion are made at this time based on current and previous performance and conveyed to the Vice President for Academic Affairs. Recommendations for termination are also conveyed to the Vice President and the faculty member at this time. The comments and recommendations of the Department Chair must be made part of the faculty member's personnel record. Also, a record will be kept on the progress toward the objectives. In the first week of February, the Vice President for Academic Affairs shall review the individual progress of the department chairs toward their written goals. A final performance review is conducted by the department chair with each faculty member not more than 6 weeks nor less than 2 weeks before the end of the contract period. The results of this evaluation will be communicated to the Vice President for Academic Affairs for use in calculating performance-based compensation factors for all faculty members. A similar review of department chairs shall be carried out by the Vice President for Academic Affairs during the last month of the contract period.

4) All participants (Vice President for Academic Affairs, department chairs and faculty members) hold an annual review in the March General Assembly to judge whether long-range objectives are being met. The cycle will then be refined and repeated.

The key word in the term “management by objectives” is not the word “objectives” but the word “management”. The process is only an attempt to encourage active management with the active participation of those being managed.

Specifically for the written objectives the faculty member, department chair, and occasionally the Vice President for Academic Affairs should discuss what the goals are that the faculty member should strive to attain in a given academic year. The means to attain the goals might change each year and the weights for the aforementioned five criteria will also vary yearly, with the key emphasis, however, always being on teaching effectiveness. The mission of the University as stated by the Board of Regents is that the University will serve primarily as a teaching institution. The emphasis is on classroom performance, primarily teaching the clients, the students of Western New Mexico University. One method of measuring teaching effectiveness is through the administration of written student evaluations of all faculty members each year. All courses taught by non-tenured and adjunct faculty will be evaluated. In the case of tenured faculty, three courses per year will be evaluated.

The three courses will be determined by the department chair in consultation with the faculty member. Additional evaluations may be administered at the discretion of the faculty member. The weight of this criterion should never be less than 40% nor more than 60% for a faculty member.

In order to have some type of balanced performance in the five key criteria areas, all should be counted with various weights (but with none of the other four weighted less than 5%). The five weights must total 100%. The faculty member and department chair (with input from the Academic Vice President if appropriate) should decide upon the weights for the given academic year regarding the faculty member’s objective. This will allow the faculty member to develop strengths in all areas of evaluation over time. The Academic Vice President shall ensure that there is relative uniformity over all departments in setting and measuring goals.

Each evaluation shall rate the performance in each of the five criteria according to a numerical scale from zero (0) to ten (10) with zero (0) being poor performance (none of the individual objectives met) and ten (10) being excellent (with all objectives meet maximum potential). These numerical values shall be weighted according to the pre-agreed upon weights to obtain an overall evaluation score. The form for implementing this process is included as part of this regulation but shall be reviewed annually by the department chairs and the Academic Vice President for improvement and may be changed as necessary to implement the process herein described.

Initially, it may be difficult for individual faculty to generate meaningful objectives for themselves. As an assistance, the following *examples* are included as guidelines for generating objectives:

TEACHING EFFECTIVENESS

- more case work in classes
- improved student evaluation in a specific area
- more use of visual aids
- more work with poorer performing students
- special review sessions during non-class hours
- use yourself as a tutor more often
- more guest speakers (experts)
- develop appropriate field trips
- coordinate a graduate assistant for tutoring

STUDENT ADVISEMENT PROCESS

- maintain office hours at a convenient time for most students
- advise all majors in your subject area
- put on a seminar for all students in a major on job skill requirements
- develop a new degree plan form for your major field
- keep an “open door” policy towards students and majors outside of office hours
- have evening office hours for evening and non-traditional students

RESOURCE MANAGEMENT (Examples for Library Faculty)

- provide efficient, effective intellectual access to the library collection and services
- analyze collections for academic programs undergoing program review

SCHOLARSHIP, RESEARCH AND OTHER CREATIVE ACTIVITY

- write a paper in your field and submit to a reviewed journal
- develop a grant proposal and submit for funding
- make a university/community presentation on a topic of interest in your field
- attend one workshop in your field and report on your experience at a departmental meeting
- serve on a discussion panel at a regional/national professional meeting
- write a book review for a professional journal and have it accepted
- participate as a judge in an artistic competition in your field
- review two or more manuscripts for a professional journal

PROFESSIONAL CONTRIBUTIONS

- serve on an elected faculty committee
- serve on an appointed faculty committee
- attend a regional/national meeting
- serve on a departmental search committee
- perform community service through individual effort in a club or organization

PERSONAL RELATIONSHIPS

- develop rapport with students as measured by student evaluations
- attend 2/3 of General Assembly meetings
- attend all departmental meetings and actively participate
- work more “harmoniously” with fellow faculty members
- pay more attention to departmental and university paperwork and deadlines
- allow sufficient lead time for typing and other assistance

5) Every five years after date of tenure, each faculty member will participate in post-tenure review as part of the MBO process. Peer review and student evaluations of teaching are required elements of post-tenure review. If teaching deficiencies are noted, the faculty member will be placed in a two-year-long faculty development program. If improvement is not noted after two years, tenure will be revoked.

6) The evaluation criteria and procedures provided for in the Faculty Handbook do not preclude departments from implementing additional evaluation criteria and procedures which do not conflict with the Faculty Handbook.

Personnel Files

Anytime during the probationary period or prior to the time of a decision concerning promotion, the faculty member may submit statements, letters, documents, and special reports that bear on his/her effectiveness in any of the aforementioned areas. All faculty members shall have access to their own personnel files.

MBO, Promotion and Tenure Decision Calendar 2009-2010*

- August 10** In the first four weeks of the contract period, each faculty member works out measurable personal goals that mesh with the objectives of the University and department. Chairs review them with faculty. *
- September 4** Promotion and Tenure Meeting with those applying this year.
- September 18** VPAA meets with Chairs on their MBOs and continues until all MBOs are discussed.*
- December 15** Notice of non-renewal of contract due to tenure track faculty in their second year if the appointment expires at the end of that year or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination*
- Jan 11 - Feb 15** A midpoint review shall be conducted within 28 calendar days of the first day that faculty are directed to report for Spring semester. The department chair shall meet with each faculty member to discuss progress toward the written goals. The Department Chair, in making evaluations, shall solicit the opinions of the other tenured members of the department.
- The Department Chair shall notify a faculty member in writing within 1 week of the midpoint review if his/her services are unsatisfactory. Unless he/she has been so notified, a faculty member in probationary status can assume that his/her services have been satisfactory. Except for termination for adequate cause, a faculty member may not be given notice of non-renewal of contract unless he/she has been given the above letter.
- Tentative decisions by the department chair on recommendations for tenure or promotion are made at this time based on current and previous performance and conveyed to the Vice President for Academic Affairs. Recommendations for termination are also conveyed to the Vice President and the faculty member at this time.
- The comments and recommendations of the Department Chair must be made part of the faculty member's personnel record. Also, a record will be kept on the progress toward the objectives.*
- January 15** Promotion and Tenure Workshop, 10:00 am in Hunter Hall
- February 1** Application for promotion or tenure due to department chairs.
- February 1** In the first week of February, the Vice President for Academic Affairs shall review the individual progress of the department chairs toward their written goals (midpoint review).*
- March 1** Promotion /Tenure files and department or department chairs recommendations due to VPAA
- March 1** Notice of non-renewal of contract is due to tenure track faculty in their first year of service if the appointment expires at the end of that year; or, if a one-year appointment expires at the end of that year, at least three months in advance of its termination. *
- April 5-April 30** A final performance review is conducted by the department chair with each faculty member not more than 6 weeks nor less than 2 weeks before the end of the contract period. *

April 19-May 17 VPAA conducts final MBO reviews for department chairs.*

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|-----------------|---|
| April 15 | Promotion and tenure recommendations due to the President from the VPAA |
| April 19 | During the last four weeks of the spring semester chairs meet with the department and with the VPAA to discuss department goals for next year. |
| May 1 | President's recommendations regarding promotion and tenure due to the Board to be acted on at the next regularly scheduled meeting. This recommendation will also be provided to the faculty member. |
| May 1 | Notice of non-renewal due to tenure track faculty with more than two years service with WNMU. * |
| May 4 | Faculty evaluations of department chairs due to VPAA. |

***Note: these dates are for nine month faculty with contracts from August 10, 2009 to May 17, 2010. Faculty with different lengths of contracts or different start dates need to consult with their chair/dean on the appropriate timelines.**

**Faculty Evaluation
Cover Sheet for Management by Objectives
2009-2010**

Faculty Name: _____ **Department** _____

	Initial Review	Midpoint Review	Final Review
1. Teaching Effectiveness Weight: _____% (Should be between 40-60%)	_____ (Chair & Faculty Initials)	_____ (Chair & Faculty Initials)	_____ (Score 0-10)
2. Student Advisement Process Weight: _____%	_____ (Chair & Faculty Initials)	_____ (Chair & Faculty Initials)	_____ (Score 0-10)
3. Scholarship, Research, or Other Creative Activity Weight: _____%	_____ (Chair & Faculty Initials)	_____ (Chair & Faculty Initials)	_____ (Score 0-10)
4. Professional Contributions Weight: _____%	_____ (Chair & Faculty Initials)	_____ (Chair & Faculty Initials)	_____ (Score 0-10)
5. Personal Relationships Weight: _____%	_____ (Chair & Faculty Initials)	_____ (Chair & Faculty Initials)	_____ (Score 0-10)

Weighted Average Score: _____

Initial Review

Midpoint Review

Final Review

Faculty Member Date

Faculty Member Date

Faculty Member Date

Chair/Dean Date

Chair/Dean Date

Chair/Dean Date

VPAA Date

Chair/Dean Date

VPAA Date

