

December 14, 2005

To: Dr. George Van Allen
From: Ellen Weed
Subject: Looking Back and Looking Ahead

I have just completed the annual evaluations of the six Academic Affairs deans. As part of that process, each dean prepared a self evaluation that included some information about accomplishments in their division. I'm attaching the deans' evaluations and am summarizing major 2005 accomplishments and 2006 challenges for Academic Affairs in this memo. 2005 has been a productive year for us. I look forward to even more accomplishments in 2006.

Major Accomplishments in 2005:

1. We hired 24 new full-time faculty members on the main campus and moved four temporary faculty to term contracts as a result of a national search. These new faculty bring an infusion of energy and creativity to campus.
2. We developed orientation materials and activities for new faculty that will be used in future years. Linda Lyle in Instructional Services developed and is offering the first online Adjunct Academy course for ten adjunct faculty members.
3. All five instructional area deans are making regular classroom visits to observe faculty. Professional development programs have been implemented within four divisions.
4. We have a strong leadership team in Academic Affairs that works well together on behalf of the college as a whole and is committed to quality education. For example:
 - a. There have been major curriculum revisions in the Computer Information Systems A.A.S. degree
 - b. A new Process Control program has begun in Humphreys County.
 - c. All programs in Business and Applied Arts, plus Biology and Computer Information Systems, completed academic audits.
 - d. Photography will begin using a new processor in January that greatly enhances the curriculum of that program.
 - e. Social Services and English as a Second Language have experienced major growth spurts this fall.
 - f. Math faculty members are beginning, with some encouragement and incentive, to look for more innovative teaching strategies.

- g. Plans are in progress to grow and strengthen our Music and Art offerings.
 - h. The Dean of Learning Resources has assumed leadership of our Quality Enhancement Plan team. All full-time faculty have taken the California Critical Thinking Test that our degree graduates must take.
5. We are making progress in identifying student learning outcomes and the means of assessing their achievement in every course. The deans' summaries reflect ongoing work in this area.
 6. We have begun work on our SACS reaffirmation effort. We earned initial accreditation of the First Assistant program, had an ABET team review Architectural, Civil/Construction, and Electrical Engineering Technologies programs, and have submitted self-studies for Occupational Therapy Assistant and Culinary.
 7. We made progress in facilities improvement and in aligning enrollment with faculty staffing and with instructional space. In terms of staffing, all but one new faculty position was in the growing Arts and Sciences area. To alleviate space problems, we have constructed a greenhouse, completed phase I of the lab renovations, and reassigned several classrooms. We are beginning phase II of the lab project and have begun work on the new building that will house Student Services and some classroom space.

Major Challenges for 2006:

1. Academic advising is a major weakness that must be addressed and there is no quick fix. There is abundant evidence from the Alumni Survey, CCSSE, and from current employees that this is a serious weakness. Several inservice sessions were held during this fall semester and discussions during these sessions highlighted the need for even more training. Three additional sessions are scheduled for early January. Both the Records and Academic Affairs Offices have prepared and made available additional materials and handouts. Although the degree audit available through Banner will be a tremendous help in the long term, the migration to Banner will only exacerbate advising problems in the short term.

This will be a major challenge for the College. Although faculty have primary responsibility for academic advisement of continuing degree-seeking students, it is clear that Student Services also has a critical role to play in assisting new students, assigning faculty advisors, and coordinating the advising process. A Student Services Dean with

extensive experience and expertise in advising would be an important asset for us at this time.

2. We must complete the Compliance Audit for SACS and have a draft of the Quality Enhancement Plan done by the end of 2006. We will also need to complete the Institutional Effectiveness Tracking System for all units for 2005-2006 and enter objectives for 2006-2007, as well as complete the online faculty roster.
3. The successful implementation and use of Banner will be the major challenge for the Student Services division for the next 2 – 3 years. Other major initiatives will receive lower priority.

**NASHVILLE STATE TECH
Performance Review and Development Plan**

EMPLOYEE: Ellen Weed
POSITION TITLE: Vice President

DEPARTMENT: Academic Affairs
REVIEW PERIOD: January 1, 2005 – December 31, 2005

PART 1: REASON FOR REVIEW (Please check one)

Annual Review Probation Other (Explain)

PART 2: REVIEW OF JOB DESCRIPTION

Employee _____ Supervisor _____
copy with dated _____ The employee's job description has been reviewed and is accurate. (Attach a initials of employee and supervisor.)

_____ The employee's job description requires changes. A proposed job description is attached.

PART 3: DEFINITION OF LEVELS OF ACHIEVEMENT

- 5 = Outstanding** Employee consistently exceeds established standards and goals.
- 4 = Above Expected Standards** Employee consistently accomplishes objectives with occasional instances of exceptional performance
- 3 = Meets Expected Standards** Employee effectively performs job duties and position objectives
- 2 = Below Expected Standards** Employee sometimes meets established objectives, but lacks consistency.
- 1 = Poor** Employee meets established objectives only occasionally.
- N = Not Applicable** Does not apply to the position being evaluated.

PART 4: FINAL REVIEW SIGNATURES

I have completed an interview to discuss the overall performance results with my supervisor. My signature does not necessarily signify agreement with the results.

Ellen Weed 3/31/06

Employee Signature
Date

George Van Allen 4/7/06

Supervisor Signature	Date
President's Staff Signature	Date

E = Employee S = Supervisor	5 = Outstanding Standards 4 = Above Expected Standards 3 = Meets Expected Standards 2 = Below Expected Standards 1 = Poor N = Not Applicable
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Part 5: ESSENTIAL JOB FUNCTIONS (From Job Description)	E	S	COMMENTS
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

Part 6: ACHIEVEMENT OF GOALS (If Applicable)	Function # (Part 5)	E	S	COMMENTS
1.				
2.				

3.				
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E = Employee S = Supervisor	5 = Outstanding 4 = Above Expected Standards 3 = Meets Expected Standards 2 = Below Expected Standards 1 = Poor N = Not Applicable
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Part 7: EMPLOYEE PERFORMANCE

Organizational/Support	E	S	Comments
Adheres to college and departmental policies & procedures.	3	4	
Exhibits positive commitment to goals of dept. and college.	4	4	
Supports college efforts in the area of affirmative action/equal employment opportunity/diversity/Geier.	3	5	
Communication	E	S	Comments
Uses oral and written communication skills effectively to ensure understanding and enhance cooperation.	3	5	Excellent command of language
Interacts effectively with individuals and groups; demonstrates tact and respect for others.	3	4	
Shares needed information in a timely manner.	3	5	
Professionalism	E	S	Comments
Accepts responsibility for assigned and assumed roles/tasks; minimizes blame of others	3	5	Sets high standards for self
Displays good reasoning and problem-solving skills.	3	4	
Follows instructions conscientiously and consistently.	3	4	Always dependable
Addresses customers'/students' needs courteously, and efficiently.	3	4	
Plans ahead, schedules time wisely, and establishes priorities.	3	5	Manages large complex area effectively
Exhibits initiative through proposal of new ideas/improved methods of operation.	3	3	
Meets attendance and punctuality expectations.	4	5	Always here
Completes assignments promptly and accurately with little or no supervision.	4	5	Excellent employee
Remains current in job-relevant knowledge and skills; seeks	3	4	

opportunities to improve self and work performed.			
Leadership/Management	E	S	Comments
Competently manages budget, supplies, or other applicable resources.	3	3	As far as I know
Utilizes conflict resolution (human relation) skills to foster effective working relationships.	3	3	
Inspires respect, confidence, teamwork, and commitment.	3	4	Practices "leadership by example," very respected
Delegates tasks, ensuring that employees are clearly and properly directed.	4	4	
Analyzes situations, evaluates alternative courses of action, and acts decisively.	3	3	Unsure if subordinates provide adequate feedback to her
Overall Performance	E	S	Comments
Overall evaluation of job performance	3	5	2005 MVP

Part 8: The following categories are optional and should be completed by the employee and supervisor as applicable.

1. Strengths

Well organized; good team player; committed to College mission; delegates freely

2. Accomplishments

Progress on SACS reaffirmation; progress on student learning emphasis

3. Growth Plan (If needed, supervisor addresses specific concerns & required improvements)

Anticipated changes will require more oversight. Deans et. al. should be told that feedback is essential.