FACULTY/ED ADMIN APPENDIX E PROCEDURES FOR EVALUATION

APPENDIX E

PROCEDURES FOR EVALUATION
OF FACULTY

I. PROCEDURE FOR EVALUATION OF PROBATIONARY CONTRACT AND TEMPORARY FACULTY

A. Selection of Committee

Upon notification from the Area Dean, the department chair or if the evaluatee is the department chair, the dean in consultation with the Academic Senate President, shall form an evaluation committee. Committee composition shall consist of:

1. The evaluatee, as a nonvoting member.

2. The department chair. (If the evaluatee is department chair, an additional tenured faculty from the evaluatee's field or a closely related discipline.)

3. One tenured faculty from the evaluatee's field or a closely related discipline.

4. One tenured faculty from outside the department.

5. Area dean (non-voting) for years one and two of the 4-year probationary evaluation schedule, and at the discretion of the dean or the committee in years three and four.

The three voting members of the evaluation committee shall choose one member (not the evaluatee) to serve as chair.

B. Committee Responsibilities

1. Plan for Evaluation: Committee members will select a chair and establish a timeline by the sixth week of the semester in which the evaluation takes place.

2. Review Course Materials: The evaluatee shall provide relevant course/job performance materials for review by committee members e.g., syllabi, exams, student records, counseling notes, etc.

3. Obtain Written Comments: Obtain written comments from the evaluatee (self-evaluation), evaluatee's department chair (Faculty Responsibilities Checklist) and Dean (Dean's Comment Form) regarding the individual's performance of job responsibilities and fulfillment of departmental and campus responsibilities. The five performance criteria listed in Section 21.10 shall be considered: a) expertise in discipline; b) effectiveness in performing job; c) availability to students and colleagues; d) fulfillment of college responsibilities; and e) professional growth. See Performance Criteria Guidelines in Appendix E, Section VI.

4. Review Previous Evaluations: Obtain and review copies of previous evaluation reports.

5. Obtain Client Data: A written client survey will be distributed and collected without the evaluatee present. For instructors, the survey will be taken covering each section taught by the evaluatee. To ensure objectivity in client surveys, discussion about the instructor or course shall take place after distributing and collecting the surveys. In the case of non-teaching faculty (e.g., counselors, college nurse, librarian, etc.), the evaluatee shall ensure that the procedure for client surveys adopted by that department is carried out. Faculty with duties designated as primarily Management, Leadership or Coordination shall follow procedures outlined in Appendix E-VII.

6. Observe the Evaluatee: Each member of the committee will observe the evaluatee in the performance of his/her duties. For instructors, a committee member will visit each section of the evaluatee's classes for at least one class meeting or a minimum of 30 minutes. For large lecture classes that have multiple labs and/or discussion groups, a minimum total of two lab and two discussion sections will be observed. The specific sections to be observed will be
selected by the committee. For non-instructional faculty, the evaluator shall be observed in the performance of a variety of their duties by each member of the committee for a minimum total of 50 minutes. Prepare Evaluation Report: Members other than the evaluator will prepare a written report which includes:

a. A compilation of client survey results, including an accurate tabulation of quantitative results and a transcription of qualitative client survey data, presented in such a way as to protect the confidentiality of the individual student’s response.

b. The Faculty Responsibilities Checklist, which includes department chair comments

c. The Dean’s Comment Form

d. Evaluator’s written self-evaluation

e. A brief summary of the evaluation which includes conclusions and recommendations and a written statement indicating Satisfactory, Needs Improvement or Substandard performance. If the evaluator’s performance is satisfactory, suggestions to enhance satisfactory performance may be included to assist the evaluator to achieve even higher levels of performance. In the case of a Satisfactory evaluation, Item 10 below does not apply.

f. The Faculty Evaluation Summary Form with appropriate signatures.

Any committee member, including the evaluator, may append an individual statement to the committee report.

8. Make recommendation: For probationary tenure track faculty, the committee report shall also include a recommendation to:

a. Enter into a contract with the faculty member for the following academic year(s) in accordance with district policy 1700.

or

b. Not enter into a contract with faculty member for the following academic year(s), including reasons, in accordance with district policy 1700.

or

c. Grant tenure, in the fourth year, to the faculty member in accordance with district policy 1700.

If a probationary faculty member’s performance is evaluated as needing improvement, the committee may recommend that the district “not enter into a contract for the following academic year(s).” If the evaluator's performance is evaluated as Substandard, the committee must recommend that the district “not enter into a contract for the following academic year(s).”

9. Submit Evaluation Report: The completed evaluation report, including recommendations, shall be submitted to the division dean by the last day of instruction as designated on the college calendar for the semester in which the evaluation is conducted. No alterations or additions shall be made to the committee’s final evaluation report once it has been signed by the committee. The two most recent evaluations shall be kept on file in the Office of Human Resources.

10. Develop Plan for Improvement: If a probationary evaluator’s performance is evaluated as Needs Improvement, the committee (including the evaluator, the department chair and dean) will develop a plan for improvement. The plan for improvement shall include a statement of areas needing improvement (based on the Performance Criteria Guidelines, Appendix E–VI) and the criteria for determining if improvement has occurred. (Not applicable when the faculty member has not been recommended for rehire.)

The evaluator and the evaluation committee chair will sign the plan for improvement, and a copy of the plan will be submitted with the committee’s initial evaluation report by the end of the semester in which the evaluation was conducted. The evaluator may submit personal reflections on the plan.

C. Re-evaluation of Probationary Contract Faculty with Performance Designated as Needs Improvement
II. PROCEDURE FOR EVALUATION OF TENURED CONTRACT FACULTY

A. Committee Composition

1. Area deans shall notify the faculty member when their evaluation is due.

2. The committee shall consist of the evaluator and at least two other tenured certificated persons who have not served on the evaluator’s two most recent evaluation committees. (These two persons shall hereinafter be referred to as “evaluators.”) One of the two evaluators shall be in the evaluator’s discipline or in a closely related discipline. The second of the two evaluators shall be from outside the evaluator’s discipline.

B. Committee Selection

1. The evaluator shall select the first evaluator from his or her discipline. That evaluator shall select the second evaluator. The evaluators shall be allowed one veto of the second evaluator. In the case of disagreement regarding committee composition after one veto, the evaluator’s Dean shall arbitrate, and if necessary make the decision.

2. The evaluators may elect to have up to two additional faculty, beyond the required minimum, as committee members. Additional members shall be by unanimous choice of the existing committee.

3. Once the committee has been selected, the evaluator shall inform the department chair (or when the evaluator is a department chair, the division dean) of the committee membership.
C. Committee Responsibilities

1. Selection of Committee Chair: The evaluation committee shall select a committee member other than the evaluatee to be the chair by the end of the sixth week of the semester in which the evaluation is being conducted. The committee chair shall then be responsible for seeing that the evaluation is carried out in accordance with the procedures stated here (Appendix E-II) and that the final report is forwarded to the department chair (or when the evaluatee is a department chair, the division dean) by the last day of instruction as designated on the college calendar for the semester in which the evaluation is being conducted.

2. Establish Timeline: The committee shall review the mandatory activities listed below in items 3a - 3h and set up a timeline for carrying them out consistent with the two deadlines stated in item C1 above.

3. Conduct Evaluation: The evaluation committee must perform the following activities in conducting the evaluation:

a. Review the evaluatee’s most recent Faculty Evaluation Report before setting up the timeline for other activities.

b. Review Performance: To evaluate performance of faculty responsibilities, the committee chair shall request from the evaluatee’s department chair (or in the case of a department chair, the division dean) and present to the committee a completed Faculty Responsibilities Checklist. The committee chair shall also request from the evaluatee’s dean and present to the committee a completed Dean’s Comment Form.

c. Review the evaluatee’s written self-evaluation.

d. Observe Evaluatee: For instructional faculty, each evaluator shall observe the evaluatee in the performance of her/his duties for a minimum of 50 minutes of instruction. For non-instructional faculty, each evaluator shall observe the evaluatee in any number of roles involving direct student contact for a combined total of a minimum of 50 minutes.

e. Conduct Client Survey: In the case of instructional faculty, ensure that anonymous, written client surveys on the form approved by the review committee are conducted in each section of each course (except co-requisite laboratory courses) currently being taught by the evaluatee. The surveys shall be conducted by the evaluator without the evaluatee present. To ensure objectivity in the client surveys, discussion with the chair about the instructor or the course shall take place after distributing and collecting the surveys. In the case of non-teaching faculty (e.g., counselors, college nurse, librarians, etc.), the evaluatee shall ensure that the procedures for client surveys adopted by the evaluatee's department is carried out.

Each non-instructional department of the college shall develop a form for surveying clients appropriate to that department’s special function to be used by all faculty members in the department. It is recommended that each department’s (both instructional and non-instructional) client survey form be reviewed by the Academic Policies Committee prior to first-time use by the department. See Appendix E-Section VII for Procedures for Evaluation of Faculty with Duties Designated as Primarily Management, Leadership or Coordination.

f. Summarize Client Survey Data: Ensure that quantitative results of the written client surveys are tabulated accurately and that qualitative results are transcribed and presented in a way that protects the confidentiality of individual student responses.

g. Additional Components: The evaluatee or the evaluation committee may request additional components to the evaluation, beyond the minimum required in sections 3a - 3f above. Optional activities that might be included are:

• Review of course syllabi, assignments, exams or other materials used by the evaluatee.

• Additional observation of the evaluatee in the performance of her/his duties.

• Long-term follow-up on clients.

• Review of videotaped class sessions conducted by the evaluatee.

• Review of feedback from other faculty served by the evaluatee.

• Participation by the Dean and/or department chair.
h. Prepare Final Report: Complete the Faculty Evaluation Summary Form basing findings on the District Performance Criteria listed in Section 2120 (demonstrates expertise in academic discipline and/or area of assignment, effectiveness in teaching and/or performance of job; availability to students and colleagues; responsibilities to the college community and SRCC's goals and policies; professional growth). See Appendix E-VI for Performance Criteria Guidelines. Each committee member shall review all evaluation materials before the Faculty Evaluation Summary Form is completed.

The committee shall determine the evaluator's performance to be "Satisfactory," "Needs Improvement," or "Substandard." If the finding is "Needs Improvement" or "Substandard," the re-evaluation process outlined in Appendix E-III, "Needs Improvement" or Appendix E-IV "Substandard" shall be followed. If there is an impasse, the Academic Senate President (or designee) shall be added to the committee to serve as tie-breaking person.

Sign and forward the complete evaluation report (see subsection D below) to the department chair who shall sign in acknowledgment that the evaluation has been completed and forward the report to the appropriate dean. The dean shall then sign in acknowledgment that the evaluation has been completed and forward the report to the Vice-President, who shall be responsible for ensuring that the report is filed with the Office of Human Resources.

D. Submission of Evaluation Report

The completed evaluation report shall be submitted to the Division Dean not later than the last day of instruction, for the semester in which the evaluation is done.

When the evaluator's performance is determined to be satisfactory, the Evaluation Report shall consist of the Faculty Evaluation Summary, summaries of the client surveys, the Faculty Responsibilities Checklist, the written self-evaluation (at the discretion of the evaluator), and the Dean's Comment Form (at the discretion of the committee). If the performance of the evaluator is evaluated as Needs Improvement or Substandard, the written self-evaluation and the Dean's Comment Form shall be included with the final report. No alterations or additions shall be made to the committee's final evaluation report once it has been signed by the committee. The two most recent evaluations shall be kept on file in the Office of Human Resources.

Revised and Approved Board of Trustees: October 28, 1982; August 16, 1990;

September 1, 1992; September 24, 1998; June 24, 1999; May 24, 2001

III. PROCEDURE FOR RE-EVALUATION OF TENURED CONTRACT FACULTY WITH PERFORMANCE DESIGNATED AS NEEDS IMPROVEMENT

A. Overview

If the report of the evaluation committee indicates that the faculty member's performance Needs Improvement, a review of the faculty's progress toward improvement will be completed within two semesters following the initial committee recommendation. The department chair (or in the case of a department chair, the dean) is responsible for ensuring that the review process is completed on schedule.

B. Development of Plan for Improvement

1. The original evaluation committee, if possible, including the evaluator, in consultation with the department chair (or equivalent) and the dean, will develop a plan for improvement. In the event of a disagreement, the committee chair will make the final decision. The evaluator and the evaluation committee chair will sign the plan for improvement. The evaluator may submit personal reflections on the plan. A copy of the plan will be submitted with the committee's initial evaluation report by the end of the semester in which the evaluation was conducted. The plan for improvement shall include a statement of areas needing improvement (based on the Performance Criteria Guidelines, Appendix E-VI) and the criteria to be used to determine if improvement has occurred.

2. The committee, evaluator, department chair and dean will determine:

- appropriate follow-up, based on the nature of improvement recommended,
* the nature of evidence of improvement,
* whether a full re-evaluation at the end of the year is necessary.

For example, if improvement was needed in classroom presentation, student surveys and observation may be required; if improvement was in syllabi or test composition, committee review may be sufficient; for improvement in committee/college participation, statements of improvement from department chair or committee chair may be sufficient.

C. Implementation of the Plan

Not more than two semesters shall be allowed for implementation of the plan, with re-evaluation taking place during the second half of the second semester. The evaluator or the committee has the option of choosing a member faculty member to serve as a resource and provide feedback to the evaluator during the period of implementation of the plan. If this option is selected, the evaluator, the committee, and the department chair must agree on the mentor.

D. Selection of Committee for Re-evaluation of Improvement

1. At the beginning of the second semester after the recommendation of Needs Improvement, the department chair (or in the case of the department chair, the dean) will form the re-evaluation committee. The committee will consist of:
   * The evaluator
   * The two faculty members from the original evaluation committee, if possible. (If not possible, tenured faculty alternates from the evaluator's field or a closely related discipline.)
   * The department chair
   * The appropriate dean (votes only to break a tie)

2. The department chair shall serve as chair of the re-evaluation committee.

E. Committee Responsibilities

1. Plan for Re-evaluation: At its first meeting, the committee will review the evaluation report from the previous evaluation, the plan for improvement and establish a timeline for re-evaluation. The evaluator will present a written report to the committee describing progress toward goals outlined in the plan for improvement.

2. Conduct the Re-evaluation: Re-evaluation shall be conducted consistent with procedures outlined in Appendix E-II. At the discretion of the committee, re-evaluation may consist of review of all or selected aspects of the evaluator's performance.

3. Prepare Report: Members of the committee, other than the evaluator, will prepare a written report that addresses item B-2 above. All members of the committee will sign the report. Any member of the committee may append an individual statement to the committee report.

4. Make Recommendation:
   a. If improvement has been satisfactory, recommend returning the faculty evaluator to the regular Faculty Evaluation schedule; the period of Needs Improvement constitutes the first year of the three-year cycle.
   b. If reasonable effort at improvement has not been made, the evaluator is referred to the Procedure for Re-evaluation of Tenured Contract Faculty who Demonstrate Substandard Performance (Appendix E-IV), where dismissal may be the ultimate recommendation.

5. Submit Report: Report shall be submitted to the faculty member's Vice President by the last day of instruction as designated on the college calendar for the semester in which the re-evaluation is completed. No alterations or additions shall be made to the committee's final evaluation report once it has been signed by the committee. The two most recent evaluations shall be kept on file in the Office of Human Resources.
IV PROCEDURE FOR RE-EVALUATION OF TENURED CONTRACT FACULTY WHO DEMONSTRATES SUBSTANDARD PERFORMANCE

A. Overview

If the report of the evaluation committee indicates that the faculty member's performance is Substandard, a re-evaluation will be completed by the end of the following semester. The re-evaluation process will use peer review and be based on a written plan for improvement. Division deans are responsible for ensuring that the re-evaluation process is completed on schedule.

B. Development of Plan for Improvement

The original evaluation committee, if possible, including the evaluator, in consultation with the department chair (or the equivalent) and dean, will develop a plan for improvement, stating specific actions to be taken. In the event of a disagreement, the committee chair will make the final decision. All parties will sign the plan for improvement. The evaluator shall submit his/her reflections on the plan. The committee will file a copy of the plan with the committee's evaluation report by the end of the semester in which the initial evaluation was conducted. The plan for improvement shall include:

1. Identification of areas needing improvement
2. Specific goals to be achieved
3. Suggested means for improvement
4. Timeline for plan
5. Criteria for determining satisfactory performance at the time of re-evaluation

C. Implementation of the Plan

One-half semester shall be allowed for implementation of the plan by the evaluator. Re-evaluation shall be completed by the end of that semester. A mentor, mutually agreed upon by the evaluator and the department chair, will be selected to serve as a resource to the evaluator. The mentor will provide feedback to the evaluator but will not participate in formal evaluation procedures.

D. Selection of Committee for Re-Evaluation

1. At the beginning of the semester following the evaluation that identified Substandard performance, the department chair (or equivalent) in consultation with the dean will form a new evaluation committee. The committee will consist of the following:
   a. The evaluator (as a non-voting member).
   b. The department chair (if the evaluator is department chair, an additional faculty member from the evaluator's field or a closely related discipline).
   c. Two regular tenured faculty members, mutually agreed upon by the evaluator and department chair (in the case of a department chair, the dean).
   d. The chair of the Academic Policies Committee (or designee), as a non-voting observer.
   e. The appropriate dean (as a non-voting member).
2. In the case of disagreement regarding the composition of the committee, the arbitrators will be the President of the Academic Senate, the division dean, and the Vice President of Academic Affairs or Vice President of Student Affairs.

3. The department chair shall serve as committee chair.

E. Committee Responsibilities

1. Plan for Re-evaluation: The re-evaluation committee chair will convene the committee not later than the eighth week of the semester following a Substandard recommendation. At its first meeting, the committee will review the evaluation report from the previous evaluation and the plan for improvement. It will also establish a timeline for the re-evaluation process, which must be completed by the last day of instruction for that semester. The evaluator will present a written report to the committee describing progress toward goals outlined in the plan.

2. Conduct Re-evaluation: The re-evaluation will be conducted using the process described in the Procedure for evaluation of Tenured Contract Faculty. (Appendix E(1))

3. Prepare Report: Members of the committee other than the evaluator will prepare a written report that addresses each of the five performance criteria that were Substandard, with particular emphasis on the specific goals outlined in the evaluator’s individual plan for improvement. Within the report will be a statement that indicates whether the evaluator has demonstrated successful performance in appropriate areas identified in the criteria for evaluation. All members shall sign the report. Any member of the committee may append an individual statement to the committee report.

4. Make Recommendation: The report shall include a recommendation to:
   a. return the faculty member to the regular rotation for faculty evaluation;
   b. forward the report to the Executive Vice President of Educational Programs for review and action.

5. Submit Report: By the end of the last day of instruction as designated on the college calendar for that semester, the committee shall submit the completed report to the appropriate dean. No alterations or additions shall be made to the committee’s final evaluation report once it has been signed by the committee. The two most recent evaluations shall be kept on file in the Office of Human Resources.

Approved Board of Trustees: July 12, 1972

Revised and Approved October