



AP 7151 EVALUATION OF FACULTY

References:

Education Code Sections 87607, 87608.5, 87610, 87610.1, 87663, 87664,
87666 and 87734;
Accreditation Standard 3.3

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Overview

The responsibility for evaluation rests solely with the faculty. Peer review guides the evaluation process.

The District shall allocate resources to achieve the following: (a) training to all faculty members with regard to the conduct of fair, legal, and effective faculty evaluations; (b) support for evaluation procedures; and (c) effective and meaningful opportunities for growth and improvement of performance.

The evaluation of all faculty shall be directed toward the achievement of the following objectives:

1. To ensure quality instruction and student support services;
2. To share ideas for quality instruction and service to students with other faculty;
3. To identify areas of strength and/or areas needing improvement, and to develop a plan for improvement, if needed.

It shall be the responsibility of each full-time faculty member to participate in their own evaluation and to participate on an equitable basis in the evaluation of other members of the faculty.

Area deans are responsible for ensuring that evaluations are completed on schedule and according to procedure.

Committee composition for each category of faculty, contract (probationary), regular (tenured), temporary (part-time and temporary contract), is described in these procedures. To the extent possible, the evaluation committee shall reflect the diverse population of California. (Education Code Section 87663(d))

Those being evaluated shall be protected from unfair, biased, or misused evaluation and shall be entitled to protection of their civil, professional, and human rights. Disputes will be resolved in accordance with BP/AP 7216 Faculty Grievances.

The Academic Policies Committee shall periodically review the evaluation policy and procedures and recommend modifications as needed.



There may be extenuating circumstances that require deviation from the procedures identified in this document. Any proposed deviation must be identified prior to the initiation of the evaluation proceedings and have prior approval of the Academic Senate President and the area dean.



Performance Criteria

In accordance with the provisions of the Education Code Section 87664, which requires the Board, in consultation with the faculty, to set forth "reasonable but specific standards which it expects its faculty to meet in the performance of their duties," the following general professional criteria shall serve as the sole basis for evaluating all faculty:

1. Demonstration of expertise in academic discipline and/or area of assignment
2. Effectiveness in teaching and/or performance of job responsibilities
3. Availability to students and colleagues
4. Fulfillment of responsibilities to the District's goals and policies
5. Professional growth (applies to contract faculty only)

Each of the above criteria should be considered in the context of developing an equitable, inclusive, and accessible learning environment that supports the needs of a diverse student body.

The following guidelines shall be used to evaluate faculty as Meets/Exceeds Expectations, Needs Improvement, or Substandard. The guidelines are not all-inclusive: they are meant to provide some examples on which to base committee findings. Interpretation and application of these criteria are within the professional judgment of the committee members, based upon

- student evaluations,
- input from class or service observations,
- review of feedback from the area dean, department chairperson (if not on the committee), and Athletic Director (if faculty member is an athletic coach),
- and/or other supplemental materials related to the five evaluation criteria.

Criterion 1: Demonstration of Expertise in Academic Discipline and/or Area of Assignment

Meets/Exceeds Expectations:

The faculty member:

1. Maintains currency and depth of knowledge in discipline by participating in activities such as: professional organizations, conferences, workshops, performances, exhibitions, research, or other activities relevant to the field, and



- engaging in discussions with colleagues and other professionals in the field;
2. Imparts current, accurate, discipline-specific knowledge and information to students;
 3. Presents disciplinary knowledge in line with the course outline of record (COR), current cultural, institutional, and/or pedagogical practices;
 4. Incorporates changes in curriculum and pedagogy considering professional development activities and/or disaggregated student success data;
 5. Develops and maintains an awareness of community/societal applications of knowledge of their discipline.

Needs Improvement:

The faculty member inconsistently meets the above criterion to the extent that a plan for improvement is required.

Substandard:

The faculty member fails to meet the above criterion in such a way that student learning is impaired or the performance of duties negatively affects students and dismissal from classroom teaching or job assignment is strongly indicated.

Criterion 2: Effectiveness in Teaching and/or Performance of Job Responsibilities

Meets/Exceeds Expectations:

The faculty member:

1. Prepares course syllabi and other materials consistent with the course outline of record (COR) for classroom instruction, or consistent with student learning outcomes for student counseling and student support interactions.
2. Presents material at appropriate student level of understanding and provides materials for distribution that are accessible for all students.
3. Chooses from a variety of assessments as described in the course outline of record (COR) to evaluate student achievement of educational content and learning outcomes;
4. Presents material using DEIA practices as described in the course outline of record (COR).

Needs Improvement:

The faculty member inconsistently meets the above criterion to the extent that a plan for



improvement is required.

Substandard:

The faculty member fails to meet the above criterion in such a way that student learning is impaired or the performance of duties negatively affects students and dismissal from classroom teaching or job assignment is strongly indicated.

Criterion 3: Availability to Students and Colleagues

Meets/Exceeds Expectations:

The faculty member:

1. Responds in a timely manner to professional communications from faculty, staff, and students;
2. Establishes and maintains office hours or appointments in any of the various modalities at times that are convenient to all parties involved within requirements of BP 7210 Academic Employees: Faculty and BP 7214 Part Time Faculty: Office Hours;
3. Is receptive to, and respectful of, the needs of individual students and colleagues and accommodates special circumstances when appropriate and necessary;
4. Responds to requests made by DSPS for student accommodations and adheres to DSPS guidelines for such accommodations;
5. Attends regularly scheduled committee, division, and department meetings and contributes to other professional activities provided they do not conflict with teaching or work assignment as defined in BP 7210 Academic Employees: Faculty (applies to contract faculty only);

Needs Improvement:

The faculty member inconsistently meets the above criterion to the extent that a plan for improvement is required.



Substandard:

The faculty member fails to meet the above criterion in such a way that student learning is impaired or the performance of duties negatively affects students and dismissal from classroom teaching or job assignment is strongly indicated.

Criterion 4: Fulfillment of Responsibilities to the District's Goals and Policies

Meets/Exceeds Expectations:

The faculty member:

1. Demonstrates an awareness of and sensitivity to the needs of a diverse college community;
2. Demonstrates integrity and respects professional ethics;
3. Honors confidential information received in the course of professional duties unless otherwise required by law;
4. Supports and contributes to the District's overall mission and goals;
5. Demonstrates an awareness of, and compliance with, District policies and procedures;
6. Meets established deadlines for faculty duties such as submitting drop rosters, student learning outcomes data, grades, and textbook orders;
7. Submits required reports such as absences and flex obligation;
8. Attends required District activities such as mandatory in-service and graduation (applies to contract faculty only);
9. Participates in department and District planning activities (applies to contract faculty only);
10. Fulfills faculty service obligation (applies to contract faculty only).

Needs Improvement:

The faculty member inconsistently meets the above criterion to the extent that a plan for improvement is required.



Substandard:

The faculty member fails to meet the above criterion in such a way that student learning is impaired or the performance of duties negatively affects students and dismissal from classroom teaching or job assignment is strongly indicated.

Criterion 5: Professional Growth

Meets/Exceeds Expectations:

The faculty member:

1. Takes advantage, when possible, of educational opportunities such as cultural events, seminars, workshops, professional conferences, performances, concerts, exhibitions, and/or District-sponsored resources;
2. Regularly evaluates their own curriculum and/or pedagogy and implements new ways to improve student learning outcomes;
3. Establishes relationships with individuals, businesses, community organizations, and educational institutions, when possible and as appropriate to enhance our community partnerships;
4. Participates in divisional and/or departmental curriculum/program modification or development, classroom research, or relevant community activities.

Needs Improvement:

The faculty member inconsistently meets the above criterion to the extent that a plan for improvement is required.

Substandard:

The faculty member fails to meet the above criterion in such a way that student learning is impaired or the performance of duties negatively affects students and dismissal from classroom teaching or job assignment is strongly indicated.



Procedure For Evaluation of Contract (Probationary) Faculty

Overview of Years One through Four

The probationary period shall be four academic years. All probationary contract faculty shall be evaluated during each semester of the first year and at least once each year thereafter. At the completion of the fourth year evaluation, a determination shall be made regarding the granting of tenure. Faculty hired mid-year into contract (probationary) positions will begin the evaluation procedure in the fall semester of the subsequent academic year.

First Year (Education Code Section 87608)

- A. Evaluation shall occur each semester.
- B. Midyear dismissal is allowed only on the same grounds and following the same procedures as for regular tenured faculty (Education Code Section 87666).
- C. At the end of the first year for contract (probationary) faculty, the Board of Trustees may elect to:
 - a. Enter into a contract with the faculty member for the following academic year.
 - b. Not enter into a contract with the faculty member for the following academic year. However, before this can occur, the Board must have done all of the following:
 - i. Received statements of the most recent evaluation.
 - ii. Received a recommendation from the Superintendent/President.
 - iii. Taken action at a regular meeting of the Board.
 - iv. Given written notice of its decision and the reason(s) not to offer a contract for the following year to the faculty member on or before March 15 of the academic year covered by the existing contract (Education Code Section 87610).
 - v. informed the employee of their right to file a grievance regarding the first year probationary evaluation process (Education Code Section 87610.1) as outlined in BP 7216 Faculty Grievances.



Second Year (Education Code Section 87608.5)

- A. Evaluation shall occur in the fall semester. If the probationary faculty member receives a Needs Improvement or Substandard evaluation in the fall semester of the second year (the third evaluation of the probationary period), the probationary faculty member will not be offered a third contract..
- B. Midyear dismissal is allowed only on the same grounds and following the same procedures as for regular tenured faculty (Education Code Section 87666).
- C. At the end of the second year for contract (probationary) faculty, the Board of Trustees may elect to:
 - a. Enter into a contract with the faculty member for two additional academic years.
 - b. Not enter into a subsequent contract with the faculty member. However, before this can occur, the Board must have done all of the following:
 - i. Received statements of the most recent evaluation.
 - ii. Received a recommendation from the Superintendent/President.
 - iii. Taken action at a regular meeting of the Board.
 - iv. Given written notice of its decision and the reason(s) not to offer a contract for the third and fourth years to the faculty member on or before March 15 of the academic year covered by the existing contract (Education Code Section 87610).
 - v. Informed the employee of his/her right to file a grievance regarding the second year probationary evaluation process (Education Code Section 87610.1) as outlined in BP/AP 7216 Faculty Grievances.

Third/Fourth Year (Education Code Section 87609)

- A. Evaluation shall occur at least once during each year. Fourth year evaluation shall be required in the fall semester.
- B. Midyear dismissal is allowed only on the same grounds and following the same procedures as for regular tenured faculty (Education Code Section 87666).
- C. At the end of the fourth year for contract (probationary) faculty, the Board of Trustees may elect to:
 - a. Grant tenure to the faculty member and employ the individual as a tenured faculty member for subsequent years.
 - b. Not grant tenure to the faculty member. However, before this can occur, the Board must have done all of the following:
 - i. Received statements of the most recent evaluation.



- ii. Received a recommendation from the Superintendent/President.
- iii. Taken action at a regular meeting of the Board.
- iv. Given written notice of its decision not to offer tenure and the reason(s) to the faculty member on or before March 15 of the second year of the existing contract (Education Code Section 87610).
- v. Informed the employee of their right to file a grievance regarding the Board of Trustees' decision (Education Code Section 87610.1) as outlined in BP/AP 7216 Faculty Grievances.

Grievance Process for Tenure Decisions

Contract (probationary) faculty members wishing to grieve tenure decisions must follow the procedures outlined in BP/AP 7216 Faculty Grievances.

Selection of Committee for Probationary Contract Faculty

Upon notification from the area dean, the department chairperson shall form an evaluation committee. If the evaluatee is the department chairperson, the area dean and the Athletic Director (if the evaluatee is an athletic coach) shall consult with the Academic Senate President and they shall jointly select the evaluation committee. To the extent possible, the committee composition shall have diverse representation (Education Code Section 87663(d)). If online classes are part of the instructor's responsibility, at least one faculty member with online experience at the District shall participate as a committee member.

Committee composition shall consist of:

1. The evaluatee, as a non-voting member.
2. The department chair. (If the evaluatee is department chair, one additional tenured faculty from the evaluatee's discipline or a closely related discipline.)
3. One tenured faculty from the evaluatee's discipline 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 four-year probationary evaluation schedule and, in years three and four, at the discretion of the dean or the committee.
6. Athletic Director (non-voting), if faculty member is an athletic coach, for years one and two of the four-year probationary evaluation schedule and, in years three and four, at the discretion of the Athletic Director or the committee.

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

Committee Responsibilities

1. **Plan for Evaluation:** By the sixth week of the semester, committee members will confer, either in person or electronically, to select a chairperson, review the evaluation procedure, assign responsibilities for observations and distribution of student/client surveys, and establish a timeline in which the evaluation takes place.
2. **Review Previous Evaluations:** Obtain and review copies of previous evaluation reports.
3. **Review Course Materials:** The evaluatee shall provide all course syllabi as well as assignments used to determine achievement of the course student learning outcomes plus any other relevant course/job performance materials such as exams, student records, sample graded assignments, counseling notes, and/or web-based course materials for review by committee members.
4. **Observe the Evaluatee:** Each member of the committee will observe the evaluatee in the performance of his/her duties. For instructional faculty, a committee member will visit each section of the evaluatee's classes for at least one class meeting or a minimum of 50 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. For faculty who teach online courses, a committee member with online experience at the District will review pedagogy used in the delivery of the online class and evaluate evidence of regular, effective, and substantive faculty-student contact. (See Course Quality Standards in AP 4105 Distance Education.) For educational support faculty, each evaluator shall observe the evaluatee in any number of roles involving direct student or client contact for a combined total of a minimum of 50 minutes.

The evaluatee may request additional observation of the evaluatee in the performance of her/his duties or review of audiotaped or videotaped class sessions conducted by the evaluatee.

5. **Obtain Student/Client Data:** An anonymous written student/client survey will be distributed and collected by committee members (or designee if approved by committee) without the evaluatee present. Student/client survey data are confidential and private personnel information, not public documents, and they are components of an employee's performance evaluation. For instructional faculty, the survey will be given in each section of each course (except co-requisite laboratory courses) taught by the evaluatee. To ensure objectivity and independence there shall be no discussion about the instructor or the course. In the case of educational support faculty, the evaluator shall ensure that the procedure for administering surveys adopted by the evaluatee's department is carried out. Faculty with duties designated as primarily management, leadership, or coordination shall follow procedures outlined below in Procedure for Evaluation of Faculty with Duties Designated as Primarily Management, Coordination, or Program Leadership.

6. **Obtain Written Comments:** The committee chairperson shall obtain written comments from the (a) evaluators (observations and discussion of student/client surveys), (b) evaluatee (self-evaluation), (c) evaluatee's department chairperson (Faculty Responsibilities Checklist) and (d) area dean (Dean's Comment Form) and Athletic Director, if faculty member is an athletic coach (Dean's Comment Form) regarding the individual's performance of job requirements and fulfillment of departmental and District responsibilities. If the evaluatee is department chairperson, then the Faculty Responsibilities Checklist shall be completed by the committee chairperson in consultation with the area dean. The sole basis for written comments shall be the five performance criteria listed above. For the Faculty Responsibilities Checklist, if any responsibilities are marked as "needs improvement" or "substandard," then the department chairperson shall include supporting documentation. Except for an optional addendum from the evaluatee, no additional information or documents shall be included in the evaluation after this point. An evaluatee's addendum must be submitted to the area dean within 10 days of the committee signing the Faculty Evaluation Summary Form. The area dean will inform the committee chair that an addendum was filed.

7. **Prepare Evaluation Packet and Make Recommendation:** Voting committee members shall evaluate the student data and weigh it in relation to other factors in accordance with the five performance criteria. The committee members, other than the evaluatee, will prepare a written report which includes:



- a. A compilation of student/client survey results, including an accurate tabulation of quantitative results and a transcription of written student survey data, presented in such a way as to protect the anonymity of the individual student responses.
- b. The Faculty Responsibilities Checklist
- c. The Dean's Comment Form and the Athletic Director's comments (if faculty member is an athletic coach)
- d. The evaluatee's written self-evaluation
- e. Evaluators' written comments based on 50-minute observation by each evaluator. These written comments may include recommendations and/or commendations and suggestions to enhance performance.
- f. The Faculty Evaluation Summary Form with appropriate signatures. The committee's decision and comments do not require unanimity. Except for an optional addendum from the evaluatee (submitted to the area dean within 10 days of the date the committee signs), no alterations or additions shall be made to the committee's final evaluation report once it has been signed by the committee. An evaluatee's signature on the Faculty Evaluation Summary Form indicates understanding of the evaluation, not necessarily agreement with the content. An evaluation is considered complete once all voting members have signed the Faculty Evaluation Summary Form.

Committee recommendation for probationary contract faculty:

- i. Enter into a contract with the faculty member for the following academic year(s) in accordance with this procedure.
Or
- ii. Not enter into a contract with faculty member for the following academic year(s), including reasons, in accordance with this procedure.
Or
- iii. Grant tenure, in the fourth year, to the contract (probationary) faculty member in accordance with this procedure.

If a contract (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 evaluatee's performance is evaluated as Substandard, the committee must recommend that the district "not enter into a contract for the following academic year(s)."

8. **Submit Evaluation Packet:** The evaluation packet, consisting of the components identified in #7 above, shall be completed by the last day of the semester as designated on the District calendar for the semester in which the evaluation is conducted. The evaluation is considered complete once signed by the committee members. The completed evaluation packet shall be submitted to the area dean within 5 business days after the last day of the semester as designated on the District calendar for the semester. The dean shall then sign in acknowledgement that the evaluation has been completed and forward the report to the Chief Instructional Officer (CIO), who shall be responsible for ensuring that the report is filed with the Office of Human Resources and included in the employee's confidential employment file. If the faculty member is an athletic coach, the Athletic Director shall also sign in acknowledgement that the evaluation has been completed before the area dean forwards the report to the CIO. Completed evaluations shall be kept electronically by the Office of Human Resources.

9. **Needs Improvement:** Develop a faculty professional development plan for improvement. If a contract (probationary) evaluatee's performance is evaluated as Needs Improvement, the committee (including the evaluatee, the department chairperson the non-voting dean and, if applicable, the Athletic Director) shall develop a written faculty professional development plan for improvement. The plan shall include a statement of specific areas needing improvement (based on the Performance Criteria) and the measures for determining if improvement has occurred. This plan shall become part of the evaluation packet. (Not applicable when the faculty member has not been recommended for rehire.)

The evaluatee and the evaluation committee chairperson will sign the plan for improvement and a copy of the plan will be completed along with the committee's initial evaluation report by the last day of the semester as designated on the District calendar for the semester in which the evaluation was conducted. The evaluatee may submit comments about the plan and these comments become part of the evaluation packet.

Procedure for Professional Development and Re-Evaluation of Contract (Probationary) Faculty with Performance Designated as **Needs Improvement**

Timeline

When a probationary faculty member's performance has been evaluated as Needs Improvement, re-evaluation shall occur the following semester. This re-evaluation based on the Needs Improvement Plan will be conducted concurrently with the regular evaluation by a single committee if the faculty member has a regular evaluation scheduled for that semester.

Committee Selection

The department chairperson, in consultation with the area dean and the Athletic Director (if the faculty member is an athletic coach), shall select the re-evaluation committee. In the case that the evaluatee is a department chair, the Academic Senate President, in consultation with the area dean and the Athletic Director (if the faculty member is an athletic coach), shall select the re-evaluation committee. (Not applicable when faculty member has not been recommended for rehire.) To the extent possible, the Committee shall reflect the diverse population of California, and consist of the following:

- a. The evaluatee (non-voting).
- b. Two faculty members from the original evaluation committee, if possible. (If not possible, tenured faculty alternates from the evaluatee's discipline or a closely related discipline will be added to the committee.)
- c. The department chairperson. (If the evaluatee is the department chairperson, an additional tenured faculty from the evaluatee's discipline or closely related discipline.)
- d. The area dean (non-voting) and the Athletic Director (non-voting), if the faculty member is an athletic coach.

The department chairperson (or designee) shall serve as chairperson of



the re-evaluation committee. All members, except the evaluatee, the area dean, and the Athletic Director, shall have full voting rights.

Evaluation

The evaluation will be based solely on the faculty professional development plan for improvement formulated by the previous committee. A written report will be prepared that addresses the plan for improvement. The written report shall indicate whether the goals outlined in the improvement plan have been met. If the improvement has been achieved, no additional requirements will be placed on the evaluatee and they will return to satisfactory status in the evaluation cycle.

The decision and report do not require unanimity by the committee members. The committee members' signatures shall not constitute agreement with the content of the report but merely that the report is complete.

If the improvement has not been achieved, then the committee will make the recommendation to (a) enter into a contract with the faculty member for the following academic year(s) and develop another faculty professional development plan, or (b) not enter into a contract with the faculty member for the following academic year(s), including reasons.

Submission of Re-Evaluation Report

The report, including recommendations, shall be completed by the last day of the semester as designated on the District calendar for the semester in which the re-evaluation is conducted. An evaluatee's signature on the Faculty Evaluation Summary Form indicates understanding of the evaluation, not necessarily agreement with the content. An evaluation is considered complete once all voting members have signed the Faculty Evaluation Summary Form. Except for an optional addendum from the evaluatee, no alterations or additions shall be made to the committee's final evaluation report once it has been signed by the committee. The completed evaluation packet shall be submitted to the area dean within 5 business days after the last day of semester as designated on the District calendar for the semester. An evaluatee's optional addendum must be submitted to the area dean within 10 days of the committee signing the Faculty Evaluation Summary Form. The area dean will inform the committee chair that an addendum was filed.



Completed evaluations shall be kept electronically by the Office of Human Resources.



Procedure for Evaluation of Regular (Tenured) Faculty

Selection of Committee

The area dean shall notify the faculty member by the first week of the academic year in which their evaluation is due. The faculty member shall choose the semester (fall or spring) for the evaluation by the end of the second week. The area dean will provide the evaluation procedure and evaluation forms to the evaluatee.

By the fourth week of the semester in which the evaluation is to be conducted, the area dean will transmit confidentially the previous evaluation to the evaluatee for review by evaluation committee members. The evaluation cycle for regular (tenured) faculty shall be every three years beginning with the third year after the granting of tenure.

1. If the evaluatee has received all satisfactory evaluations for the probationary period and the first two tenured evaluations (total of ten years of service), they may make a request to follow the Master Teacher Evaluation procedure described below.
2. To the extent possible, the committee composition shall have diverse representation (Education Code Section 87663(d)) and consist of the evaluatee and at least two other regular (tenured) faculty (evaluators) who have not served on the evaluatee's two most recent evaluation committees. The evaluatee shall select the first evaluator from their discipline or a related discipline. The evaluator, in consultation with the evaluatee, shall select the second evaluator who shall be from outside the evaluatee's discipline. If online classes are part of the instructor's responsibility, at least one faculty member with online experience at the District shall participate as an evaluator.
3. The evaluatee 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 (including the evaluatee). In the case of disagreement regarding committee composition the Academic Senate President shall arbitrate and, if necessary, make the decision.

4. The evaluatee may request participation by the area dean, the Athletic Director (if the faculty member is an athletic coach), and/or the department chairperson for non-voting, consultative purposes.
5. After the committee has been selected, the evaluatee shall inform the department chairperson (or when the evaluatee is the department chairperson, the area dean) of the committee membership.

Committee Responsibilities

1. **Plan for Evaluation:** By the sixth week of the semester in which the evaluation is being conducted the evaluation committee shall confer, either in person or electronically, to select a chairperson (other than the evaluatee), review the evaluation procedure, assign responsibilities for observations and distribution of student/client surveys, and establish a timeline in which the evaluation takes place. The committee chairperson shall then be responsible for seeing that the evaluation is carried out in accordance with this procedure.
2. **Review Previous Evaluation:** Obtain and review a copy of the most recent confidential evaluation report.
3. **Review Course Materials:** The evaluatee shall provide all course syllabi. At the discretion of the committee, the evaluatee shall also provide assignments used to determine achievement of the course student learning outcomes plus any other relevant course/job performance materials such as exams, student records, sample graded assignments, counseling notes, and/or web-based course materials for review by committee members.
4. **Observe the Evaluatee:** For instructional faculty, each evaluator shall observe the evaluatee in the performance of his/her duties for a minimum of 50 minutes of instruction. For faculty who teach online courses, a committee member with online experience at the District will review pedagogy used in the delivery of the online class and evaluate evidence of regular, effective, and substantive faculty-student contact. (See Course Quality Standards in **AP 4105** Distance Education.) For educational support faculty, each evaluator shall observe the evaluatee in any number of roles involving direct student or client contact for a combined total of 50 minutes.

The evaluatee may request additional observation of the evaluatee in the performance of their duties or review of audiotaped or videotaped class sessions conducted by the evaluatee.

5. **Obtain Student/Client Data:** An anonymous written student/client survey will be distributed and collected by the evaluators (or designee, if approved by the committee) without the evaluatee present. Student/client survey data are confidential and private personnel information, not public documents, and they are components of an employee's performance evaluation. For instructional faculty, the survey will be given in each section of each course (except co-requisite laboratory courses) taught by the evaluatee. To ensure objectivity and independence there shall be no discussion about the instructor or the course. In the case of non-teaching educational support faculty, the evaluator shall ensure that the procedure for administering surveys adopted by the evaluatee's department is carried out. Faculty with duties designated as primarily management, leadership, or coordination shall follow procedures outlined below in Procedure for Evaluation of Faculty with Duties Designated as Primarily Management, Coordination, or Program Leadership.

6. **Obtain Written Comments:** The committee chairperson shall obtain written comments from the (a) evaluators (observations and discussion of student/client surveys), (b) evaluatee (written self-evaluation at the discretion of the evaluatee), (c) evaluatee's department chairperson (Faculty Responsibilities Checklist), (d) area dean (Dean's Comment Form), and (e) Athletic Director (if the faculty member is an athletic coach) regarding the individual's performance of job requirements and fulfillment of departmental and District responsibilities. If the evaluatee is department chairperson, then the Faculty Responsibilities Checklist shall be completed by the committee chair in consultation with the area dean. The sole basis for written comments shall be the five performance criteria listed above. For the Faculty Responsibilities Checklist, if any responsibilities are marked as "needs improvement" or "substandard," then the department chair shall include supporting documentation. Except for an optional addendum from the evaluatee, no additional information or documents shall be included in the evaluation after this point. An evaluatee's addendum must be submitted to area dean within 10 days of the committee signing the Faculty Evaluation Summary Form. The area dean will inform the committee chair that an addendum was filed.

7. **Prepare Evaluation Packet and Make Recommendation:** Voting committee members shall evaluate the student data and weigh it in relation to other factors in accordance with the five performance criteria. The committee members, other than the evaluatee, will prepare a written report which includes:
 - a. A compilation of student/client survey results, including an accurate tabulation of quantitative results and a transcription of written student survey data, presented in such a way as to protect the anonymity of the individual student responses.
 - b. The Faculty Responsibilities Checklist.
 - c. The Dean's Comment Form and the Athletic Director's comments (if the faculty member is an athletic coach).
 - d. The evaluatee's written self-evaluation (at the discretion of the evaluatee).
 - e. Evaluators' written comments based on 50-minute observation by each evaluator. These written comments may include recommendations and/or commendations and suggestions to enhance performance.
 - f. The Faculty Evaluation Summary Form with appropriate signatures. The committee's decision and comments do not require unanimity. Except for an optional addendum from the evaluatee, no alterations or additions shall be made to the committee's final evaluation report once it has been signed by the committee.
 - g. The evaluatee's signature on the Faculty Evaluation Summary Form indicates understanding of the evaluation, not necessarily agreement with the content. An evaluation is considered complete once all voting committee members have signed the Faculty Evaluation Summary Form.

8. **Submit Evaluation Packet:** The completed evaluation packet, consisting of items in #7 above, shall be submitted to the department chairperson who shall (1) sign in acknowledgement that the evaluation has been completed. The evaluation shall be completed by the last day of the semester as designated on the District calendar for the semester in which the evaluation is conducted. The evaluation is considered complete once signed by the committee members. The completed evaluation packet shall be submitted to the area dean within 5 business days after the last day of semester as designated on the District calendar for the semester. The dean shall then sign in acknowledgement that the evaluation has been completed and forward the report to the Chief Instructional Officer, who shall be responsible for ensuring that the report is filed with the Office of Human Resources and included in the employee's confidential employment file. If the faculty member is an athletic coach, the Athletic Director



shall also sign in acknowledgement that the evaluation has been completed before the area dean forwards the report to the CIO. Completed evaluations shall be kept electronically by the Office of Human Resources. Student survey data are confidential and private personnel information, not public documents, and are components of an employee's performance evaluation. All persons involved in any evaluation activity are expected to treat information obtained in the course of the evaluation confidentially.

9. **Needs Improvement:** If the finding is "Needs Improvement," a written professional development plan for improvement (see below) shall be followed. If there is an impasse among the voting evaluators, the Academic Senate President (or designee selected from faculty members) shall be added to the committee to serve as the tie-breaking person.

10. **Substandard:** If the finding is "Substandard," a written professional development plan for improvement (see below) shall be followed. If there is an impasse among the voting evaluators, the Academic Senate President (or designee selected from faculty members) shall be added to the committee to serve as the tie-breaking person. After the evaluation is complete, the area dean shall forward the evaluation to the Chief Instructional Officer so that the District may serve a 90-day notice of unsatisfactory performance in compliance with Education Code 87734.

If a tenured faculty member in the District is hired into a different department, the faculty member will be evaluated the first two semesters of employment and then resume the evaluation cycle for regular (tenured) faculty.

Disputes shall be handled initially informally, and afterward according to BP/AP 7216 Faculty Grievances.

Procedure for Professional Development and Re-evaluation of Regular (Tenured) Faculty with Performance Designated as **Needs Improvement**

Overview

If the report of the evaluation committee indicates that the faculty member's performance is a Needs Improvement, a professional development plan will be completed by the last day of the semester as designated on the District calendar for the semester in which the evaluation took place. A review of the faculty member's achievement of his/her professional development (improvement) plan will be completed within two semesters following the initial committee decision. The department chairperson (or in the case of the department chairperson, the area dean) is responsible for ensuring that the review process is completed on schedule.

Development of Plan for Improvement

The original evaluation committee, including the evaluatee, in consultation with the department chairperson (or equivalent), the area dean, and the Athletic Director (if the faculty member is an athletic coach), will develop a written professional development plan for improvement. This plan shall include the following:

- appropriate follow-up, based on the nature of improvement recommended,
- identification of assistance needed by the evaluatee to achieve satisfactory improvement,
- determination of whether a full re-evaluation at the end of the two semesters is necessary.

For example, if improvement was needed in classroom presentation, student surveys and observations 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 the department chairperson or committee chairperson may be sufficient.

In the event of a disagreement about the plan, the committee chairperson will make the

final decision. The evaluatee and the evaluation committee chairperson will sign this plan for improvement. The evaluatee may submit comments about the plan and these comments become part of the evaluation packet. A copy of the plan will be completed along with the committee's initial evaluation report by the last day of the semester as designated on the District calendar for the semester in which the evaluation was conducted. The written plan for improvement shall include a statement of specific area(s) needing improvement based on the Performance Criteria and the measures for determining if improvement has occurred. This plan shall become part of the evaluation packet. The evaluation is considered complete once signed by the committee members. The completed evaluation packet shall be submitted to the area dean within 5 business days after the last day of semester as designated on the District calendar for the semester.

Implementation of Plan for Improvement

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

Selection of Committee for Re-Evaluation

1. By the beginning of the second semester after the recommendation of Needs Improvement, the department chairperson (or in the case of the department chairperson, the area dean and the Athletic Director, if the faculty member is an athletic coach, in consultation with the Academic Senate President) will form the re-evaluation committee.

To the extent possible, the committee composition shall have diverse representation (Education Code Section 87663(d)) and consist of:

- The evaluatee (as a non-voting member)
- The two faculty members from the original evaluation committee, if possible. If the original evaluation committee members are unavailable, tenured faculty alternates from the evaluatee's field or a closely related discipline shall be selected by the committee chairperson. If the evaluatee is the department chairperson, the area dean in consultation with the Academic Senate President, shall select the faculty alternates. The evaluatee shall be allowed one veto of the substitute(s). In the case of

disagreement regarding substitute(s) selected, the Academic Senate President shall arbitrate and, if necessary, make the decision.

- An additional tenured faculty member selected by the department chairperson.
 - The area dean and the Athletic Director if the faculty member is an athletic coach (as non-voting members).
2. Any tenured faculty member other than the evaluatee shall be selected by the committee to serve as chairperson of the re-evaluation committee.

Committee Responsibilities

1. **Plan for the Re-Evaluation:** At its first meeting, the committee will review the evaluation report from the previous evaluation and the plan for improvement and establish a timeline for the re-evaluation. During the course of the re-evaluation, the evaluatee will present a written report to the committee describing progress toward goals outlined in the plan for improvement.
2. **Conduct the Re-Evaluation:** The evaluation will be based solely on the plan for improvement formulated by the previous committee. Re-evaluation on the specific area(s) needing improvement shall be conducted consistent with procedures outlined above in Procedure for Evaluation of Regular (Tenured) Faculty. If student data are collected, voting committee members shall evaluate the student data and weigh it in relation to the specific factors identified in the professional development plan.
3. **Prepare Report:** Members of the committee, other than the evaluatee, will prepare a written report, including the Dean's Comment Form and the Athletic Director's comments (if the evaluatee is an athletic coach), that addresses whether the goals outlined in the improvement plan have been met. All members of the committee will sign the report. The committee members' signatures do not constitute agreement with the content of the report but merely that the report is complete.
4. **Make Recommendation:**
 - a. Satisfactory: If the improvement has been achieved, the committee shall recommend returning the evaluatee to the regular faculty evaluation



schedule. The academic year in which the improvement plan is completed constitutes the first year of the three-year cycle.

- b. **Substandard:** If improvement has not been achieved, the committee shall make a determination of Substandard performance upon which the evaluatee is referred to the Procedure for Professional Development of Regular (Tenured) Faculty who Demonstrate Substandard Performance (see below) where dismissal may be the ultimate recommendation. All supporting information and written documentation substantiating the substandard evaluation shall be included as part of the evaluation. Except for an optional addendum from the evaluatee, no additional information or documents shall be included in the evaluation after this time. After the evaluation is complete, the area dean shall forward the evaluation to the Chief Instructional Officer so that the District may serve a 90-day notice of unsatisfactory performance in compliance with Education Code 87734. An evaluatee's addendum must be submitted to the area dean within 10 days of the committee signing the Faculty Evaluation Summary Form. The area dean will inform the committee chair that an addendum was filed.
5. **Submit Report:** The report shall be completed by the last day of the semester as designated on the District calendar for the semester in which the re-evaluation is completed. With the exception of an optional addendum from the evaluatee, no alterations or additions shall be made to the committee's final evaluation report once it has been signed by the committee. The evaluation packet is considered complete once signed by the committee members. The completed evaluation packet shall be submitted to the area dean within 5 business days after the last day of semester as designated on the District calendar for the semester. Completed evaluations shall be kept electronically by the Office of Human Resources. Student/client survey data are confidential and private personnel information, not public documents, and are components of an employee's performance evaluation. All persons involved in any evaluation activity are expected to treat information obtained in the course of the evaluation as confidential.

The evaluatee maintains their due process rights throughout the evaluation, and may seek redress through the grievance process as enumerated in BP/AP 7216 Faculty Grievances.

Procedure for Professional Development and Re-evaluation of Regular (Tenured) Faculty with Performance Designated as **Substandard**

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 last day of the following semester. The re-evaluation process will use peer review and be based on a written plan for improvement. Area deans are responsible for ensuring that the re-evaluation process is completed on schedule.

Development of Plan for Improvement

The original evaluation committee, including the evaluatee, in consultation with the department chairperson (or equivalent), the area dean, and the Athletic Director (if the faculty member is an athletic coach), will develop a written professional development plan for improvement. In the event of a disagreement about the plan, the committee chairperson will make the final decision. All parties will sign this plan for improvement. The evaluatee may submit comments about the plan and these comments become part of the evaluation packet. A copy of the plan will be completed with the committee's initial evaluation report by the last day of the semester in which the evaluation was conducted. The plan shall be submitted to the area dean within 5 business days after the last day of semester as designated on the District calendar for the semester.

The written plan for improvement shall include:

1. Specific area(s) needing improvement based on the Performance Criteria
2. Specific goals to be achieved
3. Suggested means for improvement
4. Timeline for demonstrated improvement
5. Criteria for determining satisfactory performance at the time of

re-evaluation This plan shall become part of the evaluation packet.

Implementation of Plan for Improvement

The first half of the semester shall be allowed for implementation of the plan by the evaluatee. Re-evaluation shall be completed by the end of that semester following the submitted plan for improvement. A mentor, mutually agreed upon by the evaluatee and the committee chair, will be selected to serve as a resource to the evaluatee. The mentor will provide confidential feedback solely to the evaluatee but will not participate in formal evaluation procedures.

Selection of Committee for Re-Evaluation

1. At the beginning of the semester following the evaluation that identified Substandard performance, the department chairperson (or equivalent) in consultation with the area dean and the Athletic Director (if the faculty member is an athletic coach) will form a new evaluation committee. If the department chairperson is the evaluatee, the area dean in consultation with the Academic Senate President will form a new evaluation committee. The committee will consist of the following:
 - a. The evaluatee (as a non-voting member).
 - b. The department chairperson (if the evaluatee is the department chairperson, an additional faculty member from the evaluatee's discipline or a closely related discipline).
 - c. One regular (tenured) faculty member from the previous evaluation committee.
 - d. One regular (tenured) faculty member who has not served on any of the evaluatee's previous evaluation committees.
 - e. The area dean and the Athletic Director, if the faculty member is an athletic coach (as non-voting members).
2. In the case of disagreement regarding the composition of the committee, the arbitrators will be the President of the Academic Senate and the Chairperson of the Academic Policies Committee.
3. Any tenured faculty member other than the evaluatee shall be selected by the committee to serve as chairperson of the re-evaluation committee.

Committee Responsibilities

- 1. Plan for Re-Evaluation:** The re-evaluation committee chairperson will convene the committee not later than the fourth week of the semester following a Substandard recommendation. At its first meeting, the committee will review (1) the evaluation report and any related documents from the previous evaluation and (2) the plan for improvement. It will also establish a timeline for the re-evaluation process, which must be completed by the last day of the semester. The evaluatee will present a written report to the committee describing progress toward goals outlined in the plan. The evaluatee or the committee will select a mentor faculty member to serve as a confidential resource and provide feedback to the evaluatee during the period of implementation of the plan. If this option is selected, the evaluatee and the committee members must agree on the mentor. The mentor is not a committee member and shall not disclose information obtained during the confidential evaluatee mentoring process to committee members without express written approval from the evaluatee.
- 2. Conduct Re-Evaluation:** The evaluation will be based solely on the plan for improvement formulated by the previous committee. Re-evaluation on the specific area(s) needing improvement shall be conducted consistent with procedures outlined above in Procedure for Evaluation of Regular (Tenured) Faculty. If student data are collected, voting committee members shall evaluate the student data and weigh it in relation to the specific factors identified in the professional development plan.
- 3. Prepare Report:** Members of the committee other than the evaluatee will prepare a written report, including the Dean's Comment Form and the Athletic Director's comments (if the evaluatee is an athletic coach), that addresses the specific goals outlined in the evaluatee's individual plan for improvement (as specified above). Within the report will be a statement that indicates whether the evaluatee has demonstrated successful performance in the individual plan for improvement. All members shall sign the report. The committee members' signatures do not constitute agreement with the content of the report but merely that the report is complete.
- 4. Make Recommendation:** The report shall include a recommendation:



- a. Satisfactory: to return the faculty member to the regular rotation for faculty evaluation (the year of the initial substandard evaluation constitutes the first year of the three-year cycle); or
 - b. Substandard: that the faculty member not be returned to regular faculty service and the report be forwarded to the Chief Instructional Officer for review and action.
5. **Submit the Evaluation Packet:** By the end of the last day of the semester as designated on the District calendar for that semester, the committee shall complete the report. The report shall be submitted to the area dean within 5 business days after the last day of semester as designated on the District calendar for the semester. Except for an optional addendum from the evaluatee, no alterations or additions shall be made to the committee's final evaluation report once it has been signed by the committee. The completed evaluations shall be kept electronically by the Office of Human Resources. Student/client survey data are confidential and private personnel information, not public documents, and are components of an employee's performance evaluation. All persons involved in any evaluation activity are expected to treat information obtained in the course of the evaluation as confidential.

If any needs improvement or substandard comments are indicated in the report or in committee discussions, all supporting information and written documentation substantiating the needs improvement or substandard evaluation shall be included as part of the evaluation. Except for an optional addendum from the evaluatee, no additional information or documents shall be included in the evaluation after this time. An evaluatee's addendum must be submitted to the area dean within 10 days of the committee signing the Faculty Evaluation Summary Form. The area dean will inform the committee chair that an addendum was filed.

The evaluatee maintains their due process rights throughout the evaluation, and may seek redress through the grievance process as enumerated in BP/AP 7216 Faculty Grievances.

Procedure for Evaluation of Regular (Tenured) “Master Teachers”

When the regular (tenured) faculty evaluatee has received all satisfactory evaluations for the probationary period and the first two tenured evaluations (total of ten years of service), he/she may make a request to the Chief Instructional Officer/Chief Student Services Officer to follow the Master Teacher Evaluation procedure in the subsequent evaluation cycle, which occurs after a minimum of 13 years of service. This request will be automatically approved unless the Chief Instructional Officer, in consultation with the President of the Academic Senate, determines that a full evaluation is necessary. If the Master Teacher evaluation process is denied, the faculty member will be provided a written rationale. As long as the evaluatee continues to receive satisfactory evaluations, the Procedure for Evaluation of Regular (Tenured) “Master Teachers” may be used for future evaluation cycles, alternating every other evaluation year with the Procedure for Evaluation of Regular (Tenured) Faculty.

This procedure will include the following:

The evaluatee chooses a tenured peer, who distributes and collects student surveys of two classes or the equivalent for student support faculty, either one section each of two courses or, if only one course is taught, two sections of the same course. At their sole discretion the evaluatee may incorporate additional evaluation activities. Observation of the evaluatee may be included at the discretion of the evaluator. If an observation is included for an online class, the evaluator should have online experience at the District. In the case of educational support faculty, the evaluatee chooses a peer who conducts student/client surveys as outlined in the Procedure for Evaluation of Regular (Tenured) Faculty above.

The evaluator reviews and discusses results of the evaluation with the evaluatee and certifies that the evaluation is satisfactory. If the evaluator determines that the evaluation is not satisfactory, he/she recommends to the department chairperson that a full evaluation take place the following semester. In that case, the department chairperson, in consultation with the area dean, the Athletic Director (if the evaluatee is an athletic coach), and the committee (evaluator and evaluatee), will decide whether a full evaluation should take place the next semester. The report shall be submitted



following the same procedure and on the same schedule as outlined in the Procedure for Evaluation of Regular (Tenured) Faculty above.

The evaluatee maintains their due process rights throughout the evaluation, and may seek redress through the grievance process as enumerated in BP/AP 7216 Faculty Grievances.

Procedure for Evaluation of Faculty with Duties Designated as Primarily Management, Coordination, or Program Leadership

Overview

Faculty who primarily perform duties that are designated as management, coordination, and/or program leadership may have very little or no traditional classroom student contact. These faculty serve a distinctly different clientele.

To adequately solicit input on the unique performance demands of these positions and to ensure the evaluatee the protection of a uniform, campus-wide process while affording maximum flexibility in complying with district policy and procedures, the following supplemental evaluation procedures shall be followed. However, this procedure does not apply to temporary roles such as grant coordinators, department chairs, or senate leadership.

Schedule for Evaluation

1. In the case where a tenured faculty member assumes a new management position with duties different from those for which he/she was originally hired, the evaluatee shall be evaluated once each year for the first two years. Following satisfactory evaluations in the second year of the new assignment and if the evaluatee was previously granted tenure, the schedule for subsequent evaluations shall be followed as outlined in Procedure for Evaluation of Regular (Tenured) Faculty above.
2. A non-tenured faculty member hired into a faculty management position will follow the schedule for evaluation as outlined in the Procedure for Evaluation of Contract (Probationary) Faculty above.



Committee Selection

Committee selection and composition shall follow the guidelines for the appropriate evaluation category.

Student/Client Survey

1. The area dean shall be asked to provide a list of suggested students/clients for the committee's consideration. The "student/client pool" for the purpose of soliciting information on the performance of the faculty member shall be selected by consensus of the committee and the evaluatee. If consensus is not reached, the Academic Senate President shall select the student/client pool.
2. The evaluatee (if a single person department or area) or department may customize the student/client surveys to reflect the unique duties of that faculty member (with the approval of the Academic Policies Committee). Questions asked of students/clients shall reflect relevant elements of the performance criteria listed above and specifics from the job description under which the faculty member assumed the leadership position.

Observation of Faculty Member

The committee members will also observe the faculty member in the performance of their duties for a minimum of 50 minutes each and provide a narrative summary.

Procedure for Evaluation of Temporary Contract Faculty

Temporary contract faculty are evaluated both fall and spring semesters for the first year of employment. If the temporary contract faculty member receives a subsequent contract then evaluation shall be conducted annually.

Selection of Committee for Temporary Contract Faculty

Upon notification from the area dean, the department chairperson shall form an evaluation committee. If the evaluatee is the department chairperson, the area dean and the Athletic Director (if the evaluatee is an athletic coach) shall consult with the Academic Senate President and they shall jointly select the evaluation committee. To the extent possible, the committee composition shall have diverse representation (Education Code Section 87663(d)). If online classes are part of the instructor's responsibility, at least one faculty member with online experience at the District shall participate as a committee member.

Committee composition shall consist of:

1. The evaluatee, as a non-voting member.
2. The department chairperson. (If the evaluatee is department chairperson, one additional tenured faculty from the evaluatee's discipline or a closely related discipline.)
3. One tenured faculty from the evaluatee's discipline 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 four-year probationary evaluation schedule and, in years three and four, at the discretion of the dean or the committee.
6. Athletic Director (non-voting), if faculty member is an athletic coach, for years one and two of the four-year probationary evaluation schedule and, in years three and four, at the discretion of the Athletic Director or the committee.

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

Committee Responsibilities

1. **Plan for Evaluation:** By the sixth week of the semester, committee members will confer, either in person or electronically, to select a chairperson, review the evaluation procedure, assign responsibilities for observations and distribution of student/client surveys, and establish a timeline in which the evaluation takes place.
2. **Review Previous Evaluations:** Obtain and review copies of previous evaluation reports.
3. **Review Course Materials:** The evaluatee shall provide all course syllabi as well as assignments used to determine achievement of the course student learning outcomes plus any other relevant course/job performance materials such as exams, student records, sample graded assignments, counseling notes, and/or web-based course materials for review by committee members.
4. **Observe the Evaluatee:** Each member of the committee will observe the evaluatee in the performance of their duties. For instructional faculty, a committee member will visit each section of the evaluatee's classes for at least one class meeting or a minimum of 50 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. For faculty who teach online courses, a committee member with online experience at the District will review pedagogy used in the delivery of the online class and evaluate evidence of regular, effective, and substantive faculty-student contact. (See Course Quality Standards in **AP 4105** Distance Education.) For educational support faculty, each evaluator shall observe the evaluatee in any number of roles involving direct student or client contact for a combined total of a minimum of 50 minutes.

The evaluatee may request additional observation of the evaluatee in the performance of their duties or review of audiotaped or videotaped class sessions conducted by the evaluatee.

5. **Obtain Student/Client Data:** An anonymous written student/client survey will be distributed and collected by committee members (or designee if approved by committee) without the evaluatee present. Student/client survey data are

confidential and private personnel information, not public documents, and they are components of an employee's performance evaluation. For instructional faculty, the survey will be given in each section of each course (except co-requisite laboratory courses) taught by the evaluatee. To ensure objectivity and independence there shall be no discussion about the instructor or the course. In the case of educational support faculty, the evaluator shall ensure that the procedure for administering surveys adopted by the evaluatee's department is carried out. Faculty with duties designated as primarily management, leadership, or coordination shall follow procedures outlined below in Procedure for Evaluation of Faculty with Duties Designated as Primarily Management, Coordination, or Program Leadership.

6. **Obtain Written Comments:** The committee chairperson shall obtain written comments from the (a) evaluators (observations and discussion of student/client surveys), (b) evaluatee (self-evaluation), (c) evaluatee's department chairperson (Faculty Responsibilities Checklist) and (d) area dean (Dean's Comment Form) and Athletic Director (if the faculty member is an athletic coach) regarding the individual's performance of job requirements and fulfillment of departmental and District responsibilities. The sole basis for written comments shall be the five performance criteria listed above. For the Faculty Responsibilities Checklist, if any responsibilities are marked as "needs improvement" or "substandard," then the department chairperson shall include supporting documentation. Except for an optional addendum from the evaluatee, no additional information or documents shall be included in the evaluation after this point. An evaluatee's addendum must be submitted to the area dean within 10 days of the committee signing the Faculty Evaluation Summary Form. The area dean will inform the committee chair that an addendum was filed.

7. **Prepare Evaluation Packet and Make Recommendation:** Voting committee members shall evaluate the student data and weigh it in relation to other factors in accordance with the five performance criteria. The committee members, other than the evaluatee, will prepare a written report which includes:
 - a. A compilation of student/client survey results, including an accurate tabulation of quantitative results and a transcription of written student survey data, presented in such a way as to protect the anonymity of the individual student responses.
 - b. The Faculty Responsibilities Checklist

- c. The Dean's Comment Form and the Athletic Director's comments (if the faculty member is an athletic coach)
 - d. The evaluatee's written self-evaluation
 - e. Evaluators' written comments based on 50-minute observation by each evaluator. These written comments may include recommendations and/or commendations and suggestions to enhance performance.
 - f. The Faculty Evaluation Summary Form indicating the overall performance of the faculty member (satisfactory, needs improvement, substandard) with appropriate signatures. The committee's decision and report comments do not require unanimity. Except for an optional addendum from the evaluatee (submitted to the area dean within 10 days of the date the committee signs), no alterations or additions shall be made to the committee's final evaluation report once it has been signed by the committee. An evaluatee's signature on the Faculty Evaluation Summary Form indicates understanding of the evaluation, not necessarily agreement with the content. An evaluation is considered complete once all voting members have signed the Faculty Evaluation Summary Form.
8. **Submit Evaluation Packet:** The evaluation packet, consisting of the components identified in #7 above, shall be completed by the last day of the semester as designated on the District calendar for the semester in which the evaluation is conducted. The evaluation is considered complete once signed by the committee members. The completed evaluation packet shall be submitted to the area dean within 5 business days after the last day of semester as designated on the District calendar for the semester. The dean shall then sign in acknowledgement that the evaluation has been completed and forward the report to the Chief Instructional Officer (CIO), who shall be responsible for ensuring that the report is filed with the Office of Human Resources and included in the employee's confidential employment file. If the faculty member is an athletic coach, the Athletic Director shall also sign in acknowledgement that the evaluation has been completed before the area dean forwards the report to the CIO. Completed evaluations shall be kept electronically by the Office of Human Resources.
9. **Needs Improvement:** Develop a faculty professional development plan for improvement. If a temporary contract evaluatee's performance is evaluated as Needs Improvement, the committee (including the evaluatee, the department chairperson, the non-voting dean and, if the faculty member is an athletic coach,



the Athletic Director) shall develop a written faculty professional development plan for improvement. The plan shall include a statement of specific areas needing improvement based on the Performance Criteria and the measures for determining if improvement has occurred. This plan shall become part of the evaluation packet.

The evaluatee and the evaluation committee chairperson will sign the plan for improvement and a copy of the plan will be completed along with the committee's initial evaluation report by the last day of the semester as designated on the District calendar for the semester in which the evaluation was conducted. The evaluatee may submit comments about the plan and these comments become part of the evaluation packet.

Procedure for Professional Development and Re-evaluation of Temporary Contract Faculty with Performance Designated as **Needs Improvement**

Timeline

When a temporary contract faculty member's performance has been evaluated as Needs Improvement in the first semester, re-evaluation shall occur the following semester. This re-evaluation based on the Needs Improvement Plan will be conducted as part of this regular evaluation. If the Needs Improvement is in the second semester of the contract, re-evaluation shall occur the following semester if the faculty member receives another contract OR the subsequent semester of employment.

Committee Selection

The department chairperson, in consultation with the area dean and the Athletic Director (if the faculty member is an athletic coach), shall select the re-evaluation committee. In the case that the evaluatee is a department chairperson, the Academic Senate President, in consultation with the area dean and the Athletic Director (if the faculty member is an athletic coach), shall select the re-evaluation committee. (Not applicable when faculty member has not been recommended for rehire.) To the extent possible, the Committee shall reflect the diverse population of California, and consist of the following:

- a. The evaluatee (non-voting).
- b. Two faculty members from the original evaluation committee, if possible. (If not possible, tenured faculty alternates from the evaluatee's discipline or a closely related discipline will be added to the committee.)
- c. The department chairperson. (If the evaluatee is department chairperson, an additional tenured faculty from the evaluatee's discipline or closely related discipline.)
- d. The area dean (non-voting) and the Athletic Director (non-voting), if the faculty member is an athletic coach.

The department chairperson (or designee) shall serve as chairperson of the re-evaluation committee. All members, except the evaluatee, the area dean, and



the Athletic Director (if the evaluatee is an athletic coach), shall have full voting rights.

Evaluation

The evaluation will be based solely on the faculty professional development plan for improvement formulated by the previous committee. A written report will be prepared that addresses the plan for improvement. The written report shall indicate whether or not the improvement plan has been satisfactorily achieved. If the plan for improvement is satisfactorily achieved, no additional requirements will be placed on the evaluatee and he/she will return to satisfactory status in the evaluation cycle.

The decision and report do not require unanimity by the committee members. The committee members' signatures shall not constitute agreement with the content of the report but merely that the report is complete.

If the plan for improvement is not satisfactorily achieved, then the committee will determine whether to designate the evaluation as Needs Improvement or Substandard.

Submission of Re-Evaluation Report

The completed report, including recommendations, shall be completed by the last day of the semester as designated on the District calendar for the semester in which the re-evaluation is conducted. The report shall be submitted to the area dean within 5 business days after the last day of semester as designated on the District calendar for the semester. With the exception of an optional addendum from the evaluatee, no alterations or additions shall be made to the committee's final evaluation report once it has been signed by the committee.

Completed evaluations shall be kept electronically by the Office of Human Resources.



Temporary Contract Faculty with Performance Designated as **Substandard**

If the evaluation committee determines that the evaluatee's performance is substandard, the evaluatee will not be rehired.

The evaluatee maintains their due process rights throughout the evaluation, and may seek redress through the grievance process as enumerated in BP/AP 7216 Faculty Grievances.

Procedure For Evaluation Of Part-time Faculty (Credit And Noncredit)

Overview

In accordance with the provisions of the Education Code Section 87664, which requires the Board in consultation with the faculty to set forth “reasonable but specific standards which it expects its certificated employees to meet in accordance with their duties,” the first four Performance Criteria (see above) shall serve as a basis for evaluating all part-time faculty:

Procedure

1. All new part-time faculty, shall be evaluated by the department chairperson or designee (a full-time faculty member from within the department or a related discipline) during the first, second, and fourth consecutive semesters of employment or re-employment even if a break in service occurs. Part-time faculty who teach solely in the summer shall be evaluated in the first, second, and fourth consecutive summer sessions of employment or re-employment.

All continuing part-time faculty (i.e., those who have been evaluated during the first, second, and fourth consecutive semesters of employment or re-employment) shall be evaluated by the department chairperson or designee (a full-time faculty member) at least once every three years.

Part-time faculty returning after a leave of absence of two or more semesters who have been evaluated at least three times shall be evaluated the semester they return and then at least once every three years.

2. The area dean shall provide the department chairperson with a list of faculty who must be evaluated. By the second week of instruction, the department chairperson shall inform the evaluatee that he/she is being evaluated in the current semester. If the chairperson assigns a designee to observe the part time faculty member, the chairperson shall return the completed Faculty Responsibilities Checklist to the evaluator before the final evaluation meeting.

3. The evaluator and evaluatee shall review a copy of the most recent confidential evaluation report. The evaluator shall also communicate with the evaluatee to establish a timeline in which the evaluation shall take place.
4. The evaluatee shall provide all course syllabi. At the discretion of the department, the evaluatee shall also provide assignments used to determine achievement of the course student learning outcomes plus any other relevant course/job performance materials such as exams, student records, sample graded assignments, counseling notes, and/or web-based course materials for review by the evaluator.
5. The evaluator shall observe the evaluatee in the performance of their duties for a minimum of 50 minutes of instruction. For faculty who teach online courses, an evaluator with online experience at the District will review pedagogy used in the delivery of the online class and evaluate evidence of regular, effective, and substantive faculty-student contact. (See Course Quality Standards in **AP 4105** Distance Education.)
6. The evaluator (or designee) shall administer an anonymous written student/client survey in all sections taught (except co-requisite laboratory courses, unless it is the only section taught). The surveys shall be conducted by the evaluator (or designee) without the evaluatee present. Student/client survey data are confidential and private personnel information, not public documents, and they are components of an employee's performance evaluation. To ensure objectivity and independence there shall be no discussion about the instructor or the course. In the case of educational support faculty, the evaluator shall ensure that the procedure for administering surveys adopted by the evaluatee's department is carried out.
7. After the observation and collection of student/client surveys, the evaluator shall prepare an evaluation packet that includes a determination of satisfactory, needs improvement, or substandard. This determination shall be made by the evaluator in consultation with the department chairperson (or if the department chairperson is the evaluator, they shall consult with another full-time faculty member in the department or a related discipline). The evaluator shall give a copy of the evaluation packet to the evaluatee. The evaluation packet, signed by the

evaluator, the department chairperson, and the evaluatee, shall include the following:

- a. A compilation of the student surveys, including an accurate tabulation of qualitative results and a transcription of written student survey data that protects the anonymity of the individual student responses.
- b. Evaluator's written comments (observations, student/client surveys and discussion, and evaluation of additional activities approved by the department if applicable).
- c. The Faculty Evaluation Summary Form indicating the overall performance of the part-time faculty member (satisfactory, needs improvement, substandard) based on Criteria 1, 2, 3, and 4 of the Performance Criteria.
- d. The Faculty Responsibilities Checklist.
- e. The Dean's Comment Form (if applicable) and the Athletic Director's comments (if applicable), if the part-time faculty member is an athletic coach.

The evaluatee's signature on the Faculty Evaluation Summary Form indicates understanding of the evaluation, not necessarily agreement with the content. An evaluation is considered complete once the evaluator has signed the Faculty Evaluation Summary Form and all required components of the packet have been shared with the evaluatee.

8. The evaluation packet shall be completed by the last day of the semester as designated on the District calendar for the semester in which the evaluation is conducted and a copy shall be given to the evaluatee. The completed evaluation packet shall be submitted to the area dean within 5 business days after the last day of semester as designated on the District calendar for the semester. With the exception of an optional addendum from the evaluatee, no alterations or additions shall be made to the evaluation report once it has been signed by the evaluatee. An evaluatee's optional addendum must be submitted within 10 days to the area dean of the committee signing the Faculty Evaluation Summary Form. The area dean will inform the committee chair that an addendum was filed. Completed evaluations shall be kept electronically by the office of the area dean. All persons involved in any evaluation activity are expected to treat information obtained in the course of the evaluation confidentially.
9. **Needs Improvement:** If a part-time faculty member receives an evaluation of Needs Improvement, the evaluator, the evaluatee, and the department



chairperson shall develop a written faculty professional development plan for improvement. (If the department chairperson is the evaluator, they shall develop the written faculty professional development plan in consultation with the evaluatee and another full-time faculty member in the department or related discipline.)

The plan for improvement shall include a statement of specific areas needing improvement (based on the applicable Performance Criteria) and the measures for determining if improvement has occurred. This plan shall become part of the evaluation packet.

The evaluatee and the evaluator will sign the plan for improvement by the last day of the semester as designated on the District calendar for the semester in which the evaluation is conducted. The plan is considered complete once signed by the evaluatee and evaluator. A copy of the plan shall be submitted to the area dean as part of the evaluation report. The evaluatee may submit comments about the plan and these comments become part of the evaluation packet.

These evaluation procedures are intended as minimum requirements. A department may adopt additional activities as part of its part-time evaluation procedure. If additional activities are adopted in a department's part-time evaluation procedure, these activities shall be approved by the Academic Policies Committee and communicated to adjunct faculty members no later than the 6th week of the semester. Additional evaluation activities shall be applied consistently to all part-time faculty in the department.

The evaluatee maintains their due process rights throughout the evaluation, and may seek redress through the grievance process as enumerated in BP/AP 7216 Faculty Grievances.

Procedure for Professional Development and Re-evaluation of Part-time Faculty with Performance Designated as **Needs Improvement**

Timeline

When a part-time faculty member's performance has been evaluated as Needs Improvement, re-evaluation shall occur the following semester in which the faculty member is assigned a class or student-support hours. This re-evaluation based on the Needs Improvement Plan will be conducted as part of the regular evaluation if the faculty member has a regular evaluation scheduled for that semester (i.e., during the second or fourth semester of employment).

Evaluator

The department chairperson, in consultation with the area dean and the Athletic Director (if the part-time faculty member is an athletic coach), shall select the full-time faculty member who will conduct the evaluation.

Evaluation

The re-evaluation shall be based solely upon the faculty professional development plan for improvement included in the previous evaluation packet. A written report will be prepared that addresses the plan for improvement. The written report shall indicate whether the goals outlined in the improvement plan have been met. If the improvement has been achieved, no additional requirements will be placed on the evaluatee and they will return to satisfactory status in the evaluation cycle.

If the evaluator in consultation with the department chairperson determines that the plan for improvement is not satisfactorily achieved, then they will determine whether to designate the evaluation as Needs Improvement or Substandard. (If the department chairperson is the evaluator, he/she shall consult with another full-time faculty member in the department or a related discipline.)



Submission of Re-Evaluation Report

The report, including recommendations, shall be completed by the last day of the semester as designated on the District calendar for the semester in which the re-evaluation is conducted. The report shall be submitted to the area dean within 5 business days after the last day of semester as designated on the District calendar for the semester. With the exception of an optional addendum from the evaluatee, no alterations or additions shall be made to the final re-evaluation report once it has been signed by the committee members. An evaluatee's optional addendum must be submitted to the area dean within 10 days of the committee signing the Faculty Evaluation Summary Form. The dean will inform the committee chair that an addendum was filed.

Completed evaluations shall be kept electronically by the office of the area dean.



Procedure for Part-time Faculty with Performance Designated as **Substandard**

If the evaluator in consultation with the department chairperson determines that the evaluatee's performance is substandard, the evaluatee will not be rehired. (If the department chairperson is the evaluator, they shall consult with another full-time faculty member in the department or a related discipline.)

The evaluatee maintains their due process rights throughout the evaluation, and may seek redress through the grievance process as enumerated in BP/AP 7216 Faculty Grievances.

Procedure for Evaluation of Part-time Faculty who Teach Short Courses

Short courses are those that meet for 16 or fewer hours per course per term. Part-time faculty whose sole assignment is one or more short courses shall be observed in the first term of employment as outlined above. Student surveys will also be conducted in all courses in the first and in subsequent terms if the faculty member is rehired.

If the result of the initial observation is Satisfactory, the faculty member will be re-evaluated three years from the initial term of observation unless student survey results in subsequent semesters indicate a need for improvement. In any instance when the evaluation and/or student survey data indicate Needs Improvement or Substandard, the procedures for the evaluation of part-time faculty, outlined above, shall apply.

FORMS FOR USE BY EVALUATION COMMITTEES

All forms related to this procedure are available in the Office of Educational Programs.

- Faculty Responsibilities Checklist
- Dean's Comment Form (also used by the Athletic Director)
- Faculty Evaluation Summary Form
- Faculty Evaluation Checklists (Regular [Tenured], Probationary/Temporary Contract, or Part-Time Faculty [Credit and Noncredit])
- Optional Template for Faculty Evaluation (Face-to-Face or Online/Hybrid Classes)

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