

ARTICLE VIII
EVALUATION AND THE TENURE PROCESS

1.0 Philosophy

- 1.1 All faculty must be evaluated by using the process as negotiated between the AVCCD board of trustees and the AVCFT and in accordance with E.C. 87600-87664 inclusive. Faculty encompasses all employees of Antelope Valley Community College District who are paid on the faculty or adjunct/overload salary schedules.
- 1.2 Evaluation provides faculty members the opportunity to review the effectiveness of their performance in order to maintain the institution's standards and the high quality of instruction and support services. Evaluation is a continuous process and is valuable for a faculty member's professional development. It helps the individual identify strengths as well as weaknesses and encourages faculty to continue professional growth.
- 1.3 Evaluation is a crucial component in the granting of tenure and in the decision to rehire adjunct faculty and is a continuing process of development for regular (tenured) faculty. During peer evaluation, peer-team members have the opportunity to observe alternate approaches and methods of achieving objectives.
- 1.4 Faculty members are professionally competent to determine course or service objectives, instructional methods, and course materials consistent with the philosophy and mission of the college and to implement the course outline of record. Evaluation will focus primarily on the effectiveness with which instructors achieve the stated objectives of their courses or support services and facilitate student learning. Evaluation also will focus on effectiveness of interaction with students, respect for colleagues and the teaching profession and continued professional growth.
- 1.5 "Tenure" is the reclassification of a contract faculty to a regular faculty member as a result of evaluation.

2.0 Procedures

2.1 Procedures for All Faculty Evaluations

- 2.1.1 Each classroom instructor shall prepare a syllabus consistent with the Course Outline of Record to distribute to each student and the supervising educational administrator by the end of the first week of instruction. A current Course Outline of Record for each course is available from the office of the Vice President Academic Affairs. (See Academic Policies and Procedures Committee course outline form.)
- 2.1.2 Three categories of faculty are to be evaluated: contract (probationary), temporary (full-time temporary and adjunct) and regular (tenured). Although the timelines and procedures for each category differ, all evaluations will be done following the guidelines for student evaluations (see 2.3), classified input (see 2.4), peer input (see 2.5), and self evaluations (see 2.7), and all faculty will be evaluated using all criteria for evaluating faculty (see 2.6). Confidentiality is to be maintained by all individuals involved in the evaluation process. All information gathered or reports generated as part of the evaluation process shall be confidential and all members of the campus community are expected to respect and maintain the confidentiality of the evaluation process.
- 2.1.3 Scheduled observations of work performance may begin the third week of the semester and must be for at least 60 minutes for classroom faculty unless the regular class meeting time

is for less. An observation of non-classroom faculty may be broken up into shorter times if appropriate due to differing job duties but must total at least 60 minutes.

- 2.1.4 Directors, Deans, and Vice Presidents that represent academic departments and student services departments shall evaluate faculty as set forth in Article VIII (Tenure and Evaluation). For example: The Directors of Counseling, Disabled Student Services, TRIO, and Corporate and Community Education. Classified employees in the positions of Confidential, Management or Supervisory Directors may not act as educational administrators for the purpose of evaluating pursuant to Article VIII.
- 2.1.5 Violations: Violations to the provisions contained in this article shall be processed as grievances according to the provisions of Article XIV. Allegations of sexual harassment or discrimination shall be handled under the district's non-discrimination policy.
- 2.1.6 Distance Education: Faculty teaching online courses or performing other faculty job duties online shall provide an orientation to the evaluators if necessary on how to access the site(s) and various methods of student interaction such as e-mail and chat rooms. Access shall be granted to the evaluators for five working days and the evaluatee will make arrangements for access. Should additional observations be desired or necessary, the evaluatee will make arrangements for access as appropriate.
- 2.1.7 Resignation of evaluatee: If a faculty member resigns during a semester in which an evaluation is being done, the final evaluation report or summary memo need not be completed. A memo from the committee chair stating why the process was not completed along with the letter of resignation shall be placed in the employee's personnel file by the appropriate vice-president.

2.2 Additional Procedures for Contract Faculty

- 2.2.1 Timelines: Timelines for the tenure and evaluation process will be set each spring for the following year in function of the academic calendar. The tenure review coordinator will submit the timelines to the administration and union for their agreement.
- 2.2.2 All work done by contract faculty in the primary division, whether on load or overload, and work done on load in a division different from the primary assignment will be evaluated by the tenure review committee as part of the tenure review process. Contract faculty teaching overload in a division different from their primary assignment will be evaluated as adjunct in that division.
- 2.2.3 Observations: The tenure review team must complete an Observation Report (see Appendix) for each observation and must ensure that each course taught is observed at least once for classroom faculty before writing reports and summary memos. Each evaluator must perform at least one observation. The evaluatee may append comments to the Observation Report within five working days. The chair will distribute appended comments to the committee and the Tenure Review Coordinator.
- 2.2.4 Unannounced observations: If the members of the tenure review team unanimously agree that the evaluatee is performing unsatisfactorily in an area, the team may perform unannounced observations of work performance after having notified the evaluatee in writing. A copy of the notification must be sent to the Tenure Review Coordinator. Access to courses taught online will be made available to the committee for the remainder of the semester should the committee notify the evaluatee that they will be performing unannounced observations.

- 2.2.5 Summary Memos: In the second semester and fourth semester the tenure review team will conduct observations using the Observation Report and conduct student evaluations. The team will submit a final summary memo in which strengths as well as areas that need improvement or are unsatisfactory and/or progress on these areas from the previous report are specifically addressed.
- 2.2.6 Reports and Summary Memos: The tenure review process encompasses seven semesters. The tenure review team will complete a full report using the Contract Faculty Evaluation Report (see Appendix) in semesters 1, 3, 6 and 7. The team will complete a Summary Memo in semesters 2 and 4. During semester 5, a summary memo is mandatory if the overall assessment of the evaluatee in the third semester report was either “needs improvement” or “unsatisfactory” or if the fourth semester summary memo identified new areas that were unsatisfactory.
- 2.2.7 Any committee may complete Observation Reports and student evaluations in the fifth semester and submit a summary memo to the Tenure Review Coordinator.
- 2.2.8 Evaluation of contract faculty will begin in the fall semester.
- 2.2.9 Evaluation for contract faculty hired after the beginning of the fall semester will begin the following fall unless he/she will have worked 75% of the academic year.
- 2.2.10 Evaluation of any contract faculty hired such that he/she will have worked 75% of the year by the end of the fiscal year in which he/she is hired shall begin as soon as that faculty member begins working. The Tenure Review Coordinator will be notified immediately by Human Resources of the hiring. The tenure review team for such faculty will be identified and begin within ten working days of the effective date of hire. Timelines will be adjusted by the Tenure Review Coordinator with the approval of the appropriate vice-president to accommodate the shorter timeframe.
- 2.2.11 Formation of Tenure Review Teams: Teams shall be formed during the first semester of the Tenure Review Process. Replacements will be made as is necessary according to the same procedures as the original team was formed. Whenever a team member changes, the Tenure Review Coordinator shall meet with the committee and the evaluatee to review the process and previous reports, memos, suggestions and/or recommendations.

2.3 Student Evaluation Procedures

- 2.3.1 Faculty are encouraged to solicit input from students whenever they want to evaluate their effectiveness or gain information to evaluate a new course or textbook or methodology or for any reason for which student input would be useful.
- 2.3.2 During formal evaluations, students evaluations are required and each faculty member shall use the appropriate standardized evaluation instrument (see Appendix). Faculty may supplement the standardized form with questions in areas particular to their discipline or service area.
 - a. Teaching faculty conduct evaluations after the midway point of the course. Non-classroom faculty may conduct evaluations throughout the year.
 - b. Faculty will strive to ensure student anonymity and the student evaluation procedure should not result in any manner of student intimidation. If the committee feels that it must ensure the anonymity of students, it may give the typed comments to the instructor. The original evaluations will be retained for reference.

- c. Student evaluations must be done in every class for classroom faculty.
- d. The evaluator/s, in consultation with the non-classroom evaluatee, will determine the number, and the time frame for gathering student evaluations.
- e. A member of the evaluation team will explain the purpose and value of student evaluations, using standardized instructions. Evaluations will be collected by someone other than the faculty member being evaluated and will be placed in an envelope and returned to the faculty member after view by the evaluation/tenure review team and/or chair.

Instructions:

You will be filling out a student evaluation form as part of the evaluation process of (instructor's name). Please take the time to fill these out carefully as your input is an important part of the evaluation process. There is space for your written comments. These comments are often particularly helpful. Please give detailed input into ways in which the course and instruction might be improved and, also, what is working well and what is helpful to you.

These evaluations will be returned to (instructor's name) for his/her use in the evaluation process.

- f. When student evaluations are being done as part of the tenure process, a member of the tenure review committee or a person agreed to by the tenure review committee and the evaluatee will give the standardized directions to the students and administer the evaluation forms. For non-classroom faculty, the committee, in consultation with the evaluatee, will determine how the student evaluations will be administered.
- g. Evaluations will be opened in time to allow meeting timelines of the evaluation process. The evaluatee will summarize the evaluations and submit the evaluations to the evaluator/s. The evaluatee will address the evaluations in the self-evaluation. Student evaluations will be returned to the faculty member after review by the appropriate vice president.

2.4 Classified Input

2.4.1 Faculty who work closely with classified employees in directing their work shall provide them with the opportunity to have input into the evaluation during semesters in which the faculty member is being evaluated. Classified who shall have input into the process shall be identified at the beginning of the process. Since these faculty directly affect the classified employees' ability to do their jobs, input from the employees is appropriate to improve working relationships between the faculty and classified employees and to promote the smooth running of programs and hence improve service to our students. Examples of classified employees who shall have input into faculty evaluations are lab technicians, instructional assistants, library clerks and classified staff in EOP&S and in the Learning, Transfer and Career Centers if faculty are directing their work.

2.4.2 The evaluatee and evaluator/s shall prepare or select an instrument or method for input that focuses on the evaluatee's job performance in relation to the classified employee(s). The instrument should facilitate obtaining objective information related to the criteria for evaluating faculty and will provide an opportunity for written comments. The classified input procedure shall not result in any manner of staff intimidation. The evaluator or a member of the evaluation committee will distribute and collect the evaluation material and provide them to the evaluatee. The evaluatee will summarize the classified input and submit the summary and the evaluations to the evaluator or evaluation team as part of the self-

evaluation and any classified input in the self-evaluation. Classified evaluations will be returned to the evaluatee after review by the vice president.

2.5 Peer Input

- 2.5.1 Faculty members work closely with peers, especially those in their department or division. Evaluation of the faculty member's respect for colleagues and the teaching profession must be obtained during contract faculty evaluations.
- 2.5.2 Input will be through a standardized Peer Input Form (see Appendix).
- 2.5.3 A list of all faculty being evaluated in a given semester will be posted online as well as the peer input form. Any faculty member may fill out a peer input form on faculty being evaluated that semester and return it via a secure online environment. This environment will ensure that there are no duplicate submissions. Input will be due by the tenth week of the semester. The administrator of the site will forward the input to the division dean, who will provide them to the evaluatee.
- 2.5.4 The evaluatee will address the input in the self-evaluation. Peer evaluations will be returned to the evaluatee after review by the appropriate vice president.

2.6 Criteria for Evaluating Faculty

The following general criteria are intended to delineate areas of performance during the evaluation process of contract, regular and temporary faculty:

- 2.6.1 Effective job performance in classroom teaching, counseling, librarianship or other specialized job duties, including but not limited to
 - a. Currency and depth of knowledge in teaching field or job duties,
 - b. Use of teaching methods and materials challenging to the students and appropriate to the subject matter or service area,
 - c. Careful attention to effective organization and communication skills,
 - d. Consistent responsibility in fulfilling college requirements and adherence to district policies and procedures (such as Title V, fulfillment of flex contract, turning in reports such as census sheets and grades on time) or other specific requirements of the position.
- 2.6.2 Effective interaction with students and evaluation of student work by demonstrating
 - a. Patience, fairness, and promptness in the evaluation and discussion of student work,
 - b. Sensitivity and responsiveness to the needs of individual students and their special circumstances,
 - c. Sensitivity to diversity,
 - d. Availability to students during scheduled office hours/scheduled appointments.
- 2.6.3 Fulfillment of responsibilities to colleagues, discipline/department, division and college and respect for colleagues and the teaching profession by
 - a. Acknowledging and defending free inquiry in the exchange of criticism and ideas,

- b. Striving to be objective in their professional judgment of colleagues,
- c. Demonstrating tolerance for diverse perspectives,
- d. Working in a spirit of cooperation to develop and maintain a collegial atmosphere among faculty and staff.
- e. Participating in and fulfilling governance/service responsibilities such as attending division meetings, curriculum revision, and committee work.

2.6.4 Continued professional growth demonstrated by

- a. Participation in professional activities such as coursework, attendance at workshops, seminars, professional meetings, and development of new curricula,
- b. Other appropriate activities.

Items 2.6.2(d) and 2.6.3(e) apply to adjunct faculty to the extent that they are compensated for office hours and/or other service/governance work.

2.7 Self-Evaluation

All faculty being evaluated shall do a self-evaluation. Each faculty member shall submit a written narrative to the evaluator or evaluation team. In the self-evaluation narrative:

- a. Indicate your current assignment, including all courses (time, day, room, course title) or work schedule. Provide a brief description of any reassigned time duties.
- b. List the titles/days, times of any professional development activities since your last evaluation and how you have incorporated this knowledge into your current assignment.
- c. Assess your professional performance since your last evaluation, including all four criteria (see 2.6).
- d. Describe what methods or techniques of instruction, guidance or other job duties that you currently use. Indicate which methods you have found to be successful and how they help students learn or reach their goals.
- e. Describe how your job performance can be improved.
- f. Analyze assistance that others can provide in improving your performance.
- g. Describe any barriers that might be obstructing the achievement of objectives.
- h. Summarize and respond to current student evaluations, peer input and, when appropriate, classified input. Describe ways in which you encourage communication between yourself and your students.
- i. Explain how you evaluate student progress, in particular critical thinking.
- j. Specify the extent to which you are involved in division and/or college activities, other than your primary job duties. Assess your contributions to the activities in which you participate, in particular, your involvement in establishing, implementing, and assessing student learning outcomes.
- k. Any other information you consider relevant to the evaluation of your job performance.

3.0 Evaluation Options for Regular (Tenured) Faculty

Tenured faculty will be evaluated every three years. The Vice President of Academic Affairs will initiate the process by notifying the appropriate educational administrators and the Vice President, Student Services when appropriate, of the faculty due for evaluation. Three evaluation options are available: peer-team, self, and administrative. The peer-team option will be used at

least every other time evaluation is necessary. Evaluations may occur during either fall or spring semester and shall be completed during a single semester. Timelines may be changed by mutual agreement; such changes must be submitted in writing to the Office of Academic Affairs.

3.1 Peer Team Evaluation

Each peer-team will consist of three members: supervising educational administrator from the evaluatee's primary division who supervises the faculty member and two tenured faculty chosen by the evaluatee. One faculty member will come from within the evaluatee's division, the second from outside of the evaluatee's division. Only one of the two faculty members may have served on the previous peer team. The chair will be the educational administrator on the team, and he/she will schedule and coordinate the team's evaluations to meet timelines. For tenured faculty who are working in more than one division on load when being evaluated, the faculty member from outside of the evaluatee's division must be from the other division in which the evaluatee is also working. If the evaluatee is working in more than two divisions on load when being evaluated, the evaluator/s in consultation with the evaluatee will determine an appropriate method for obtaining input from the division that does not have a representative on the peer team.

Peer team evaluations shall use the Observation Report and the Tenured Faculty Evaluation Report as well as the supporting documentation that consists of the Observation Reports, Student Evaluations, Peer Input and, when appropriate, Classified Input, and Plans for Removal of Unsatisfactory Rating (see Appendix for forms). The report will identify the evaluatee's strengths and areas that need improvement or are unsatisfactory in each of the criteria and shall include specific suggestions detailing what the evaluatee needs to do to meet the criteria for evaluating faculty [see 2.6].

Any final reports that indicate an area that needs improvement or unsatisfactory in the summary rating shall include a timeline and plan for follow-up evaluation. Succeeding reports shall directly address progress toward correcting these areas.

SEMESTER TIMELINE

Weeks 1-12

Faculty members are selected. The team meets and establishes the work schedule. The evaluatee and team meet prior to observations to discuss the evaluation criteria and any other information relevant to the faculty member's performance. Classroom or worksite observations take place as defined in the section on procedures. When observations occur, teaching demonstrations or appropriate job duties must be taking place. Individual or group discussions take place between the evaluators and the evaluatee as soon as possible but in no case later than 10 working days after each visit. Team members write and submit visitation reports to the chair.

Student evaluations (see 2.3), peer input, and classified input if appropriate (see 2.4 and 2.5) are completed. The evaluatee summarizes student evaluations and classified and peer input and writes and submits a self-evaluation (see 2.7).

Weeks 13-14

The team meets and the chair drafts the evaluation report in consultation with the committee. The team meets with the evaluatee to discuss and sign the report. The evaluatee's signature indicates acknowledgment of the process but not necessarily agreement with the content. A copy of the signed document is given to the evaluatee. The evaluatee may append written comments to the report within five working days. The evaluatee and team must sign the appended comments, acknowledging that they have read the appended comments.

Weeks 15-16

The chair submits the signed document(s) and the student evaluations and peer and/or classified input to the appropriate vice president. The appropriate vice president may meet with the team and the evaluatee (unless the vice-president is the chair). The vice president, after reviewing the evaluation report, shall forward it to the Office of Human Resources. Completed reports will be maintained as part of the personnel records in the Office of Human Resources. For purposes of maintaining confidentiality, all other copies of the report shall be destroyed.

3.2 Tenured Self-Evaluation

Under this option, the evaluatee follows the general guidelines for a self-evaluation (see 2.7), but describes and analyzes each area extensively. Peer input is obtained if required and classified input is obtained when appropriate. The final report includes comments from the supervising educational administrator and from a tenured peer chosen by the faculty member, a response to student evaluations (see 2.3), and a response to classified input when appropriate (see 2.4) and peer input if obtained (see 2.5). The peer, supervisor and evaluatee sign the report and the supervisor submits it, the student evaluations and the classified and peer input to the appropriate vice-president. The evaluatee may meet with the appropriate vice-president and the supervisor. For faculty who are working in more than one division on load when being evaluated, there must be input from all of the divisions in which the evaluatee works. The evaluatee is given a copy of the signed report by the supervisor. The vice president will forward the signed report to the Office of Human Resources. All other copies of the report shall be destroyed. Completed reports will be maintained as part of personnel records in the Office of Human Resources.

3.3 Administrative Evaluation

The faculty member selects a member of the President's Executive Council or supervisor as an evaluator. The evaluatee and administrator meet prior to observations to discuss the evaluation criteria and any other information relevant to the faculty member's performance. The administrator conducts classroom and/or worksite observations as defined in the section on procedures. Discussions take place as soon as possible, but in no case later than 10 working days after each visit is completed. Student evaluations are completed (see 2.3), peer input is obtained if required and classified input is obtained when appropriate (see 2.4 and 2.5) and the evaluatee summarizes them and writes a self-evaluation (see 2.7) and submits all materials to the administrator. For faculty who are working in more than one division when being evaluated, there must be input from all of the divisions in which the evaluatee works. The administrator writes a report, and the administrator and evaluatee discuss and sign the report. The evaluatee's signature indicates acknowledgment of the process but not necessarily agreement with the content. The evaluatee may append written comments to the report within one week. The administrator signs any appended comments, acknowledging that he/she has read them. The evaluatee is given a copy of the signed report. The signed report and student evaluations and classified and peer input are submitted to the appropriate vice-president. The appropriate vice-president may meet with the evaluatee and the administrator (unless the vice-president is the administrator). The vice president will forward the report to the Office of Human Resources. All other copies of the report shall be destroyed. The report will be maintained as part of the personnel records in the Office of Human Resources.

3.4 Procedures for Reevaluation

A tenured faculty member may challenge an evaluation by submitting a written request to the appropriate vice president. The request shall state the reasons for the challenge and be

submitted within ten working days of the date the evaluatee is informed of the results of the evaluation. If the vice president considers the justification for reevaluation adequate, a reevaluation team will be convened within ten working days of the receipt of the request. The team will be composed of one member named by the faculty member; one member who participated in the original evaluation, agreed upon by the member and the vice president; and one member named by the Vice-President of Academic Affairs or Student Services.

Reevaluation will take place during the next semester. The reevaluation team will limit its activity to the specific challenges outlined in the request for reevaluation.

3.5 Special Administrative Provisions

A tenured faculty member can request an evaluation annually by submitting a written request to the supervising educational administrator. The supervisor will approve such request if adequately justified. If agreed to by the evaluatee, the supervisor may request that Vice-President of Academic Affairs or Student Services serve as evaluator.

4.0 Tenure Review Process for Contract (Probationary) Faculty

Nothing in this policy shall preclude the tenure review team, the Tenure Review Coordinator or the vice president from meeting with the evaluatee at any time prior to the writing of the signed evaluation report or final summary memo to inform the evaluatee of areas needing improvement or that are unsatisfactory and/or to assist the evaluatee in correcting identified areas needing improvement or that are unsatisfactory. The role of the tenure review team, however, is primarily to evaluate the evaluatee. Correction of identified areas needing improvement or that are unsatisfactory rests with the evaluatee, who is encouraged to utilize other campus resources/resource personnel as needed.

4.1 Tenure Review Coordinator

The Tenure Review Coordinator has the responsibility for coordinating the tenure review process for contract (probationary faculty). In all questions about this article, the Tenure Review Coordinator will consult with the appropriate vice president, the academic senate president and the president of the exclusive bargaining agent.

The Tenure Review Coordinator will:

Coordinate, in conjunction with academic senate, selection of tenured faculty to participate on the tenure review committees.

Oversee that tenure review committees are organized for contract faculty according to this policy.

Coordinate and conduct the mandatory orientations of the evaluation and tenure process for the tenure review committees. The orientation must include training on effective report writing including report format, documentation, and writing positive and negative constructive criticism and plans for removal of unsatisfactory rating.

Coordinate and conduct the mandatory initial orientation of the evaluation and tenure process for the contract faculty. The orientation must explain the grievance procedures.

Be a resource person to tenure review committees to ensure that they function according to this article.

Monitor the timelines of the tenure review process.

Coordinate all issues that affect the operation of the tenure review committees.

Conduct an annual survey to determine effectiveness of the tenure review process and to make recommendations for improvement to the district, the academic senate and the faculty union.

4.2 Rationale and Procedures:

4.2.1 The full-time faculty is the core of community college instruction and instructional support programs. Tenure constitutes a basic tenet of professionalism in higher education. It protects academic freedom and allows for freedom of speech. Expanded faculty roles under AB 1725 require that faculty additionally participate in shared governance activities. It is, therefore, appropriate that faculty be evaluated in the following areas: classroom teaching, counseling, librarianship or other primary job duties; interaction with students; collegiality and professionalism; and participation in shared governance and continued professional development.

4.2.2 The tenure review committee for each probationary faculty shall be composed of three members: the educational administrator who supervises the faculty member and two tenured faculty. One faculty member will come from the contract faculty's division and will be selected by all full-time faculty and the educational administrator supervising the division. In spring, the supervising administrator will put out a call for full-time faculty from the division to serve on tenure review teams for all new positions and/or teams needing replacements by e-mail, by memo or at a division meeting. Members will be confirmed through a division vote (at a meeting or by e-mail). Notice of confirmation (copies of e-mail or division minutes) will be sent to the Tenure Review Coordinator. The second faculty member of the committee will be selected by the academic senate from the faculty at large, but outside the division of the probationary faculty. Names of team members from the Senate and the Division shall be provided to the chair by the end of April for the following year. Replacements made during the course of an evaluation year may be recruited and selected by e-mail. Documentation for calls and selection shall be forwarded to the Tenure Review Coordinator.

Whenever possible, the division member will come from the same discipline as the evaluatee. If no member from the same discipline is available, a faculty member from a closely related field will be selected. If there is no one from a closely related field, any tenured member of the division may serve.

The chair of the committee will be elected by the members of the committee. Tenure review committee members will serve for the duration of the evaluatee's probationary period with replacements made for members who retire, are removed, or resign. Faculty members who resign must put their reasons for resignation in writing to the Tenure Review Coordinator. A meeting of the Tenure Review Coordinator, person resigning and the appropriate vice-president will take place before the resignation is accepted.

4.2.3 The tenure review committee will follow the provisions of this article and will be under the immediate direction of the Tenure Review Coordinator.

4.2.4 The committee's report consists of the Contract Faculty Evaluation Report as well as the supporting documentation that consists of the Observation Reports, Student Evaluations, Peer Input and, when appropriate, Classified Input and Plans for

Removal of Unsatisfactory Rating (see Appendix for forms). The report will identify the evaluatee's strengths and areas that need improvement or are unsatisfactory in each of the criteria and shall include specific suggestions detailing what the evaluatee needs to do to meet the criteria for evaluating faculty [see .24].

- 4.2.5 In the event that problems are identified that could eventually result in a recommendation to terminate employment, the problem shall be addressed in a section labeled "Unsatisfactory." Any areas identified as unsatisfactory in the final report shall be supported by a Plan for Removal of Unsatisfactory Rating (see Appendix). Succeeding reports shall directly address progress toward correcting these areas. In addition, the lack of progress in areas needing improvement that have been identified in previous reports should be addressed as unsatisfactory in succeeding reports or summary memos if the majority of the committee feels the lack of progress in these areas might eventually result in a recommendation not to rehire.
- 4.2.6 The team shall vote on the recommendation listed on the Report. If a committee recommendation is not unanimous, the Tenure Review Coordinator and appropriate vice president will meet with the team in an effort to clarify the differences and, if possible, reconcile these differences. However, a majority is sufficient for the recommendation to go forward and the dissenting member may include a section in the report expressing a minority opinion. It is expected that all members of the committee will sign the report. Failure of a member or the evaluatee to sign the report shall not prevent the report from going forward.
- 4.2.7 All materials (contract faculty evaluation report, observation reports, student evaluations; classified input; peer input; self-evaluation) will be submitted to the Tenure Review Coordinator, who will then submit them to the appropriate vice-president. Any appended comments will be signed and forwarded as soon as they are available. The vice-president will submit the tenure review committee's report and his/her own comments to the president, who shall forward the report and a final recommendation to the board of trustees before March 15 to enable the board to meet the statutory deadlines (E.C. 87610). In the event of lack of agreement between the president and the committee, there shall be an attempt, through a meeting, to formulate one recommendation to the board. In the event there is no single recommendation, both the president's and the committee's recommendations will be forwarded to the board.
- 4.2.8 The committee chair will make sure that the evaluatee and the Tenure Review Coordinator have copies of the completed report and any appended comments. The vice president will submit the signed year-end report to the Office of Human Resources. Completed reports will be maintained as part of the evaluatee's personnel records. At the completion of the tenure process, or at the conclusion of a hearing before an administrative law judge, all other copies of the report will be destroyed.

4.3 Early Tenure Criteria

The intent of this section of the tenure review process is to set forth measurable criteria that must be met before consideration of early tenure. A contract faculty (non-tenured faculty) must complete the first two years of the evaluation process. Prior to being considered for recommendation for early tenure, contract faculty shall fulfill the criteria as defined in each of the four following categories: Professional Instructional Experience; Community Service and/or Professional Organizations; Participatory Governance and Demonstrated Positive Student Outcomes.

To be recommended for early tenure: All prior relevant work experience at AVCCD must have been rated as exceeding criteria (or satisfactory if evaluated as an adjunct) in subject matter knowledge and in teaching, student services or support services methods, which have resulted in the highest level of expected student outcomes as evidenced by written evaluations.

4.3.1 Professional Instructional Experience: Consideration for early tenure shall be accomplished by one of the following:

- A minimum of two full years of previous professional instructional experience or its equivalent at an accredited secondary or postsecondary institution. Previous professional instructional experience must exhibit performance evaluations indicating excellence in subject, teaching methods, student services, or support service activities, which facilitated positive student outcomes. Accomplishments must be documented by former evaluations that will be provided by evaluatee.
- Previous two full years of paid occupational experiences that served as preparation for current teaching assignment. The previous employment will have evidence of excellent leadership and experience in subject area, as documented by former evaluations that will be provided by evaluatee..

4.3.2 Community Service and/or Professional Organizations as related to discipline: Consideration for early tenure shall be accomplished by two or more of the following activities while employed at Antelope Valley College:

- Evidence of a minimum of one full year of active and outstanding participation in a non-profit organization appropriate to evaluatee's discipline.
- Evidence of active participation in campus activities related to a diversified population.
- Evidence of active participation in national, state, or local professional organizations. Presentation at workshops and seminars.
- Evidence of successful grant writing, with the intent to introduce new opportunities for the college.
- Evidence of scholarly/professional work in a recognized publication or book in your discipline.

4.3.3 Participatory Governance: Evidence of a minimum of one year of active and outstanding involvement in effective participatory governance activities or committees at AVC.

4.3.4 Demonstrated Positive Student Outcomes: Two years at Antelope Valley College of documented evidence that demonstrated an ability to improve student outcomes while sustaining quality teaching, student services, or support service activities. Positive student outcomes shall be evidenced through one of the following accomplishments:

- Evidence of (innovative) outstanding teaching strategies or support service activities that facilitated a steady increase in student retention.
- Evidence of (innovative) teaching strategies or support service activities that facilitated a steady increase in student persistence rate, e.g., success from one course level to next.
- Evidence of enhanced curriculum or programs: e.g., vocational, transfer, general education, developmental education, or support services activities.

- Evidence of development and implementation of new programs: e.g., vocational, transfer, general education, developmental education, or support service programs.

4.3.5 No Listed Areas Needing Improvement or Unsatisfactory: A contract employee who acquired documented areas needing improvement or unsatisfactory during the first two evaluation terms shall not be recommended for early tenure.

4.4 Contract (Probationary) Faculty Tenure Review:

4.4.1 SEMESTER ONE REPORT

- At the end of the first semester report, the committee will recommend to continue probation (award of a second year contract) or not to rehire.
- Tenure Review Committees will be formed in the semester before evaluation begins if possible.
- Tenure review committees are appointed if they have not yet been formed. Mandatory orientation sessions, called by the Tenure Review Coordinator, are held for probationary faculty and for all tenure review committee members. Committee members will receive instruction on the criteria for evaluation, formats, forms, documentation and the writing of positive and negative constructive criticism and plans for removal of unsatisfactory ratings.
- The committee meets to elect a chair and, in consultation with the evaluatee, determines appropriate activities to be carried out during the evaluation and establishes a work schedule, which is submitted to the Tenure Review Coordinator, committee and evaluatee. This work schedule must ensure that reports are submitted by their due dates and that evaluation activities are conducted for all evaluation criteria within the given timelines.
- The committee meets with the evaluatee to review the evaluation criteria. The evaluatee furnishes the committee with written materials appropriate for the evaluation.
- Classroom or worksite observations, take place as defined in the section on procedures. Teaching or appropriate job duties must be taking place during observations. Individual or group discussions are held as soon as possible but in no case later than ten working days after the visitation.
- Student evaluations are completed after the mid-point of the course. Departmental and divisional peer input and classified input are conducted as stated in the work schedule. The evaluatee summarizes the evaluations and peer and classified input and writes the self-evaluation. The evaluatee submits the self-evaluation with the student evaluations and peer and classified input to the committee.
- If the committee feels that a recommendation not to rehire is a possibility, the chair or educational administrator shall notify the evaluatee, the Tenure Review Coordinator and appropriate vice president as early in the process as possible. If the committee feels that a recommendation not to rehire is a possibility, all unsatisfactory areas must be described in the sections for unsatisfactory areas and Plans for Removal of Unsatisfactory Rating must be included in the report.

- i. The committee writes a draft of the first semester report, including a recommendation to continue probation or not to rehire, which is submitted to the Tenure Review Coordinator, who forwards it to the appropriate vice president.
- j. The coordinator and/or vice president may meet with the committee to clarify the report or to suggest revisions that are consistent with the committee's intentions. If the committee recommendation is not unanimous, the Tenure Review Coordinator and the appropriate vice-president will meet with the team prior to the committee meeting with the evaluatee in an effort to clarify and if possible reconcile the differences. These efforts shall not preclude the majority and minority recommendations being forwarded to the president.
- k. If desired by the committee or the evaluatee, additional evaluation activities are carried out by the end of the semester. Individual or group discussions will be held as soon as possible but in no case later than ten working days after visitations.
- l. The committee revises the report as appropriate, consults with the vice president and Tenure Review Coordinator, and meets with the evaluatee to discuss the first semester report and recommendation.
- m. The committee and evaluatee sign the report and send it to the Tenure Review Coordinator along with all supporting documents.
- n. The evaluatee's signature indicates acknowledgment of the process, not necessarily agreement with the content. The evaluatee may append written comments to the report within five working days. The committee and evaluatee sign any appended comments, acknowledging that they have read the comments and the chair forwards a copy to the tenure review coordinator.
- o. The Tenure Review Coordinator then submits the report and supporting documents to the appropriate vice-president. The vice-president meets with the evaluatee, educational administrator and chair then submits the committee's report along with his or her own comments to the president, who will make a recommendation to the board.
- p. If the president's recommendation differs from that of the tenure review committee's recommendation, he/she notifies the committee in writing stating reasons for not accepting the recommendation. A meeting takes place among the tenure review committee, the Tenure Review Coordinator, the vice president, and the president to resolve this difference before the recommendation goes to the board. In the event that there is no single recommendation, the president's and the committee's separate recommendations will be forwarded to the board.
- q. The committee's final report will be forwarded to the board.
- r. Notice of continued employment or termination and the reasons therefore is signed by the president or his/her designee and sent to the candidate before March 15. Notice of termination shall be by registered or certified mail. Failure to give required notice is an extension of the existing contract without change for the following academic year.

4.4.2 SEMESTER TWO SUMMARY MEMO

- a. The committee will conduct observations according to the procedures and complete the Observation Report and conduct Student Evaluations. The

committee will meet with the evaluatee to determine appropriate activities to be carried out and to establish a work schedule within the given timelines. Observations and student evaluations must be carried out. The work schedule will be submitted to the Tenure Review Coordinator. Discussions are held as soon as possible but in no case later than 10 working days after the observations.

- b. The committee will meet to write the second semester summary memo. Any areas that need improvement or are unsatisfactory and/or progress on these areas from previous reports or summary memos must be specifically addressed. The summary memo will include the observation reports and the student evaluations. The evaluatee and the committee members will meet to discuss the memo and sign it before it is sent to the Tenure Review Coordinator. The evaluatee has five working days to append comments, which must be signed by the committee. Signatures indicate acknowledgement of the process, not necessarily agreement with the content.
- c. The chair will provide the evaluatee with a copy. The Tenure Review Coordinator will forward the memo and supporting documents to the appropriate vice-president.

4.4.3 SEMESTER THREE REPORT

- a. The emphasis should be on positive, negative, or lack of changes since the first semester report and second semester summary memo in each of the four areas. The evaluation should focus on the evaluatee's effectiveness and, in particular, on the correction of identified areas that need improvement or are unsatisfactory in ways that are significant and tangible and thus vital to success.
- b. At the end of the third semester report, the committee will recommend to continue probation (award a two-year contract), not to rehire, or to award early tenure. Early tenure is for contract faculty who have exceeded the criteria in every aspect of the evaluation criteria. The committee must provide an explanation and documentation for the recommendation for early tenure based upon the criteria for evaluating faculty and the Early Tenure Criteria (section 4.3).
- c. The committee meets and, in consultation with the evaluatee, determines appropriate activities to be carried out during the evaluation and establishes the work schedule, which is submitted to the Tenure Review Coordinator, committee and evaluatee.. This work schedule must ensure that reports are submitted by their due dates and that evaluation activities are carried out for all evaluation criteria within the given timelines.
- d. The committee meets with the evaluatee to review the evaluation criteria and the first semester report and the second semester summary memo. The evaluatee furnishes the committee with written materials appropriate for evaluation.
- e. Classroom or worksite observations take place, as defined in the section on procedures. Teaching or appropriate job duties must be taking place during observations. Individual or group discussions are held as soon as possible, but in no case later than 10 working days after the visitation.
- f. Student evaluations are completed after the mid-point of the course. Departmental and divisional peer input and classified input are conducted as

stated in the work schedule. The evaluatee summarizes the evaluations and peer and classified input and writes the self-evaluation. The evaluatee submits the self-evaluation with the student evaluations and peer and classified input to the committee.

- g. If the committee feels that a recommendation not to rehire is a possibility, the chair or educational administrator shall notify the evaluatee., the Tenure Review Coordinator and the appropriate vice president as soon in the process as possible. If the committee feels that a recommendation not to rehire is a possibility, all unsatisfactory areas must be described in the sections for unsatisfactory areas and Plans for Removal of Unsatisfactory Rating must be included.
- h. The committee writes a draft of the third semester report, including a recommendation to continue probation, not to rehire, or to grant early tenure, which is submitted to the Tenure Review Coordinator and the appropriate vice president. A recommendation for early tenure requires that the section on the report about early tenure be filled out and supporting documentation must be provided.
- i. The coordinator and/or vice president may meet with the committee to clarify the report or suggest revisions that are consistent with the committee's intentions. If the committee recommendation is not unanimous, the Tenure Review Coordinator and appropriate vice president will meet with the team prior to the committee meeting with the evaluatee in an effort to clarify the differences and, if possible, reconcile the differences. These efforts shall not preclude the majority and minority recommendations being forwarded to the president.
- j. If desired by the committee or the evaluatee, additional evaluation activities are carried out. Individual or group discussions will be held as soon as possible but in no case later than ten working days after the visitations.
- k. The committee revises the report as appropriate, including a recommendation to continue probation, grant early tenure or not to rehire, consults with the Tenure Review Coordinator and the appropriate vice president and meets with the evaluatee to discuss the report and recommendation.
- l. The committee and evaluatee sign the report and send it to the Tenure Review Coordinator along with all supporting documents.
- m. The evaluatee's signature indicates acknowledgment of the process, not necessarily agreement with the content. The evaluatee may append written comments to the report within five working days. The committee and evaluatee sign any appended comments, acknowledging that they have read the comments and the chair forwards a copy to the tenure review coordinator.
- n. The Tenure Review Coordinator submits the report and supporting documents to the appropriate vice-president. The vice-president meets with the evaluatee, educational administrator and chair and then submit the committee's report along with his or her comments to the president, who will make a recommendation to the board.
- o. If the president's recommendation differs from that of the tenure review committee, he/she notifies the committee in writing stating reasons for not accepting the recommendation. A meeting takes place among the tenure review committee, the Tenure Review Coordinator, and vice president, and the president

to resolve this difference before the recommendation is forwarded to the board. In the event there is no single recommendation, the president's and the committee's separate recommendations will be forwarded to the board.

- p. The committee's final report will be forwarded to the board.
- q. The notice of continued employment, tenure, or termination and the reasons therefore is signed by the president or his/her designee and sent to the evaluatee before March 15. Notice of termination of employment shall be by registered or certified mail. Failure to give the required notice is an extension of the existing contract without change for the following academic year.

4.4.4 SEMESTER FOUR SUMMARY MEMO

- a. The committee will conduct observations according to the procedures and complete the Observation Report and conduct Student Evaluations. The committee will meet with the evaluatee to determine appropriate activities to be carried out and to establish a work schedule for the activities within the given timelines. Observations and student evaluations must be carried out. The work schedule will be submitted to the Tenure Review Coordinator. Discussions are held as soon as possible but in no case later than ten working days after the observations.
- b. The committee will meet to write the fourth semester summary memo. Any areas that need improvement or are unsatisfactory and/or progress on these areas from previous reports or summary memos must be specifically addressed. The summary memo will include the observation reports and the student evaluations. The evaluatee and the committee members will meet to discuss the memo and sign it before it is sent to the Tenure Review Coordinator. The evaluatee has five working days to append comments, which must be signed by the committee. Signatures indicate acknowledgement of the process, not necessarily agreement with the content.
- c. The chair will provide the evaluatee with a copy. The Tenure Review Coordinator will forward the memo and supporting documents to the appropriate vice-president.

4.4.5 SEMESTER FIVE SUMMARY MEMO

- a. If the third semester report and the fourth semester summary memo did not identify any areas as needing improvement or unsatisfactory in the overall assessment, a summary memo for the fifth semester is not required. If the overall assessment of the evaluatee in the third semester report or the fourth semester summary memo was either "needs improvement" or "unsatisfactory," the committee must write a fifth semester summary memo. The committee will conduct observations according to the procedures and complete the Observation Report and conduct Student Evaluations. The committee will meet with the evaluatee to determine appropriate activities to be carried out and to establish a work schedule for the activities within the given timelines. Observations and student evaluations must be carried out. The work schedule will be submitted to the Tenure Review Coordinator. Discussions are held as soon as possible but in no case later than ten working days after the observations.
- b. The committee will meet to write the fifth semester summary memo. Any areas that need improvement or are unsatisfactory and/or progress on these areas from previous reports or summary memos must be specifically addressed. The

summary memo will include the observation reports and the student evaluations. The evaluatee and the committee members will meet to discuss the memo and sign it before it is sent to the Tenure Review Coordinator. The evaluatee has five working days to append comments, which must be signed by the committee. Signatures indicate acknowledgement of the process, not necessarily agreement with the content.

- c. The chair will provide the evaluatee with a copy. The Tenure Review Coordinator will forward the memo and supporting documents to the appropriate vice-president.

4.4.6 SEMESTER SIX REPORT

- a. The emphasis should be on positive, negative, or lack of changes since the previous reports and summary memos in each of the four areas. The evaluation should focus on the evaluatee's effectiveness and, in particular, on the evaluatee's correction of identified areas that need improvement or are unsatisfactory in ways that are significant and tangible and thus vital to success. It is expected problems identified in "Areas that are Unsatisfactory" noted in prior reports will be corrected by the end of the sixth semester.
- b. The committee meets with the evaluatee to review the evaluation criteria. The evaluatee furnishes the committee with written materials appropriate for evaluation. The committee, in consultation with the evaluatee determines appropriate activities to be carried out during the evaluation and establishes a work schedule which is submitted to the Tenure Review Coordinator, committee and evaluatee. This work schedule must ensure that reports are submitted by their due dates and that evaluation activities are carried out for all evaluation criteria within the given timelines.
- c. Classroom or worksite observations take place, as defined in the section on procedures. Teaching or appropriate job duties must be taking place during observations. Individual or group discussions are held as soon as possible, but in no case later than 10 working days after the observation.
- d. Student evaluations are completed after the mid-point of the course. Departmental and divisional peer input and classified input are conducted as stated in the work schedule. The evaluatee summarizes the student evaluations and classified and peer input and writes the self-evaluation. The evaluatee submits the self-evaluation with the student evaluations and peer and classified input to the committee.
- e. The committee writes a draft of the sixth semester report, which is submitted to the Tenure Review Coordinator, who forwards it to the appropriate vice-president.
- f. This report makes no recommendation. However, the presence of areas that are unsatisfactory in this report should be considered as notification of the potential for denial of tenure. The coordinator and/or vice president may meet with the committee to clarify the report or to suggest revisions that are consistent with the committee's intentions. If the committee feels that a recommendation not to rehire is a possibility in year four, all unsatisfactory areas must be described in the sections for unsatisfactory areas and Plans for Removal of Unsatisfactory Rating must be included.

- g. If desired by the committee or the evaluatee, additional evaluation activities are carried out. Individual or group discussions will be held as soon as possible but in no case later than ten working days after the visitations.
- h. The committee revises the report as appropriate; consults with the Tenure Review Coordinator and vice president as needed, and meets with the evaluatee to discuss the report.
- i. The committee and the evaluatee sign the report and send it to the Tenure Review Coordinator along with all supporting documents.
- j. The evaluatee's signature indicates acknowledgement of the process, not necessarily agreement with the content. The evaluatee may append written comments to the report within five working days. The committee and evaluatee sign any appended comments, acknowledging that they have read the comments, and the chair forwards a copy to the tenure review coordinator.
- k. The Tenure Review Coordinator submits the report and supporting documents to the appropriate vice president. The vice president may meet with the evaluatee, educational administrator and committee chair at the request of the vice-president or the chair. The vice-president then submits the committee's report along with his or her comments to the president.

4.4.7 SEMESTER SEVEN REPORT

- a. In the seventh semester report the committee must make a recommendation to either rehire (grant tenure) or not rehire (Ed. Code 87609). If the recommendation is not to rehire, the seventh semester report must clearly identify the areas identified as unsatisfactory and provide an explanation for the recommendation based upon the criteria for evaluating faculty.
- b. By the end of the seventh semester all areas identified as unsatisfactory must be eliminated. Failure to do so will result in the recommendation not to rehire.

The Tenure Review Coordinator and/or vice president, when necessary, will meet with the committee and new member/s to review the current status of the evaluation process.

- d. The committee meets and, in consultation with the evaluatee, determines appropriate activities to be carried out during the evaluation and establishes a work schedule, which is submitted to the Tenure Review Coordinator, committee and evaluatee. This work schedule must ensure that reports are submitted by their due dates and that evaluation activities are included and scheduled within the given timelines to assess correction of areas identified as unsatisfactory in any evaluation criteria.
- f. The committee meets with the evaluatee to review the evaluation criteria, any remaining areas identified as unsatisfactory and how the committee will assess for correction of the areas identified as unsatisfactory. The evaluatee furnishes the committee with written materials appropriate for the evaluation.
- g. Classroom or worksite observations, as defined in the section on procedures, take place. Teaching or appropriate job duties must be taking place during

observations. Individual or group discussions are held as soon as possible, but in no case later than 10 working days after the observation.

- h. Student evaluations are completed after the mid-point of the course. Departmental and divisional peer input and classified input are conducted as stated in the work schedule. The evaluatee summarizes the student evaluations and the peer and classified input and writes the self-evaluation. The evaluatee submits the self-evaluation with the student evaluations and peer and classified input to the committee.
- i. The committee writes a draft of the final, seventh semester evaluation report, which will include a recommendation to award tenure or not to rehire. If the committee makes a recommendation not to rehire, all unsatisfactory areas must be clearly described in the sections for unsatisfactory areas and the section providing an explanation for the recommendation based upon the criteria for evaluating faculty must be filled out. The coordinator and vice president may meet with the committee to clarify the report or to suggest revisions that are consistent with the committee's intentions.
- j. If the committee recommendation is not unanimous, the Tenure Review Coordinator and appropriate vice president will meet with the team prior to their meeting with the evaluatee in an effort to clarify the differences and, if possible, reconcile the differences. These efforts shall not preclude the majority and minority recommendations being forwarded to the president. The draft is submitted to the Tenure Review Coordinator and the appropriate vice president.
- k. The committee revises the report as appropriate, consults with the Tenure Review Coordinator and vice president, and meets with the evaluatee to discuss the report and recommendation.
- l. The committee and evaluatee sign the report and send it to the Tenure Review Coordinator along with all supporting documents.
- m. The evaluatee's signature indicates acknowledgement of the process, not necessarily agreement with the content. The evaluatee may append written comments to the report within five working days. The committee and evaluatee sign any appended comments, acknowledging that they have read the comments and the chair forwards a copy to the tenure review coordinator.
- n. The Tenure Review Coordinator then submits the report and supporting documents to the appropriate vice president, including any appended comments. The vice president may meet with the evaluatee, educational administrator and chair at the request of the vice-president or the chair and then submits the committee's recommendation along with his or her own comments to the president, who will make a recommendation to the board.
- o. If the president's recommendation differs from that of the tenure review committee, he/she notifies the committee in writing stating reasons for not accepting the recommendation. A meeting takes place among the tenure review committee, the Tenure Review Coordinator, the vice president and the president to resolve this difference before the recommendation goes to the board. In the event that there is no single recommendation, the president's and the committee's separate recommendations will be forwarded to the board.

- p. The committee's final, seventh semester report will be forwarded to the board.
- q. Notice of the decision to grant tenure or not to rehire and the reasons therefore is signed by the president or his/her designee and sent to the candidate before March 15. Notice of termination of employment shall be by registered or certified mail. Failure to give required notice will result in the granting of tenure.

4.5 Grievance of decision to terminate employment

If the Board of Trustee's decision is to terminate a probationary employee, allegations that the District made a decision that was unreasonable to a reasonable person or that the District in any way violated, misinterpreted or misapplied any of the policies and procedures regarding evaluation shall proceed to a hearing by an administrative law judge in accordance with Education Code section 87610.1 (b) and 87740.

A request for a hearing must be in writing to the president of the college within 7 calendar days after the date on which the notice of termination is served. Failure to request a hearing within 7 days shall constitute a waiver of the employee's right to a hearing. The notice of termination of employment shall advise the employee of his/her right to a hearing and the procedure to be followed.

The hearing shall be conducted by an administrative law judge, who shall submit a proposed decision to the board on the sufficiency of the cause and shall recommend a settlement. However, the board shall make the final determination as to the sufficiency of the cause and the settlement. The findings of the administrative law judge shall not be binding on the governing board or on any court in future litigation.

Copies of the judge's proposed decision should be submitted to the board and to the employee on or before May 7 of the same year. All expenses of the hearing, including the cost of the administrative law judge, shall be paid by the governing board from district funds.

The board's decision following such a hearing shall be subject to judicial review pursuant to section 1094.5 of the Code of Civil Procedure.

5.0 Evaluation Process for Temporary Faculty

5.1 Full-time Temporary Faculty

- a. Full-time temporary faculty shall be evaluated during the semester in which they are hired, either fall or spring. Full-time temporary faculty hired for two consecutive semesters shall be evaluated only during the first semester hired. Evaluation shall be based on the peer team review used to evaluate regular faculty. The committee shall be composed of the educational administrator and two full-time tenured faculty members: one selected from within the division by the division faculty and one from outside of the division, appointed by the academic senate.
- b. The evaluation shall follow the timeline specified in section 3.1 (peer team evaluation). The evaluation shall rate the faculty member's performance as either "satisfactory," "needs improvement," or "unsatisfactory" on a form submitted at the end of the evaluation. The committee shall vote on the rating. The recommendation must receive 2 of 3 votes to go forward.
- c. The evaluatee has the right to append comments within 5 working days of receiving the final report. The evaluatee's signature indicates receipt of the report and not necessarily agreement with the content.

- d. Full-time temporary faculty hired for more than one year on a non-tenure track status shall be evaluated according to these provisions during their first semester of hire and every three years subsequently in accordance with education code and the provisions in this section. Should the recommendation be “needs improvement,” the faculty member will be reevaluated the following semester.

5.2. Part-time Temporary Faculty (Adjunct)

5.2.1 Rationale and Procedures:

- a. Adjunct faculty form a vital part of community college instruction and instructional support programs. In many cases they offer unique contributions in subject knowledge and experience. As such, it is appropriate that they be evaluated according to similar guidelines as full-time faculty.
- b. The appropriate vice president, in coordination with the supervising educational administrator of each division, will be responsible for coordinating the evaluation of adjunct faculty. Each adjunct faculty will be evaluated at least every three years. Each first year adjunct faculty will be evaluated during the first semester of service. If the adjunct faculty is an “emergency hire” [see Hiring Policy for definition of emergency hire], he or she must be evaluated by a full-time faculty member. The division faculty, working with the supervising educational administrator, will select full-time faculty evaluators for the adjunct faculty. The educational administrator may evaluate up to one-half of the adjunct faculty due for evaluation. If the majority of the division's faculty so decide, the educational administrator may do more than 50% of the adjunct evaluations. The evaluation of each adjunct faculty shall alternate between faculty and educational administrator except when the division faculty have decided to permit the educational administrator to do more than 50% of the adjunct evaluations. If the division faculty have elected not to do 50% of the evaluations, the educational administrator may evaluate emergency hires. Adjunct faculty who have received at least two satisfactory evaluations shall in subsequent evaluations have one opportunity to reject an assigned faculty evaluator in each evaluation.
- c. Adjunct faculty who teach short term courses and instructional TV will meet with the evaluator and establish a timeline appropriate to the course. The timeline will be submitted either to the supervising educational administrator or to appropriate vice president by a quarter of the way through the course.
- d. Adjunct faculty who work in more than one division/service area will be evaluated once every three years in each division/service area. The evaluations shall be done during the same semester if possible.
- e. Full-time faculty who teach overload outside the division in which they fulfill the majority of their contractual assignment will be evaluated as adjunct in the outside division.
- f. Adjunct faculty who have not worked during the fall or spring semester for 3 years or who will work only summer or intersession may be evaluated during the intersession or summer session. If faculty are available, the schedule alternating between educational administrator and faculty shall be adhered to. If no faculty are available, the educational administrator may do the evaluation. All steps must be completed. Timelines shall be condensed as appropriate for the shorter timeframe.

- g. The evaluator(s) shall conduct student evaluations in all classes (see 2.3) and, when appropriate, obtain classified and peer input (see 2.4 and 2.5). Evaluator(s) shall use the Observation Report and the Adjunct Faculty Evaluation Report. The evaluatee's signature on Observation Reports and on the final Adjunct Faculty Evaluation Report indicate acknowledgment of the process but not necessarily agreement with the content. The evaluatee may append written comments to the report within 5 working days, which are signed by the evaluator(s) and forwarded to the next level administrator.
- h. All information gathered or reports generated as part of the evaluation process shall be confidential.

5.2.2 Timeline for Adjunct Faculty Evaluation:

- Weeks 1-4 Each division dean will notify adjunct faculty scheduled for evaluation of the name of her/his evaluator and provide the faculty with a copy of the evaluation process.
- Weeks 4-5 The evaluator meets with the adjunct instructor to review the evaluation process, the evaluation criteria (see 2.4) the timeline and grievance procedure. The evaluator and the evaluatee shall determine what activities are appropriate during the evaluation. Classified and/or peer input may be used following the guidelines set in this policy. The adjunct faculty member furnishes the evaluator with written materials appropriate for evaluation.
- Weeks 6-9 Classroom or worksite observations take place as defined in the section on procedures. When observations occur, teaching or appropriate job duties must be taking place. The evaluator completes an observation report and holds a discussion with the adjunct instructor as soon as possible but in no case later than 10 working days after the observation. The Observation Report must specify areas that need improvement or are unsatisfactory and suggest remedies.
- Weeks 6-14 If the Observation Report indicates areas that need improvement, it is recommended that a second person be added to the team. If any unsatisfactory areas are indicated, the educational administrator shall be added to the team when the evaluation is being done by a faculty member. When the evaluation is being done by the educational administrator, he/she shall add a faculty member from the division to the team. In the event that the educational administrator is unable to add a faculty member, the report may go forward from the educational administrator. The second person shall conduct at least one classroom or worksite observation as defined in the section on procedures and fill out an Observation Report. The team shall meet with the evaluatee as soon as possible but in no case later than 10 working days after the observation.
- Weeks 9-14 Student evaluations (see 2.3) are completed, summarized and turned in to the evaluator(s). If appropriate, classified and/or peer input are conducted (see 2.4 and 2.5) prior to week twelve.

If additional information from peer input, classified input or student evaluations indicates areas that need improvement or are unsatisfactory, the evaluator shall communicate these concerns by typing a memo that summarizes the problems and suggests remedies. The evaluator(s) shall hold a discussion with the evaluatee. Evaluator(s) and evaluatee shall sign the memo to acknowledge receipt.

Areas that are unsatisfactory require the addition of a second person.

The adjunct instructor submits a self-evaluation (see 2.7) that must address comments from student evaluations and, if obtained, classified and peer input.

Weeks 15-16 The evaluator/evaluation team prepares the Adjunct Faculty Evaluation Report. The evaluator/evaluation team will make one of three recommendations: keep in the hiring pool, remove from the hiring pool, or reevaluate in less than three years. Evaluations may also indicate strengths and weaknesses in a specific discipline if the evaluatee teaches/works in more than one area. Both the evaluator/evaluation team and the evaluatee sign the report. The evaluatee's signature indicates acknowledgement of the process, not necessarily agreement with the content.

The evaluatee may append written comments to the report within five working days. The evaluation team/evaluator and evaluatee sign any appended comments, acknowledging that they have read the comments. A copy of the signed report with appended comments is given to the adjunct faculty and to the supervising educational administrator. The educational administrator submits the report to the appropriate vice president. All other copies of the report shall be destroyed. The vice president reviews the report, makes a decision on the status of the adjunct faculty, notifies the adjunct faculty of the decision and forwards the final report to the Office of Human Resources.

A recommendation to remove from the pool may only be made if a two-person evaluation team was formed or if an educational administrator tried but was unable to form a two-person team. If the evaluator or evaluation team is making a recommendation to remove from the pool, the appropriate vice president must review the report before it is presented to the evaluatee. If an evaluation team is unable to make a unanimous recommendation, the recommendation shall be to re-evaluate before the completion of two more semesters of assignment.

A recommendation to reevaluate in less than three years must specify when the evaluation is to be done (i.e., the following semester, in two semesters, etc.)

In cases where the evaluatee will be removed from the pool as a result of the evaluation, the evaluator/evaluation team and vice president when appropriate meet with the evaluatee to discuss the report.

5.2.3 Re-evaluation in less than three years

If the faculty member is being re-evaluated in less than three years, the re-evaluation shall follow the provisions of this article. Any faculty member serving as an evaluator must be a different faculty member than the one involved in the original evaluation. The evaluator shall receive a copy of the previous evaluation and should focus mainly, though not exclusively, on evaluating the areas needing improvement or unsatisfactory identified in that report. The evaluator/evaluation team must make one of the following recommendations for adjunct faculty: keep in the hiring pool or remove from the hiring pool. Evaluations may also indicate strengths and weaknesses in a specific discipline if the evaluatee teaches/works in more than one area. A recommendation to remove from the pool may be made only by a two-person team or by one person if the educational administrator was unable to form a two-person team. The decision on the status of the adjunct faculty shall be made by the appropriate vice president as specified in this article's provisions.