

## ARTICLE 19

### EVALUATION OF FACULTY

#### 19.1 EVALUATIONS

Non-tenured full-time faculty shall be evaluated at least once a year for four (4) years following the process outlined in Article 19.5.

Tenured faculty shall be evaluated at least once every three (3) academic years (Education Code 87663(a)).

Part-time faculty, see Article 19.7.

The purposes of faculty evaluation are:

**19.1.1** To measure the effectiveness of faculty performance and to identify those areas needing improvement and provide assistance for improved faculty performance. Any areas of serious concern should be reviewed with the faculty member as soon as they are identified.

**19.1.2** To encourage continued growth in teaching and learning, campus and departmental relationships, and participation in the College governance.

**19.1.3** Actual observations of work performance for all faculty shall take place between the second (2<sup>nd</sup>) and the twelfth (12<sup>th</sup>) week of the semester.

**19.1.4** To ensure compliance with District, State, and Federal accreditation policies and standards.

**19.1.5** To provide reasonable criteria for granting reappointment and/or permanent and continuing status.

#### 19.2 TENURE REVIEW – FOR NON-TENURED FULL-TIME FACULTY

All non-tenured full-time faculty, will fall under the provisions of this Article. The District agrees to indemnify and hold harmless any faculty member of the Tenure Review Committee acting within the course and scope of employment against any and all claims arising out of any tenure review process conducted under the provisions of this Article.

In addition to the evaluation process described below, a Tenure Review Committee will be formed. This Committee will consider all pertinent contract information (including but not limited to student evaluations, self-evaluations, administrative evaluations, all peer evaluations, committee observations, and past and present student surveys) needed to make a recommendation to the President of the College either to continue or not to continue employment. The process of tenure is one that requires confidentiality.

**19.2.1** The Tenure Review Committee shall consist of the Vice President or his/her designee; the supervising Administrator; two (2) faculty members appointed by the Faculty Senate President, one (1) of whom shall serve as the Chair, and the appropriate Department Chair. All faculty appointees will be tenured. Changes in committee membership may be made by the College President or his/her designee due to the following circumstances: changes in assignments, leaves, retirements, resignations from the committee, changes in Department Chairs, peer observer conflicts or mentor conflicts.

**19.2.2** A Tenure Review Committee member shall not serve as peer observer or mentor of a non-tenured employee while serving on the Tenure Review Committee. If possible, the composition of the Committee will be the same for the second (2<sup>nd</sup>), and third (3<sup>rd</sup>) and fourth (4<sup>th</sup>) year.

**19.2.3** The Tenure Review Committee will be formed by September 30 of the first (1st) year of full-time employment of the non-tenured faculty. Faculty employed as a first year contract employee who will not complete 75% of the academic year will be a first year contract employee in the following academic year. The evaluation, therefore, will commence at that time. The committee will then begin a thorough review of the employee's performance-using the appropriate Observation Forms. Once completed, the committee will meet, review all information and make recommendations to the supervising administrator for inclusion in the evaluation. These may include positive comments and expectations for improvement with realistic timelines. The supervising administrator will then complete the evaluation process including reviewing it with the evaluatee and make the summary evaluation and any response available for review by the tenure review committee. The committee will then vote and make their recommendation to the President. If the committee has serious concerns about the employee's performance, a spring review may be initiated using the process outlined above for the fall semester.

First (1<sup>st</sup>), second (2<sup>nd</sup>), and third (3<sup>rd</sup>), and fourth (4<sup>th</sup>) year contract faculty will be evaluated at least once each year prior to February 15. Additional administrative evaluations may be completed at the discretion of the Administration.

This will be completed by February 15 of the first (1<sup>st</sup>) year. If employment is continued, the non-tenured employee will be granted a second (2<sup>nd</sup>) year contract.

During the Fall Semester of the second (2<sup>nd</sup>) year, the Tenure Review Committee will complete its review of the non-tenured faculty for a second (2<sup>nd</sup>) time. This will be completed by February 15 of the second (2<sup>nd</sup>) year. If employment is continued, the non-tenured employee will be granted a third (3<sup>rd</sup>) and fourth (4<sup>th</sup>) year contract.

During the Fall Semester of the third (3<sup>rd</sup>) year, the Tenure Review Committee will complete its review of the non-tenured faculty for a third (3<sup>rd</sup>) time. This will be completed by February 15 of the third (3<sup>rd</sup>) year.

During the Fall Semester of the fourth (4<sup>th</sup>) year, the Tenure Review Committee will complete its final review of the non-tenured faculty. This will be completed by February 15 of the fourth (4<sup>th</sup>) year.

**19.2.4** The President may or may not recommend renewal to the Board. The President's report to the Board will include the report of the Tenure Review Committee. If employment is continued, the non-tenured employee will be granted tenure.

**19.2.5** If tenure is not granted, then non-renewal proceedings will be followed pursuant to Education Code Section 87610.1.

### **19.3 FULL-TIME FACULTY EVALUATION TEAM COMPOSITION**

**19.3.1** Non-tenured Full-Time Faculty - The Evaluation Committee is addressed in Article 19.2.

**19.3.2** Tenured Faculty - The Evaluation Committee will consist of four (4) academic persons: one (1) administrator and the following peers: peer observer, the President of GCFA and the President of the Faculty Senate.

The administrative member of the Evaluation Committee, who is also responsible for seeing the process through to its conclusion, will be appointed by the Vice President of Academic Affairs.

The faculty member being evaluated will select a colleague to carry out the peer evaluation. Where the number of faculty within a discipline is small in number, the peer observer may be selected from a discipline outside of the faculty member's area of expertise.

The evaluating peer shall be a member of GCFA. The evaluating peer will make at least one (1) class visitation with a second (2<sup>nd</sup>) visitation being mandated at the request of the evaluatee. The visitation(s) will be summarized in a written report and the peer will present and discuss the written report with the faculty member being evaluated.

The faculty member has the option of placing this report in his/her personnel file.

#### **19.4 EVALUATION TIME LINE**

All full-time Unit Members, not undergoing the tenure process, will be notified on or before the end of the semester prior to the regular evaluation for the need of such an evaluation.

**19.4.1** Evaluation of all faculty will be completed by the end of a given semester.

**19.4.2** Actual classroom evaluation observation of all faculty Unit Members shall take place between the second (2<sup>nd</sup>) week and the twelfth (12<sup>th</sup>) week of the semester.

**19.4.3** For all first time evaluatees, the college will make clear and timely information about the evaluation process available before the process begins.

#### **19.5 EVALUATION PROCESS**

The evaluation of any faculty member is a four-part process that involves a self-evaluation, trained faculty observer (for part-timers) and peer (required for full-timers, and optional for part-timers) classroom observations, administrative evaluation, and a student evaluation report.

The following are general criteria that will be used in the evaluation:

Expertise in subject matter or professional field.

Effectiveness in carrying out duties in instruction, counseling, library, or enabling, as appropriate for the Unit Member's assignment.

Acceptance of professional responsibilities.

Effectiveness of communications with students and staff.

Professional/community activities including, but not limited to, faculty organizations and committees, professional organizations, community activities, advisor to student clubs or organizations.

**19.5.1** Self-Evaluation: Professional Competence: all faculty will complete the appropriate Self-Evaluation Form. Faculty members are expected to provide evidence of professional competence and teaching effectiveness. The following are general criteria that will be used in the self-evaluation:

Demonstrates that instructional and non-instructional goals are evaluated for effectiveness.

Incorporates results of student evaluation into instructional and non-instructional strategies.

Demonstrates knowledge of current teaching or professional methods, materials, and trends in his/her field.

Evaluates student learning outcomes to identify strengths and weaknesses and incorporates findings into modifying teaching or non-teaching strategies.

Applies current and recent advances from the discipline into teaching and/or delivery services.

Demonstrates continued professional growth.

Contributes to the institution beyond teaching or delivery of professional services.

Contributes to the community beyond teaching or delivery of professional services.

The District agrees to indemnify and holds harmless any faculty member against any and all claims arising out of any peer evaluation conducted under the provisions of this Article.

- 19.5.2** Peer Evaluation for Full-Time Faculty - The peer observer will make at least one (1) class visit or visit to the main work setting for non-instructional faculty and provide a copy of the appropriate Observation Form to the faculty member. For their participation, a peer observer can accrue three (3) flex or co-curricular hours.

The second step of peer evaluation, which treats faculty participation in governance, will be carried out by the President of the GCFA and the Faculty Senate President. It is the responsibility of the President of GCFA and the President of the Faculty Senate to write a brief summary of activities that indicate participation in shared governance (college committees, screening committees, strategic planning).

The two evaluation reports completed by the GCFA and Faculty Senate President will be reviewed with the faculty member and placed in his/her personnel file.

- 19.5.3** Administrative Evaluation - The administrative member of the evaluation team will make one or more class visits and/or observation(s) appropriate to the faculty role which will be reviewed with the faculty member in a timely manner.

Any area of serious concern should be reviewed with the faculty member as soon as they are identified.

- 19.5.4** Student Evaluation - The student evaluation is the fourth (4<sup>th</sup>) component designed to provide all faculty with feedback to improve instruction or work duties.

**19.5.4.1** All faculty will review with the students the purpose of the evaluation form, the questions and the value of personal written comments.

**19.5.4.2** The faculty will stress that their feedback and comments will remain confidential. The faculty will leave the room before the students begin and all evaluations, including written comments, will be prepared in a printed, anonymous format.

**19.5.4.3** After inviting questions and answering them, the faculty will assign a student to distribute the forms. The same student will collect all forms and return them in a sealed envelope to the Office of Academic Affairs or the offsite manager.

**19.5.4.4** It is recommended that the evaluations be completed during the last part of class and at least 15 minutes should be allowed.

**19.5.4.5** To guarantee validity, the faculty must be sure that the students understand the process before leaving the room. Under no circumstances is the faculty to stay in the room or in the immediate area outside the room. The faculty cannot handle or return the completed forms and the student returning the forms will be required to verify the above with a signature when submitting the forms to the respective administrative office.

## **19.6 SUMMARY EVALUATION OF ALL FACULTY**

The appropriate administrative summary form is used to develop a summary evaluation report and recommendation for continuation of faculty status. This recommendation shall be made solely by the responsible administrator and this report will be reviewed with the faculty member.

The following are general criteria that will be used in the evaluation of all faculty, as appropriate:

Acceptance of professional responsibilities and other faculty obligations.

Assists in maintaining cleanliness and orderliness of the classroom (or work setting) equipment.

Responds promptly to administrative requests and deadlines.

Utilize a variety of teaching and non-teaching strategies and materials.

Develops and maintains collegial relationships and communicates effectively with members of college.

Applies current and recent advances from the discipline into teaching or primary work role.

Maintains appropriate records and reports.

Demonstrates continued professional growth through flex, co-curricular, and/or related activities.

Demonstrates a commitment to the college by participating in college governance.

The design of forms and questionnaires for faculty evaluation and tenure review will be created by the Staff Development Committee in cooperation with the Administration.

Non-substantive procedural errors shall not invalidate the evaluation or tenure recommendation unless the errors are prejudicial errors.

## **19.7 PART-TIME FACULTY**

Part-time faculty shall be evaluated one (1) time in their first semester teaching at Gavilan, two (2) more times in the next (5) semesters and then minimally one (1) time every six (6) semesters following the process outlined in Article 16.4.2. Additional evaluations can be scheduled at the discretion of the District.

**19.7.1** Evaluation team composition - the evaluation team for a part-time faculty member will consist of the supervising administrator and one (1) trained faculty observer.

The administrative member of the Evaluation Team, who is also responsible for seeing the process through to its conclusion, will be appointed by the Chief Instructional Officer.

The part-time faculty member being evaluated will be evaluated by the supervising administrator during the first semester of service. Thereafter, the faculty member being evaluated will select a trained faculty observer to carry out the evaluation.

The trained faculty observer shall be a member of GCFA. The faculty asked to do the observation may decline, at which point another trained faculty member will be chosen, or the administrator on the team may aid in selecting the trained faculty observer. Where the number of faculty within a discipline is small in number, the trained faculty observer may be selected from a discipline outside of the faculty member's area of expertise.

The PT faculty member being evaluated may select a colleague to carry out a peer evaluation. Where the number of faculty within a discipline is small in number, the peer observer may be selected from a discipline outside the faculty member's area of expertise. The evaluating peer shall be a member of GCFA. The evaluating peer will make at least one (1) class visitation with a second (2<sup>nd</sup>) visitation being mandated at the request of the evaluatee or visit the main work setting for non-instructional faculty. The visitation(s) will be summarized in a written report and the peer will present and discuss the written report with the faculty member being evaluated. The faculty member has the option of placing this report in his/her personnel file. For their participation, peer observers can accrue three (3) flex and/or co-curricular hours.

**19.7.1.1** Training for faculty observers and administrators will be offered annually within the first month of the Fall semester. The district, Academic Senate, and GCFA representative(s) will co-design and offer the training. Flex and/or co-curricular hours can be awarded at the discretion of the trained faculty observer with prior approval from the supervising administrator for this training.

The trained faculty observer will be paid \$150.00 per completed observation form. Any future increases to salary schedule will increase by the same percentage amount. In lieu of compensation, three (3) flex and/or co-curricular hours can be awarded at the discretion of the trained faculty observer with prior approval of the supervising administrator.

## **19.7.2** Evaluation Process for Part-Time Faculty

For part-time faculty, notice of pending routine evaluation will be within the first two (2) weeks of the semester. Non-routine evaluations may be performed at the discretion of the supervising administrator.

The trained faculty observer will make at least one (1) class observation with a second (2<sup>nd</sup>) observation being mandated at the request of the evaluatee or supervising administrator. If concerns are raised, the supervising administrator and part time faculty member will meet to discuss the concerns and create a remediation plan.

The trained faculty observer and administrator will each schedule a post-observation meeting with the evaluatee. The TFO will discuss with the evaluatee the results of the observation and overall classroom performance, as certified on the cover sheet. An administrative evaluation summary, prepared by the supervising administrator, will be included as part of the final evaluation package after the TFO has met with the evaluatee. The final evaluation packet will include the cover sheet, classroom observation, self-evaluation, student evaluation summaries, and the administrative summary, will become part of the evaluatee's permanent personnel file.

**19.7.3 Hold Harmless**

The District agrees to indemnify and hold harmless any faculty member against any and all claims arising out of any evaluation conducted under the provisions of this Article.

**19.7.4 Remediation and Timeline**

Any areas of serious concern in the final evaluation report (i.e. cover sheet, trained faculty observer observation form, self-evaluation, student evaluation and administrative evaluation) will be reviewed with the faculty member and the supervising administrator as soon as they are identified. When remediation is required, as evidenced in the evaluation report, a remediation plan will be developed by the evaluatee and administrator outlining specific performance improvement objectives, timelines, and subsequent classroom observations.

Part time faculty whose performance is deemed unsatisfactory upon the first evaluation, may or may not, at the discretion of the supervising administrator, be offered a subsequent course-load assignment and/or a remediation plan for an upcoming semester.

Continuing part-time faculty whose evaluation is deemed unsatisfactory shall work with the supervising administrator to develop a clear remediation plan with specific, reasonable goals, activities and timelines.

Remediation Plan activities may include attending workshops or conferences on academic discipline material or on teaching and learning, observing other faculty members' classes, additional student observations, working with faculty or administrative mentors, and inviting further observations of his/her classes. Individual remediation activities will not be paid for using District funds or any paid time with the exception of flex time.

Administrators may conduct additional, non-routine, evaluations as necessary, particularly to support a faculty member who is implementing a remediation plan.

Remediation timelines shall be limited to one or two semesters and be followed up by re-evaluation in the following semester. Timelines shall include follow-up meetings with the supervising administrator to discuss progress towards stated goals. Written administrative appraisals of its implementation shall become part of the evaluatees' personnel file. If a part-time faculty member receives two (2) consecutive negative evaluations despite remediation, this will be grounds for the District's ceasing to offer assignments to that faculty member.

**19.7.5 Appeals Process**

Part-time faculty being evaluated shall have access to all materials used to make a given evaluation. They shall have the right to respond to any observer's written materials or verbal statements in writing, and to have their responses included in the record of evaluation.