

Faculty Evaluation Procedures: What Committee Members, Deans, and Evaluatees Need to Know



SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

General Reminder

- ▶ All of the information provided in this slide deck is from [Appendix G: Evaluation Procedures](#) of the AFT contract
 - ▶ Covered are the general procedures that were adopted in September 2014
 - ▶ The [AFT website](#) will enable you to confirm the current version of the procedures
- ▶ When in doubt about anything involving evaluation procedures, read Appendix G or ask the Evaluation Guidance Committee
- ▶ It is always appreciated if questions to the Evaluation Guidance Committee come after reading the relevant portion of Appendix G

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Part 1 - Evaluation Overview: Purpose, Committee Structures and Review Cycles

Purpose of the evaluation process

- ▶ A. The evaluation process should assist faculty in **understanding the expectations for employment and tenure**; developing skills and acquiring the experience to participate successfully in the educational process; and using the District's and other resources for **professional growth**.
- ▶ B. The evaluation process should **assure that students have access to the most knowledgeable, talented, creative, and student-oriented faculty available**.
Therefore, periodic performance evaluations are conducted for all tenured, tenure track, and adjunct faculty. A four-year probationary period is provided for tenure-track employees.
- ▶ C. The evaluation process **safeguards and assures the principles and practices of academic freedom** as defined in District Policies and Procedures. Academic freedom applies equally to all tenured, probationary, adjunct, and grant-funded faculty.
- ▶ D. The evaluation process should assure quality of work performance and professional growth/development by providing a **useful assessment of performance**.

Committee Structures - Tenured

Evaluation Guidance Committee

- ▶ Appropriate Vice President
- ▶ District Academic Senate President
- ▶ AFT President

... or their designees

Division Evaluation Committee (Tenured Evals.)

- ▶ 3-5 tenured faculty (depending on size of division, number of evaluations, diversity of group)
- ▶ Forwarded by division faculty
- ▶ As faculty participating on a committee, individuals approved by Academic Senate
- ▶ Senate approval = opportunity for anyone to raise concerns, such as diversity of group

For Comprehensive Tenured Evaluations - Additional Role

- ▶ Evaluee and Dean mutually select evaluator
- ▶ Must be tenured faculty
- ▶ This is the person who observes classroom, counseling session, etc.
- ▶ If no mutual agreement on evaluator, then EGC selects evaluator
- ▶ Not a committee, so Senate approval not needed for this evaluator role

Structure for Adjunct and Grant-Funded Evaluations

Evaluation Guidance Committee

- ▶ Appropriate Vice President
- ▶ District Academic Senate President
- ▶ AFT President

... or their designees

Evaluator Role

- ▶ Evaluee and Dean mutually select evaluator faculty
- ▶ Must be full-time faculty
- ▶ This is the person who observes classroom, counseling session, etc.
- ▶ If no mutual agreement on evaluator, then EGC selects evaluator
- ▶ Not a committee, so Senate approval not needed for this evaluator role

Committee Structures - Tenure-Track

Evaluation Guidance Committee

- ▶ Appropriate Vice President
- ▶ District Academic Senate President
- ▶ AFT President

... or their designees

Tenure Evaluation (Tenure-Track Faculty Evals.)

- ▶ 3 tenured faculty
- ▶ Includes discipline expert
- ▶ Faculty chair agreed on by committee
- ▶ 1 Dean/Responsible Administrator
- ▶ 2 faculty permanent
- ▶ 1 faculty position rotates:
 - ▶ first evaluator - years 1 and 2
 - ▶ second evaluator - years 3 and 4

As a Committee ...

- ▶ Faculty members are approved by Academic Senate
- ▶ Senate approval = opportunity for anyone to raise concerns, such as diversity of group

Review Cycles - Tenure-Track and Tenured Evaluations

Tenure-track Evaluations

- ▶ Four-year process
- ▶ Evaluations always occur in the Fall semesters (even if faculty starts in Spring)

Tenured Evaluations

- ▶ Three-year cycle
 - ▶ Begins three years after tenure-track process completes
- ▶ First tenured evaluation is a comprehensive evaluation
- ▶ Three years later is a “Standard” evaluation
- ▶ Evaluations alternate between Comprehensive and Standard Evaluations every three years

But more evaluations occur if tenured faculty doesn't meet or exceed expectations on the overall evaluation.

- ▶ See page 8 of [Appendix G](#), for what happens if there is an “Needs Improvement” or “Unsatisfactory” overall evaluation

Review Cycles - Adjunct and Grant-Funded Evaluations (It's complicated!)

First Three Evaluations

(≈ once every two years)

- ▶ #1: first semester of employment
- ▶ #2: fifth semester of employment
 - ▶ Only counting Fall and Spring semesters
 - ▶ Two years later if they worked every semester
- ▶ #3: ninth semester of employment

Fourth evaluation and after

- ▶ once every three years of employment
- ▶ One year of employment = two fall and/or spring semesters

Adjunct/Grant-funded faculty only works during summer semesters?

- ▶ #1: first semester of employment
- ▶ Then once every third summer semester (every two years)

The above cycles presume the faculty member met or exceeded expectations on the overall evaluation.

- ▶ See pages 23-24 of [Appendix G](#), for process if there is an “Needs Improvement” or “Unsatisfactory” overall evaluation ⁹

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Part 2 - Evaluation Ratings: Criteria, The Ratings, Their Meaning, and Evaluator Responsibilities

Evaluation Criteria for Faculty

What are evaluators considering?

- ▶ Student Relations
- ▶ Professional Responsibilities
- ▶ Evaluators, Evaluatees, and Committee Members should review the complete list of evaluation criteria on pages 3 and 4 of [Appendix G](#).

Evaluation Ratings

- ▶ **Exceeds Expectations (A):** Used for faculty whose performance far exceeds expectations due to exceptionally high quality of work in all essential areas of responsibility, resulting in an overall quality of work that is superior.
- ▶ **Meets Expectations (B):** Used for faculty who perform assigned responsibilities well, consistently throughout the review period.
- ▶ **Needs Improvement (C):** should be used for faculty who made a sincere effort to meet the evaluation criteria but need additional guidance to meet them successfully.
- ▶ **Unsatisfactory (D):** should be used for faculty whose performance was below standard with regard to the evaluation criteria. Steps must be taken to improve overall performance.

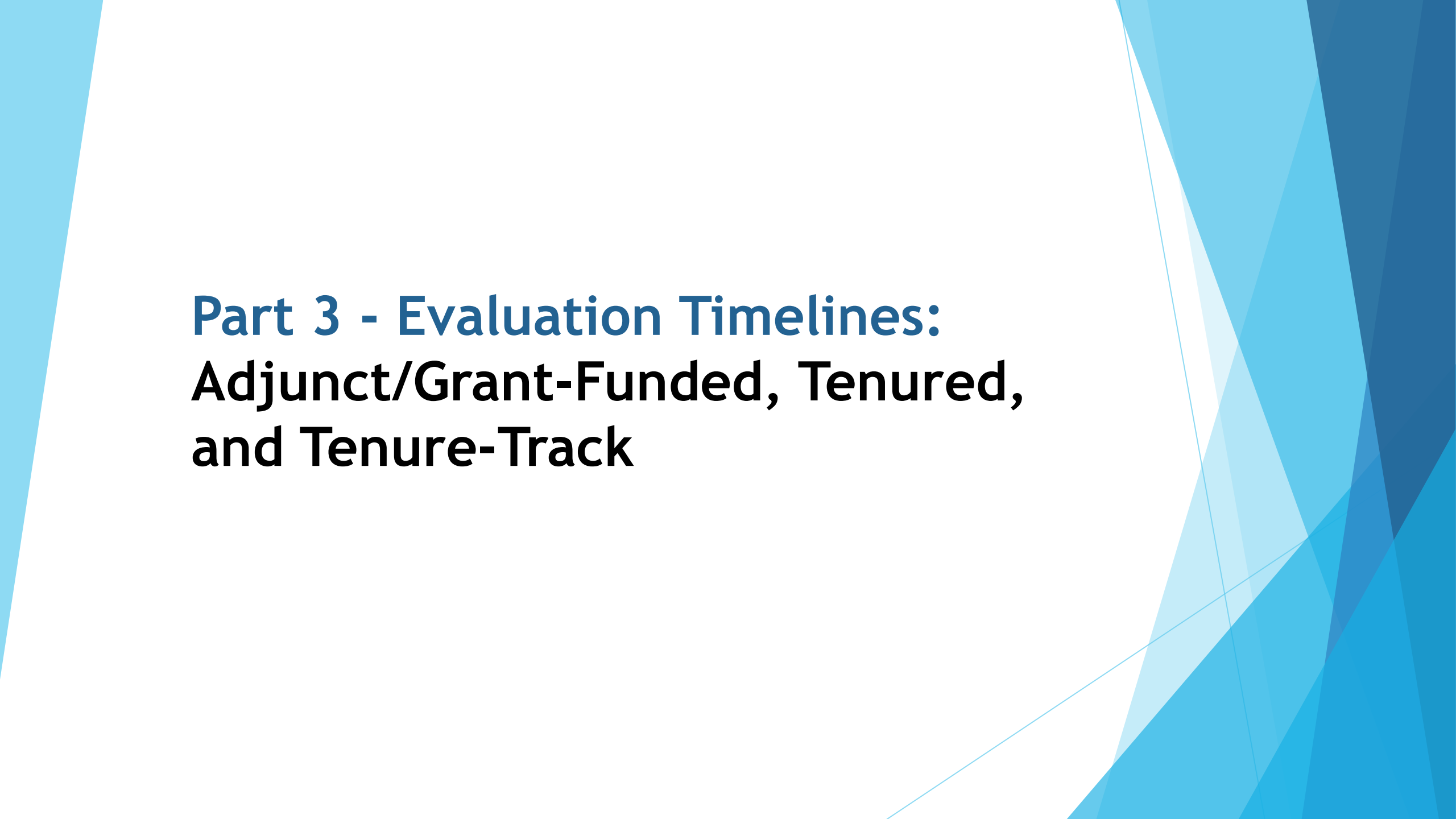
What do the ratings mean?

A. Exceeds Expectations, B. Meets Expectations, C. Needs Improvement, D. Unsatisfactory ... How do you choose the right one?

- ▶ Each individual committee member will likely have a slightly different understanding of what kind of work merits an A, B, C or D
- ▶ **Evaluees** should be most concerned with earning passing marks: “(B) Meets Expectations.” This means that they have what it takes to be a successful faculty member and will receive the next contract.
- ▶ There are no bonus points for getting an “A.”
- ▶ Evaluators / Committee members should clearly communicate to an evaluatee how they view the rating system so that there are no misunderstandings if someone does not get an “A”.
- ▶ Also, if an evaluatee earns a C or D on a specific evaluation item, they will still receive the next contract if they earned B or A for the overall evaluation.

Evaluator Responsibilities

1. **“follow the procedure”!**
2. “to meet with the evaluatee to review criteria and methods of evaluation and the timelines of the evaluation process”
 - ▶ Discuss the contents of the portfolio and how the contents will be reviewed
3. to gather and review all data obtained by the various evaluation methods employed;
4. to meet with the evaluatee to discuss evaluation results and develop a plan for professional growth;
5. to complete Observation, Portfolio Review, and Evaluation Summary forms with commendations and recommendations as appropriate;
6. to determine an evaluation recommendation; and
7. to forward their recommendation to the responsible administrators (or, for tenured comprehensive evaluations, to the chair of the Division Evaluation Committee)

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Part 3 - Evaluation Timelines:

Adjunct/Grant-Funded, Tenured, and Tenure-Track

Adjunct/Grant Faculty: Timeline

▶ Weeks 1-4 of Semester (Fall or Spring)

- ▶ **Orientation** to All Participants (this is it!)
- ▶ The evaluator meets with evaluatee
- ▶ The evaluator establishes a schedule

▶ Weeks 5 to 12 of Semester

- ▶ The evaluator completes the **Observation(s)** (classroom and online) and reports on her/his observations.
- ▶ **Student Questionnaires** are administered by Week 10.
- ▶ The evaluatee completes and submits a **Portfolio** to her/his division office by Week 11.
- ▶ The evaluatee completes and submits the **Self-Assessment** to the evaluatee's division office by Week 11.
- ▶ The evaluator discusses the different evaluation components with the evaluatee.

Tenured Faculty: Timeline

▶ Weeks 1-4 of Spring Semester

- ▶ **Orientation** to All Participants (this is it!)
- ▶ The committee meets with evaluatee
- ▶ The committee establishes a schedule

▶ Weeks 5 to 12 of Spring Semester

- ▶ If a comprehensive evaluation, evaluators complete **Observations** (classroom and online) and each committee member observes and reports on her/his observations.
- ▶ **Student Questionnaires** are administered by Week 10.
- ▶ If a Comprehensive evaluation, the individual committee members discuss their classroom observation and provide an overview of the student questionnaires to the evaluatee prior to the end of the semester. The tabulated student questionnaires will be made available to the evaluatee after grades are posted.
- ▶ If a comprehensive evaluation, the evaluatee completes and submits a **Portfolio** to her/his division office by Week 11.
- ▶ The evaluatee completes and submits the **Self-Assessment** to the evaluatee's division office by Week 12.

Tenured Faculty: Timeline cont'd

▶ Weeks 13 – 17 of Spring Semester

- ▶ If applicable, the Dean/Responsible Administrator completes the **Dean/Responsible Administrator's Assessment** of Non-Teaching Responsibilities by Week 13.
- ▶ The Committee meets to review the results of the evaluation process and reaches its **recommendation**.
- ▶ The Committee meets with the evaluatee to inform them of the Committee's recommendations and, if the evaluatee receives an overall rating of "Needs Improvement" or "Unsatisfactory" on the evaluation summary, develops with the evaluatee a **Performance Improvement Plan**.
- ▶ The Evaluation Committee submits its evaluation summary to the appropriate Vice President by Week 17. The Vice President reviews and forwards copies to the evaluatee, personnel file, and the Dean/Responsible Administrator.
- ▶ The Dean/Responsible Administrator records the results and schedules the next evaluation.

Tenure-Track Faculty: Timeline

▶ Weeks 1-4 of Fall Semester

- ▶ **Orientation** to All Participants (this is it!)
- ▶ The committee meets with evaluatee
- ▶ The committee establishes a schedule

▶ Weeks 5 to 12 of Fall Semester

- ▶ Evaluators complete **Observations** (classroom and online) and each committee member observes and reports on her/his observations.
- ▶ **Student Questionnaires** are administered by Week 10.
- ▶ Individual committee members discuss their classroom observation and provide an overview of the student questionnaires to the evaluatee prior to the end of the semester. The tabulated student questionnaires will be made available to the evaluatee after grades are posted.
- ▶ The evaluatee completes and submits a **Portfolio** to her/his division office by Week 11.
- ▶ The evaluatee completes and submits the **Self-Assessment** to the evaluatee's division office by Week 12.