

ARTICLE 19

EVALUATION OF FACULTY

19.1 EVALUATIONS: TERMS AND DEFINITIONS

Part-time faculty: See Section A

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

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

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.

The purpose 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.
- 19.1.2 To encourage continued growth in teaching and learning, campus and departmental relationships, and participation in the College governance.
- 19.1.3 To ensure compliance with District, State, and Federal accreditation policies and standards.
- 19.1.4 To provide reasonable criteria for granting reappointment and/or permanent and continuing status.

19.A.1. PART-TIME FACULTY EVALUATION PROCESS

19.A.1.1. Part-time (PT) faculty shall be evaluated one (1) time in their first semester teaching at Gavilan College by the area Dean or assigned dean if there is no area dean. In their third (3rd) semester of teaching, the faculty member will select a trained faculty observer (TFO) to conduct their observations. After rehire rights are earned, the faculty will be observed by a TFO every six (6) semesters. Additional evaluations can be scheduled at the discretion of the District. The part time faculty evaluation process will consist of a classroom or work space observation by a trained faculty observer, an administrative summary, a self-evaluation, and student evaluations. The evaluation team for a part-time faculty member will consist of the assigned administrator and one (1) trained faculty observer.

19.A.1.2. For part-time faculty, notice of pending routine evaluation will be within the first three (3) weeks of the semester. Non-routine evaluations may be performed at the discretion of the assigned administrator.

19.A.1.3. Actual observations of work performance for all faculty shall take place between the fourth (4th) and the twelfth (12th) weeks of the semester.

19.A.1.4. 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.

19.A.1.5. The Trained Faculty Observer shall be a bargaining unit member of the GCFA. The faculty asked to do the observation may decline, at which point another TFO will be chosen, or the administrator on the team may aid in selecting the trained faculty observer (TFO). The faculty member may also ask the supervising administrator to conduct the observation. The trained faculty observer may be selected from a discipline outside of the faculty member's area of expertise. Division Deans, in conjunction Department Chairs, will assist faculty members with the selection of TFO's. If the faculty member does not have a designated TFO by week eight (8) the assigned administrator will appoint a TFO to conduct the observation.

19.A.1.6. The TFO will make at least one (1) class observation for not less than one full-contact hour (50 minutes) with a second (2nd) visitation being mandated at the request of the evaluatee or assigned administrator or visit the main work setting for non-instructional faculty for not less than a period of 50 minutes. The observation will be summarized in a written report and the TFO will present and discuss the written report with the faculty member being observed. For their participation TFOs can accrue three (3) flex and/or co-curricular hours OR receive payments as specified in 19.A.2.

19.A.1.7. 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. Final evaluation packets are due to the Office of Academic Affairs no later than the Friday of the 15th week of instruction.

19.A.2. FLEX/PAYMENT FOR TFOS

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 TFO with prior approval from the supervising administrator for this training.

The trained faculty observer may be paid according to Appendix J 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 may be awarded at the discretion of the trained faculty observer with prior approval of the supervising administrator.

19.A.3. REMEDIATION PROCESS FOR PART-TIME FACULTY

19.A.3.1 If concerns are raised by either the TFO or supervising administrator, the supervising administrator and part time faculty member will meet to discuss the concerns, determine if a remediation plan is necessary, and if so, create a remediation plan.

19.A.3.2 REMEDIATION AND TIMELINE

Any areas of 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.

After their first evaluation, 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 at their discretion, 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 unsatisfactory evaluations despite remediation, this will be grounds for the District's ceasing to offer assignments to that faculty member.

19.A.4. RIGHT TO RESPOND

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. Responses to the evaluations must be submitted to the Office of the Human Resources no later than 10 days after the start of the term subsequent to the evaluation.

19.A.5. 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.B.1 TENURE REVIEW PROCESS – FOR NON-TENURED FULL-TIME FACULTY

All non-tenured full-time faculty will fall under the provisions of this Article. The information related to the tenure review process will be kept confidential within each tenure review committee and the faculty member undergoing the tenure review process.

In the evaluation process described below, a Tenure Review Committee will be formed. This Committee will consider all pertinent contractual obligations and materials (as noted in 19.B.1.2) needed to make a recommendation to the President of the College either to continue or not to continue employment.

19.B.1.1 The Tenure Review Committee shall consist of five (5) members: two administrators, including the supervising Vice President and the supervising Administrator; and three (3) faculty members appointed by the Academic Senate President, one (1) of whom shall serve as the tenure review committee Chair, all faculty appointees will be tenured. One of the faculty members should be in the tenured faculty

members' discipline. If a faculty member in the discipline is not available, then a faculty member within the department or division should be selected. 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, peer observer conflicts, or mentor conflicts.

19.B.1.2 The following procedure shall be used in the evaluation of tenure-track faculty members:

- a. Self-evaluation: each contract faculty member will prepare a written self-evaluation report and will send a copy to the supervising administrator at least one week before the review conference. The supervising administrator will disperse the self-evaluation report to all members of the committee. The report shall include, but may not be limited to:
 - (1) Objectives for contribution to departmental or service area goals and additional criteria the faculty member deems relevant to his/her current assignment.
 - (2) Participation in activities including, but not limited to, professional growth, and FLEX, committee assignments, relevant community involvement and student activities, if applicable, and plans for continued involvement in these areas.
 - (3) A professional development plan including but not limited to FLEX activities that aligns with faculty professional and college goals.
 - (4) Extent to which the above objectives have been met since the contract faculty member's last report, if applicable.
- b. Observation of Primary Responsibilities: See Article 19.B.1.3.1
- c. Student Evaluation: A standardized student evaluation instrument approved by a joint committee comprised of Faculty Professional Learning Committee and Administration membership.
- d. Summary Evaluation completed by the Tenure Review Committee.

19.B.1.3 The Tenure Review Committee will be formed by August 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. 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 (2nd), and third (3rd) and fourth (4th) year.

19.B.1.3.1 Initial Preparation and Observations:

- a. The chair of the committee establishes which member will observe which course or work setting.
- b. Each member of the committee will contact the faculty member as close to the third week of the semester as possible to arrange for the class observation.
- c. Prior to the classroom observations, the faculty member will present a copy of their syllabus to the members of the committee, explain the nature of the courses and discuss their teaching methods, examinations, assignments, etc. as they relate to the stated course outcomes, as well

as identify other non-classroom related responsibilities.

The committee will then begin a thorough review of the employee's performance using the appropriate Observation Forms. Committee members will observe the tenure track faculty members classes and/or non-classroom work situations for not less than one contact hour (50 minutes).

19.B.1.3.2 REVIEW CONFERENCE AND SUMMARY

Once observations have been completed, the committee will meet, review all information and make recommendations to the supervising administrator for inclusion in the evaluation. The supervising administrator is responsible for the draft of the summary evaluation. The summary evaluation may include positive comments and expectations for improvement with realistic timelines. 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.

19.B.1.3.3 REVIEW CONFERENCE

Following completion of the evaluation methods listed in 19.B.1.3.2, a semester review conference with the tenure track faculty member will be held. Evaluative evidence listed in this Article will be discussed with the contract faculty member. During the review conference, the committee will discuss the observation forms, self-evaluation, and student evaluation scores with the contract faculty member. The contract faculty member may respond in writing to any of the observation reports after the review conference. Attendance of the Vice President is optional for this conference.

19.B.1.3.4 TIMELINE

First (1st), second (2nd), third (3rd), and fourth (4th) 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.

During the Fall Semester of the first (1st) year, the Tenure Review Committee will complete its review of the non-tenured faculty for the first (1st) time. This will be completed by February 15 of the first (1st) year. If employment is continued, the non-tenured employee will be granted a second (2nd) year contract.

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

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

During the Fall Semester of the fourth (4th) 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 (4th) year.

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

19.B.1.3.5 REMEDIATION PROCESS

Any areas of concern in the summary evaluation report will be reviewed with the faculty member and the tenure committee. When remediation is required, as evidenced in the evaluation report, a remediation plan will be developed by the evaluate and the tenure committee outlining specific performance improvement objectives, timelines, and subsequent classroom observations.

Remediation Plan activities may include attending workshops or conferences on academic discipline material or on teaching and learning, observing other faculty member's 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, not-routine, evaluation as necessary, particularly to support a faculty member who is implementing a remediation plan.

19.B.1.3.6 Right to Respond

Tenure-track 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. Responses to the evaluations must be submitted to the Office of Human Resources no later than 10 days after the star of the term subsequent to the evaluation.

19.C.1 EVALUATIONS OF TENURED FACULTY

Tenured faculty shall be evaluated at least once every three (3) academic years (Education Code 87663(a)). The design of forms and questionnaires for faculty evaluation and tenure review will be created by the Faculty Professional Learning Committee in cooperation with the Administration.

19.C.2 EVALUATION PROCESS

The evaluation of any tenured faculty member is a four-part process that involves a self-evaluation, classroom observations by both the appointed administrator and peer observer, administrative evaluation, and a student evaluation report.

Completed evaluation packets are due to the Office of Academic Affairs no later than the Friday of the 15th week of instruction.

The following are general criteria that will be used in the evaluation: Expertise in subject matter or professional field.

Effectiveness in carrying out duties as appropriate for the faculty 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.C.2.1 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:

1. Demonstrates that instructional and non-instructional goals are evaluated for effectiveness.
2. Incorporates results of student evaluation into instructional and non-instructional strategies.
3. Demonstrates knowledge of current teaching or professional methods, materials, and trends in his/her field.
4. Evaluates student learning outcomes to identify strengths and weaknesses and incorporates findings into modifying teaching or non-teaching strategies.
5. Applies current and recent advances from the discipline into teaching and/or delivery services.
6. Demonstrates continued professional growth.
7. Contributes to the institution beyond teaching or delivery of professional services.
8. Contributes to the community beyond teaching or delivery of professional services.

19.C.2.2 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 for at least one contact hour (50 minutes) and provide a copy of the appropriate Observation Form to the faculty member. For their participation, a peer observer can accrue three flex or co-curricular hours.

19.C.2.3 Administrative Evaluation

The supervising administrator will make one or more class visits and/or observation(s) faculty for at least one contact hour (50 minutes) appropriate to the faculty role which will be reviewed with the faculty member in a timely manner.

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

The administrative evaluation will be reviewed with the faculty member and placed in his/her personnel file.

19.C.2.4 Student Evaluation - The student evaluation is the fourth (4th) component designed to provide all faculty with feedback to improve instruction or work duties.

19.C.2.4.1 All faculty will review with the students the purpose of the evaluation form, the questions, and the value of personal written comments.

19.C.2.4.2 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.C.2.4.3 It is recommended that the evaluations be completed during the last part of class and at least 15 minutes should be allowed.

19.C.2.4.4 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.

19.C.3 REMEDIATION AND TIMELINE

Any areas of 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 tenured faculty member and administrator outlining specific performance improvement objectives, timelines, and subsequent observations.

Remediation Plan activities may include attending workshops or conferences on academic discipline material or on teaching and learning, observing other faculty members' classes/workplace, additional student and self-evaluations, working with faculty or administrative mentors, and further observations of instructional and non-instructional duties. 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 semester 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.

19.C.4 RIGHT TO RESPOND

Full-time tenured 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. Written responses are due to the Office of Human Resources no later than the 10th day of instruction in the semester subsequent to the evaluation.

19.C.5 HOLD HARMLESS

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.D 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.
- Utilizes a variety of strategies and materials to fulfill their work duties.
- 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.
- Demonstrates a commitment to DEIA competencies.

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

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