

Article 14A: Regular Faculty Evaluations

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14A.01 DEFINITIONS

"CONFER" means to discuss using any appropriate form of communication, such as in person, by email, in writing, by telephone, or in a videoconference.

"CONTINUING EVALUATIONS" means those evaluations that occur after probationary faculty members have completed their tenure review process. (See [Article 30](#): Tenure Review.)

"DEPARTMENT PEER" means a faculty peer chosen from a rotation list consisting of faculty in the same discipline or faculty from all disciplines in the department.

"EVALUATION MATERIALS" means official documentation associated with the evaluation process, such as syllabi, teaching or allied schedule, or self-assessment. Only the specified evaluation materials are placed in the evaluatee's personnel file.

"EVALUATION FILE" means a compilation of evaluation reports that are part of the evaluation process.

"NON DEPARTMENT PEER" means a faculty peer chosen from a pool of all those regular faculty members who chose the option of a peer from outside the department.

14A.02 EDUCATION CODE REFERENCES

- A. **Participants:** The team evaluation, following the procedures outlined in this article, serves to fulfill the intent of AB 1725 Section 4(v)(5). *"A faculty member's students, administrators and peers should all contribute to his or her evaluation, but the faculty should, in the usual case, play a central role in the evaluation process and, together with the appropriate administrator, assume principal responsibility for the effectiveness of the process."*

- 14A.02. B. Evaluation Cycle:** *"Contract employees shall be evaluated at least once in each [academic year](#). Regular employees shall be evaluated at least once in every three academic years. Temporary employees shall be evaluated within the first year of employment. Thereafter, evaluation shall be at least every six regular semesters, or once every nine regular quarters, as applicable."* (Ed Code Section 87663[a])
- C. Peer Review Process:** *"Evaluations shall include, but not be limited to, a peer review process. The peer review process shall be on a departmental or divisional basis, and shall address the forthcoming demographics of California, and the principles of affirmative action. The process shall require that the peers reviewing are both representative of the diversity of California and sensitive to affirmative action concerns, all without compromising quality and excellence in teaching."* (Ed Code Sections 87663[c] and [d]).
- D. Responsibility:** The faculty and District administration share the responsibility for the evaluation process. The [evaluation teams](#) and the District administration reach conclusions regarding performance evaluation, and also address and affirm the need *"to recognize and acknowledge good performance, to enhance satisfactory performance and help employees who are performing satisfactorily further their growth, to identify weak performance and assist employees in achieving needed improvement, and to document unsatisfactory performance."* (AB 1725 Section 4[v][4])
- E. Student Evaluation:** *"It is the intent of the Legislature that faculty evaluation include, to the extent practicable, student evaluation."* (Ed Code Section 87663[g])
- F. Specific Procedures and Standards:** *"The governing board of each district, in consultation with the faculty, shall adopt rules and regulations establishing the specific procedures for the evaluation of its contract and regular employees on an individual basis and setting forth reasonable but specific standards which it expects its faculty to meet in the performance of their duties. Such procedures and standards shall be uniform for all contract employees of the district with similar general duties and responsibilities and shall be uniform for all regular employees of the district with similar general duties and responsibilities."* (Ed Code Section 87664)

14A.03 OVERVIEW

- A. Evaluation Objectives:** The evaluation process provides information to the regular faculty member being evaluated, hereinafter called the evaluatee, and to the district about performance in the four (4) major categories of the regular faculty job description: student contact-related duties, district/department service, professional development and other required job duties. These are described in the regular faculty job description as appropriate for the employment category. (See [Article 17: Job Descriptions](#).)
- B. Four Areas of Job Performance Evaluation:** The four (4) areas of job performance are:
- 1. Student Contact-Related Duties:** Student contact-related duties for both instructional and allied assignments are evaluated through observations, written student evaluations, and evidence of job performance or student concerns or complaints brought to the attention of, and verified by, the department chair or supervising administrator.

- 14A.03. B. 2. District and Department Service:** District and department service includes both required and self-directed service. It is generally documented in the regular faculty member's *Self-Assessment Report*, through discussion with the faculty member, and through verification of attendance at committee meetings or events.
3. **Professional Development:** Professional development includes required professional development obligations, as well as those independent activities initiated by the faculty member that support or promote the discipline or the profession academically or in the community, whether paid or unpaid and regardless of payment source.
4. **Other Required Duties:** Other required duties include those activities mandated by other sections of the AFA/District Contract, District Policies and Procedures, or local, state, or federal statute, such as keeping office hours and turning in census rosters and grades on time. This portion of faculty duties will be performed according to established dates or deadlines, as well as in adherence to District policies.

C. Tenure Review and Evaluations Group (TREG): This will be a subgroup of negotiations, consisting of two (2) members from each team: the chief negotiators or designees, and one (1) other member to be appointed by each team.

1. The committee will:
 - a. Draft tenure review and evaluation documents and forms, and bring them to the negotiations table for approval by both teams.
 - b. Periodically review and update these forms, and bring them to the negotiations table for approval by both teams.
 - c. Approve all classified staff questionnaires (14A.06.D.5, 14A.16.E.1).
 - d. Approve processes for distributing and collecting student evaluations for allied faculty student-contact related duties (14A.16.E.2).
 - e. Respond to evaluation and tenure-review related questions from those involved in tenure review or evaluation processes.
 - f. Address issues not otherwise clearly addressed in Articles 14A, 14B, and 30, and bring recommendation in the form of a consent agenda to the negotiations table. Either team may move a consent agenda item to negotiations.
 - g. Bring to the negotiations table any issues arising under f. above on which the AFA and District representatives of TREG do not agree.

14A.04 ETHICAL BEHAVIOR FOR THE EVALUATION PROCESS: The evaluation process demands the highest ethical and professional behavior by all participants, including the following.

- A. **Confidentiality:** To protect the rights of all faculty members and all other participants, all aspects of the evaluation process are to be kept in the strictest confidence. All participants in the evaluation process, with the exception of the evaluatee, will maintain confidentiality unless:
1. Comments of participants, or the evaluation documents, are required in response to the demands of legal procedures.
 2. Information needs to be shared with TREG, legal counsel or other District employees identified by TREG.

14A.04.B. Objectivity: Evaluation team members will maintain objectivity during the process.

- C. Concerns about Objectivity and/or Confidentiality. If any participant in the evaluation process believes lack of confidentiality or objectivity is influencing the proceedings, the participant should refer the matter to one of the following:
1. The Vice President of Human Resources for matters related to protected groups.
 2. The next level of administration for matters related to professional and ethical behavior of the supervising administrator on the team.
 3. The All Faculty Association (AFA) Conciliation/Grievance Officer for any concern or question the faculty member might have about the objectivity and/or confidentiality of the process. If the Conciliation/Grievance Officer determines that a concern about confidentiality and/or objectivity relates to a grievable action that has already occurred, the Conciliation/Grievance Officer will proceed according to Article 11: Conciliation/Grievance/Arbitration. Additionally, AFA and the District have a mutual interest in identifying, when necessary, preemptive adjustments to this Agreement to provide for constructive and collegial evaluation and tenure review processes. Therefore, if the Conciliation/Grievance Officer determines that the concern about confidentiality and/or objectivity does not relate to any grievable action that has yet occurred, then the Conciliation/Grievance Officer will refer the matter to TREG (§14A.16.D.5).

14A.05 DETERMINATION OF REGULAR FACULTY TO BE EVALUATED

- A. **Evaluation Period:** The evaluation period covers three (3) academic years, starting in the beginning of the fall semester of each year and inclusive of the evaluation year. During all three (3) years, faculty members are responsible to keep records of District and department service, including professional development that will be listed in the *Self-Assessment Report*.
- B. **Semester of Evaluation:** Department chairs will assign regular faculty to either a fall or spring evaluation. The evaluation will observe the timelines in this article.
- C. **Duration of Evaluation:** An evaluation remains in effect until replaced by a more recent evaluation.

14A.06 TIMELINE FOR THE EVALUATION PROCESS

- A. **Steps and Timeline:** The timeline below briefly explains the evaluation process step by step in chronological order. (For a complete description of the process, see the other provisions of this article.) The timeline below is for evaluations of full-semester assignments. This is a recommended timeline, and participants may vary from the timeline so long as they meet the three (3) mandatory dates. The **three (3) mandatory** due dates for this process are:
1. **Week 2:** Notification of the evaluation (District)
 2. **Week 5:** Submission of the syllabi and schedule (Evaluatee)
 3. **Week 16:** Meeting or conference with the evaluatee (District and Evaluatee)

The District's failure to meet the two (2) mandatory District deadlines may result in the evaluation being set aside if requested by the evaluatee. The evaluatee's failure to submit materials or to cooperate does not halt or delay the process. The remaining deadlines are simply recommended dates.

- 14A.06.B. Week 2:** No later than the end of **Week 2** of the evaluation semester (**mandatory deadline**) the Office of the Dean of Curriculum and Educational Support Services:
1. Notifies regular faculty members who are due for evaluation and sends evaluation forms and instructions via District email to evaluatees.
 2. Notifies department chair and supervising administrator of the regular faculty members who are due for evaluations.
- C. **Week 3:** No later than the end of **Week 3** of the evaluation semester:
1. The department chair or evaluation committee identifies the department peer from the rotation list and informs the evaluatee. The evaluatee has the right to reject one (1) department peer.
 2. Notification to the department peer does not occur until the evaluatee accepts or rejects the peer in **Week 4**. No response is considered acceptance.
 3. The evaluatee may request a non-department peer. An email request sent to the chair is sufficient, followed by a signed copy of the *Non-Department Peer* request form.
 4. Requests for a non-department peer must be made no later than the end of **Week 3 of the fall semester**, regardless of whether the evaluation is scheduled for fall or spring. Requests submitted after this date will be denied.
- D. **Week 4:** No later than the end of **Week 4** of the evaluation semester:
1. If the evaluatee rejects the first department peer selected from the rotation list, the department chair selects the next available peer from the rotation list and informs the evaluatee. The evaluatee has no further right to reject a peer.
 2. The department chair and supervising administrator consult and deliberate about all regular evaluations in the department and determine if the department chair will observe and whether or not the supervising administrator will request to observe.
 3. The chair informs the evaluatee of the members of evaluation team, including the department peer, and identifies which members of the team will be conducting observations (email notification preferred). The peer always observes.
 4. The chair informs the department peer of the evaluation team assignment.
 5. The department chair and supervising administrator determine if classified staff input is desired for any evaluations and plan to distribute those feedback forms. The feedback forms must be pre-approved by TREG.
- E. **Week 5:** No later than the end of **Week 5** of the evaluation semester:
1. The Dean of Curriculum and Educational Support Services coordinates the selection of non-department peers.
 2. The evaluatee submits course syllabi, a schedule of instructional or allied duties, and the self-assessment to the department chair (email preferred) (**mandatory deadline**).
 3. The department chair ensures that an evaluation file for evaluation materials is created and maintained in a confidential manner.
- F. **Week 6:** No later than the end of **Week 6** of the evaluation semester:
1. The department chair sends copies of the syllabi, schedule, and self-assessment to the peer and the supervising administrator (email preferred).

14A.06.F. 2. The supervising administrator notifies the Dean of Curriculum and Education Support Services of department peers and identifies which members of the team will conduct an observation (email list preferred).

G. Weeks 6 through 11: During **Weeks 6 through 11** of the evaluation semester:

1. Each observer contacts the evaluatee to find a mutually agreeable time for the observation.
2. Each observer conducts an observation and may be responsible for the collection of the *Student Evaluation* forms. If more than one evaluator is observing a particular section, the team will coordinate so that only one (1) set of student evaluation forms is collected.
3. The department chair ensures that student evaluations are tabulated and that a summary of the tabulated evaluations is sent to the observer.

H. Week 12: No later than the end of **Week 12** of the evaluation semester:

1. Each observer meets or confers with the evaluatee to discuss the *Observation Report*, including the narrative and summary of student comments. The *Observation Report* may be shared by paper copy, email, or FAX, and the conference may occur in person, by telephone, by email, or other appropriate means of communication. When using email or FAX, the observer should save a copy of the transmission as evidence of communication.
2. Each observer sends a copy of the *Observation Report*, including the summary of student evaluations, to the other members of the team (email preferred).
3. The observer signs the original *Observation Report* and sends it to the department chair.

I. Week 13: No later than the end of **Week 13** of the evaluation semester:

1. All members of the team confer about the rating for student contact-related duties. Evidence about student contact-related duties, such as student concerns or complaints brought to the attention of, and verified by, the department chair or supervising administrator may be included in the deliberation.
2. The department chair and supervising administrator confer to assign a rating for District/department service, professional development, and other required duties. For efficiency, the department chair and the supervising administrator may discuss more than one (1) regular faculty evaluation at the same time.
3. The department chair completes the *Final Report* form, designating a rating for each category, and circulates it for signature by each member of the team.
4. If an "Improvement Needed" rating is considered in the student contact-related category, all three (3) members of the team will confer, reach conclusions about recommendations and follow-up, and identify one (1) member to write the narrative for the *Final Report*.
5. A narrative is required when an "Improvement Needed" rating is given in any category. A brief narrative is required to describe follow-up for a "Satisfactory, with Minor Improvement Needed" rating.
6. If there is no agreement on any of the final ratings, one (1) or more members may write a *Minority Report*.

J. Week 14: No later than the end of **Week 14** of the evaluation semester: If any team member writes a *Minority Report*, it is due no later than five (5) working days after ratings have been determined on the *Final Report*.

14A.06.K. Week 16: No later than the end of **Week 16** of the evaluation semester (**mandatory deadline**):

1. The *Observation Report(s)*, *Final Report* and any *Minority Report(s)* are ready for the evaluatee's review and signature.
2. If all categories are rated "Satisfactory," including "Satisfactory, with Minor Improvement Needed," the department chair meets or confers with the evaluatee to review and sign the *Observation Report(s)*, the *Final Report*, and any *Minority Report(s)*.
3. If any category is rated "Improvement Needed," the department chair forwards the evaluation file to the supervising administrator. The supervising administrator meets with the evaluatee to review and sign the *Observation Report(s)*, the *Final Report*, and any *Minority Report(s)*. The chair may choose to participate in that meeting.
4. The evaluatee has ten (10) working days to respond in writing to the *Observation Report(s)*, the *Final Report*, and any *Minority Report(s)*. The evaluatee's response will be included in the evaluation file.

L. **End of semester:** No later than the end of the semester (recommended deadline):

1. The department chair forwards any remaining evaluation files to the supervising administrator.
2. The supervising administrator's office verifies that the evaluation files are complete and sends the files to the Office of the Dean of Curriculum and Educational Support Services.

14A.07 NOTIFICATION OF THE EVALUEE

- A. No later than the end of **Week 2**, the Office of the Dean of Curriculum and Educational Support Services notifies regular faculty members who are due for evaluation and sends evaluation forms and instructions via District email to evaluatees.
- B. No later than the end of **Week 2**, the Office of the Dean of Curriculum and Educational Support Services notifies department chairs and supervising administrators of the regular faculty members who are due for evaluation.

14A.08 IDENTIFICATION OF THE EVALUATION TEAM: Identification of the evaluation team will occur no later than **Week 4** (recommended timeline) unless a non-department peer was requested. No individual may serve in multiple roles on the team. (See section 14A.17 for identification of the individual who serves as chair in departments without elected chairs. See section 14A.21 for the process when the chair is the evaluatee.)

- A. **Department Peer:** The department peer will be selected from the rotation list. (See section 14A.20 for a description of how the rotation list is created and maintained.)
 1. In making department peer assignments from the rotation list, the department chair/committee will take into account class scheduling conflicts and, if necessary, move to the next name on the rotation list.
 2. The evaluatee has the right to reject one (1) department peer. When that occurs, the chair/committee will identify a new department peer by choosing the next available name from the rotation list.

- 14A.08.A. 3.** With the prior agreement of the supervising administrator, a department chair may offer any probationary faculty member in Years 2, 3, or 4 of the tenure review process the opportunity to serve as an evaluator for regular and/or associate faculty evaluations, provided that the evaluatee is not a member of the probationary faculty member's tenure review team. The probationary faculty member may accept or decline this offer without prejudice. The only exception to this arrangement will be if a probationary faculty member has an assignment that requires evaluations of others as a part of the job description. In that case, the evaluations are a required part of the job in all years of employment.
- B. Non-Department Peer:** A non-department peer is chosen in the **fall semester only** from the pool of all those regular faculty members who chose the option to have a peer evaluator from outside the department.
1. Requests for a non-department peer must be made no later than the end of **Week 3 of the fall semester**, regardless of whether the evaluation is scheduled for fall or spring. Requests submitted after this date will be denied.
 2. The evaluatee may request a non-department peer. An email request sent to the chair is sufficient, followed by a signed copy of the *Non-Department Peer* request form.
 3. TREG will randomly assign non-department peers from the list compiled according to 14B.21.H to teams. In no case will the assignment be reciprocal.
 4. If the evaluatee has chosen to exercise the non-department peer option, the evaluatee does not have the right to reject the individual assigned.
 5. If only one (1) or two (2) faculty members request a non-department peer, the faculty on TREG will solicit faculty volunteers to serve as a non-department peer. If that fails, then the option will not be available that semester.
 6. The Office of the Dean of Curriculum and Education Support Services will notify the team when a non-department peer is identified.
- C. Department Chair:** The department chair is the individual in office at the time of the evaluation.
- D. Supervising Administrator:** The appropriate supervising administrator will serve on the team. (See section 14A.18 for the identification of the appropriate administrator.)
- E. Classified Staff Participation in the Evaluation Process**
1. The evaluation team, when it deems it to be appropriate, will solicit classified staff input by gathering anonymous responses to a set of questions regarding the evaluatee's student contact-related duties.
 2. The team will submit the questions to TREG for review and approval prior to their use.
 3. The department chair's office will tabulate and share the responses to the questions with each member of the team.

14A.09 SUPERVISING ADMINISTRATOR AND DEPARTMENT CHAIR CONFERENCE

- A. No later than the end of **Week 4** of each semester (recommended timeline), the department chair and supervising administrator will consult and deliberate about all of the regular faculty evaluations in the department and determine if the chair will observe and/or if the supervising administrator will request to observe.

- 14A.09.A.1. A department chair has the right to conduct an observation, but may choose to waive that right.
 2. Upon consultation with the chair, the supervising administrator may request to perform a student contact observation. TREG will consider this request based on a rationale submitted by the supervising administrator, and will decide if the administrator will be allowed to observe.
 3. The purpose of this conference is to:
 - a. Discuss any recommendations or follow-up required from previous evaluations.
 - b. Establish a plan for observations for the semester, including who will be observing and which courses, sections and/or duties will be observed. If more than one (1) evaluator is observing a particular section, the team will coordinate so that only one (1) set of student evaluation forms is collected.
 - c. For evaluation of instructional faculty members, the evaluation team is allowed to collect student evaluation forms only from the sections that are observed.
- B. No later than the end of **Week 4**, the department chair will notify the evaluatee of the evaluation team, including who will observe (email preferred), unless a non-department peer has been requested, which requires more time.

14A.10 SUBMISSION OF THE EVALUATION MATERIALS

- A. **Evaluation Materials:** No later than the end of **Week 5 (mandatory deadline)** of the evaluation semester, the evaluatee will submit evaluation materials to the department chair. For regular faculty, evaluation materials include:
1. Responses to recommendations made in prior evaluation(s);
 2. A schedule of classes and/or other student contact-related duties;
 3. Current course syllabi for all courses taught that semester; and
 4. The *Self-Assessment Report*, described below.
- B. **Self-Assessment Report:** The *Self-Assessment Report* should include the following:
1. Self-reflection on strengths and areas for improvement, as well as plans for professional development.
 2. Responses to suggestions and recommendations made in prior evaluation(s).
 3. A list and description of any District and department service and any professional development activities performed over the three-year evaluation period, which includes the evaluation year. (See [Article 17: Job Descriptions.](#)) Failure to submit these lists could result in an "Improvement Needed" rating in the District/department service and/or professional development categories for lack of information.
- C. **Tracking and Reminders**
1. The office of the supervising administrator will track all regular faculty evaluations on a form developed by Academic Affairs.
 2. The department chair will compile and store all evaluation reports in a confidential manner.

14A.10.C.3. The department chair will send to the Office of the Dean of Curriculum and Educational Support Services the names of all evaluatees who have not submitted the required materials. Those evaluatees will receive notification that they have not fulfilled their responsibilities under Article 14A.

D. Review of Previous Evaluations: Members of the evaluation team may not review previous evaluations of the evaluatee unless the team is conducting a follow-up evaluation. For a follow-up evaluation, members of the team may review only the most recent evaluation for which the evaluatee received either an "Improvement Needed" or "Satisfactory, with Minor Improvement Needed" rating.

14A.11 OBSERVATION REPORT AND STUDENT EVALUATIONS: Generally speaking, observations will occur in **Weeks 6 through 11** (recommended timeline).

A. Scheduling the Observation

1. Each team member who has committed to do an observation will contact the evaluatee to schedule a mutually agreeable date and time to observe student contact-related duties during **Weeks 6 through 11** of the evaluation semester (recommended timeline).
2. If the evaluatee fails to respond to a request and one (1) reminder to establish a mutually agreeable date/time, the observer can choose the date and time and simply notify the evaluatee.

B. Observation Report: Each member of the evaluation team who participates in an observation will follow these steps.

1. The observer will attend and observe one (1) class session, part of a class session, or a reasonable portion of student contact-related duties of allied faculty members. Online observations will be limited to approximately one (1) week of online learning or one (1) module of teaching.
2. The *Observation Report* form requires a written narrative. It also includes criteria for job performance. Observers are encouraged to use the approved rubric when applying these criteria. This rubric informs, but does not determine, the rating on the *Final Report*.
3. For each section observed, the observer will distribute and collect anonymous student evaluations, using an approved *Student Evaluation* form. If more than one (1) evaluator is observing a particular section, the team will coordinate so that only one (1) set of student evaluations is collected. *Student Evaluation* forms for online classes will be sent electronically and gathered confidentially. Student evaluations will be tallied in a confidential manner; student workers will not be allowed to perform this work.
4. For allied faculty, a representative sampling of students may be asked to complete a *Student Evaluation* form. Each department will develop its own procedure for the collection of student feedback for allied student contact-related duties. These procedures and forms must be submitted to TREG for approval and kept on file in the office of the appropriate vice president (either Academic Affairs or Student Services).
5. Evidence from student evaluations will be incorporated into the *Observation Report* narrative as appropriate.
6. Evidence of job performance and verified student concerns or complaints brought to the attention of any member of the evaluation team may be included in the *Observation Report*.

- 14A.11.B.7.** The observer will meet or confer about items contained in or related to the *Observation Report*.
8. The observer will send (email preferred) the *Observation Report* and the summary of student evaluations to each team member no later than **Week 12** (recommended timeline) of the evaluation semester.
 9. Observers will submit their *Observation Reports* signed by the observer to the department chair no later than the end of **Week 12** of the evaluation semester (recommended timeline).
 10. To preserve the students' right to anonymity, the original *Student Evaluation* forms will not be shared with the evaluatee.
 11. Upon conclusion of the evaluation semester, if all ratings are "Satisfactory" or "Satisfactory, with Minor Improvement Needed," the student evaluation forms will be shredded or destroyed. If any rating is "Improvement Needed," the student evaluations will be kept on file confidentially for one (1) year from the date of the evaluatee's signature on the *Final Report*.

14A.12 FINAL REPORT

- A. **Final Report Conclusions:** No later than **Week 13** (recommended timeline), the evaluation team will begin deliberations about the *Final Report*. The *Final Report* documents the performance of the evaluatee in the four (4) categories of a regular faculty member's job. (See [Article 17: Job Descriptions](#)). The *Final Report* represents a synthesis of the conclusions reached by team members in the area of student contact-related duties and the agreement of the chair and the supervising administrator with regard to all other required duties.
1. Student Contact-Related Duties: A synthesis of the conclusions of all team members. If there is no consensus, then the majority opinion prevails. If there is no majority, then each observer will submit a *Minority Report*, and the appropriate vice president (see section 14A.19) will determine the final rating.
 2. District/Department Service: The department chair and supervising administrator will confer and assign this rating. If they disagree, the team will decide the rating by consensus or by vote, if necessary.
 3. Professional Development: The department chair and supervising administrator will confer and assign this rating. If they disagree, the team will decide the rating by consensus or by vote, if necessary.
 4. Other Required Duties: The department chair and supervising administrator will confer and assign this rating for the team. If they disagree, the team will decide the rating by consensus or by vote, if necessary.
- B. **Final Report Ratings:** In each category, the following ratings may be given:
1. "Satisfactory": Meets or exceeds expectations for all required job duties in a particular category.
 2. "Satisfactory, with Minor Improvement Needed." Meets expectations for all required job duties in a particular category with minor exceptions. A brief narrative may require the evaluatee to submit evidence of improvement to the supervising administrator on the team. For example, if a syllabus needs improvement, the revised syllabus would be submitted. A follow-up evaluation is not required; however, if the evaluatee does not provide the required information by the following semester, the supervising administrator may initiate a follow-up evaluation.

14A.12.B.3. "Improvement Needed": Fails to meet expectations in one (1) or more job duties in a particular category. Specific area(s) needing improvement will be identified. A follow-up evaluation is required.

C. Final Report Narrative

1. If an "Improvement Needed" rating (which does not include "Satisfactory, with Minor Improvement Needed") is assigned in either category, a narrative will be written that includes recommendations, a follow-up plan, and a timeline. The team appoints one (1) member to write the narrative with input from all members.
 - a. The narrative must include specific objectives and activities for improvement, a specific timeline for demonstrating improvement, and a date for the follow-up evaluation.
 - b. Activities may include, but are not limited to: Instructional Skills Workshop, classroom assessment techniques training, peer consultation, course work, technology training, in-service training, or other activities designed to address the specific area of concern identified by the team.
 - c. The team may later modify the initial follow-up plan and timeline as a result of discussion with the evaluatee. In that case, a revised *Final Report* narrative will be written, signed by all evaluation team members and the evaluatee, and submitted for inclusion in the evaluation file.
 - d. The District and the evaluation team will make every effort to assist and support the evaluatee in achieving the needed improvement.
 - e. A follow-up evaluation is required in the next semester in which the evaluatee has an assignment, and will be conducted according to the provisions of section 14A.15 of this article.
2. If a "Satisfactory, with Minor Improvement Needed" rating is assigned in any category, a brief narrative will be written that states the improvement needed and how that improvement will be demonstrated. Improvement is expected to occur the following semester unless another time frame is specified. A follow-up evaluation is not required
3. If the rating is "Satisfactory," a narrative is not required.

D. Minority Report

1. In the event that the team cannot agree on a rating in a particular category, the majority opinion prevails. If all members of the team disagree on a rating, each will submit a minority report, and the appropriate vice-president will determine the final rating. Any team member may prepare a minority report, using the approved *Minority Report* form, and submit it to the supervising administrator on the team to be included in the faculty member's evaluation file.
2. The *Minority Report* is due no later than five (5) working days after the *Final Report* ratings are determined. Minority reports that are not submitted to the supervising administrator by this deadline will not be considered or included in the evaluation file.

E. Final Conference with the Evaluatee

1. No later than the end of **Week 16** of the evaluation semester (**mandatory deadline**) if the ratings in all categories are satisfactory, the department chair will meet or confer with evaluatee to review the *Observation Report(s)*, the *Final Report*, and any *Minority Report(s)*.

- 14A.12.D.** 2. If an "Improvement Needed" rating (does not include "Satisfactory, with Minor Improvement Needed") has been assigned in any category, the supervising administrator will meet or confer with the evaluatee to review the *Observation Report(s)*, the *Final Report*, and *Minority Report(s)*. The department chair may choose to attend that meeting.
- F. **Signature:** The evaluatee will sign each *Observation Report*, the *Final Report* and any *Minority Report(s)*. In signing the reports, the evaluatee acknowledges having reviewed and discussed the report. The evaluatee's signature does not necessarily indicate agreement with the report.
- G. **Valuee's Written Response:** The evaluatee may submit a written response to any *Observation Report*, *Minority Report*, or *Final Report* to the supervising administrator on the team, within ten (10) working days from the date the faculty member met or conferred with an evaluation team member(s) to discuss the reports. The evaluatee's *Written Response* will become part of the evaluation file.

14A.13 INCOMPLETE OR LATE EVALUATIONS

- A. In the event that an evaluation team has not produced a *Final Report* by the required due date (**Week 16**) because one (1) or more members of the team have not fulfilled their obligations, every effort will be made to complete the evaluation the following semester of employment. If necessary, members of the original team may be replaced.
1. If the peer has not fulfilled the contractual obligations of the evaluation process, the department chair may appoint another faculty member from the rotation list to fulfill the role of department peer.
 2. If the department chair has not fulfilled the contractual obligations of the evaluation process, the supervising administrator may appoint another individual, preferably from the department, to serve as department chair.
 3. If the supervising administrator has not fulfilled the contractual obligations of the evaluation process, the appropriate vice president may appoint a different academic administrator to fulfill that role.
- B. Department or non-department peers who do not fulfill their obligations may face disciplinary action, such as an oral reprimand, a written reprimand, or a letter to their personnel file, except when due to circumstances beyond their control.
- C. Any changes to the composition of the new team will be reported to the Dean of Curriculum and Educational Support Services.

14A.14 SUBMITTING THE EVALUATION FILE

- A. **Evaluation File:** The department chair will collect all documentation related to the evaluation process for each evaluatee, as outlined below. The evaluation file will include:
1. Self-Assessment Report;
 2. Observation Report for each observer;
 3. Summary of Student Evaluations for each section observed;
 4. Final Report;
 5. Minority Report(s), if any; and
 6. Valuee's Written Response, if any.

- 14A.14.A.** The evaluatee's syllabi and schedule of instructional or allied duties are not considered confidential and do not become part of the evaluation file. They may be discarded when the process is complete.
- B. **Submission of Evaluation Materials:** The department chair will forward the evaluation file to the supervising administrator. The supervising administrator will submit the complete evaluation file to the Office of the Dean of Curriculum and Educational Support Services.
- C. **Evaluations Stored in Personnel:** At the conclusion of each evaluation semester, the Dean of Curriculum and Educational Support Services will convey the completed evaluation files to Human Resources for inclusion in individual personnel files. (See [Article 20: Personnel Files](#).)
- 14A.15 FOLLOW-UP EVALUATION:** A follow-up evaluation is required if "Improvement Needed" is the rating in any of the four (4) categories of job performance, adhering to the relevant timeline and provisions of this article.
- A. **Follow-Up Team:** Whenever possible, the department peer who served on the original evaluation team will serve on the follow-up evaluation team. If that is not possible, the department chair will select a new department peer from the rotation list, and the Dean of Curriculum and Educational Support Services will be notified. The department chair and supervising administrator will be those currently serving in those positions.
- B. **Follow-Up Observation:** If the "Improvement Needed" rating is in the area of student contact-related duties, one (1) or more members of the team will conduct an observation, collect student evaluations, and write an *Observation Report*, to be signed by the evaluatee.
- C. **Follow-up for District/Department Service or Professional Development:** If the "Improvement Needed" rating is in the area of District/department service or professional development, the follow-up evaluation will be limited to those areas. An observation is not required.
- D. **Follow-Up for Other Required Duties:** If the "Improvement Needed" rating is in the area of other required duties, an observation is not required. Only the specific areas for improvement and fulfillment of recommendations need to be evaluated.
- E. **Final Report:** A *Final Report* with a narrative will serve to document a follow-up evaluation in these areas.
- 14A.16 CHECKLIST OF EVALUATION ROLES AND DUTIES:** The following checklists are provided simply to highlight the roles of the various participants in the evaluation process. They are not intended to be exhaustive. For a complete description of the process, see the other provisions of this article.
- A. **Supervising Administrator Duties:** The supervising administrator is a participating member of the evaluation team and is responsible to:
1. Consult and deliberate with the department chair at the beginning of each semester to determine if the department chair should plan to observe and/or if the supervising administrator should request to observe.
 2. When approved to do so, observe student contact-related duties, distribute and collect student evaluation forms, and prepare an *Observation Report*.

- 14A.16.A.** 3. Report the evaluation team membership to the Dean of Curriculum and Educational Support Services
4. Track all regular faculty evaluations on a form determined by Academic Affairs.
 5. Meet with the evaluatee in the event of an "Improvement Needed" rating (does not include "Satisfactory, with Minor Improvement Needed") in any category. The department chair may choose to attend.
 6. Verify completion of evaluation documentation, including all signatures and dates, prior to submission of the file to the Dean of Curriculum and Educational Support Services.
- B. Department Chair Duties:** The department chair is responsible to:
1. Consult and deliberate with the supervising administrator at the beginning of each semester to determine if the chair should plan to observe and/or if the supervising administrator should request to observe.
 2. Create an evaluation file, maintaining in a confidential manner all evaluation reports.
 3. Send copies of syllabi, schedule of instructional or allied duties, and self-assessment to the other team members (email preferred).
 4. Observe student contact-related duties, distribute and collect student evaluation forms, and prepare an *Observation Report*. The department chair may choose to waive the right to observe.
 5. Supervise the preparation of the summary of student evaluations and destroy student evaluations in a confidential manner at the conclusion of the evaluation cycle each semester, except when an "Improvement Needed" rating has been given in any category. Student workers may not perform any aspect of this work.
 6. Confer with the supervising administrator to assign a rating for District/department service, professional development, and other required duties on the *Final Report*.
 7. Meet or confer with the evaluatee to review and sign the *Observation Report(s)*, the *Final Report*, and any *Minority Report(s)*, except in the case where an "Improvement Needed" rating has been given.
 8. Review and update rotation lists every spring semester.
- C. Department or Non-Department-Peer Duties:** The department or non-department peer is responsible to:
1. Observe student contact-related duties, distribute and collect student evaluation forms, and prepare and sign an *Observation Report*.
 2. Meet or confer with the evaluatee to review and discuss the *Observation Report* and send a copy of the report and the student evaluation summary to the evaluatee.
 3. Sign and submit the *Observation Report* to the chair.
 4. Confer with other members of the team on the student-contact-related-duties rating in the *Final Report*. Confer with other members of the team, as needed, on other ratings.
 5. Review and sign the *Final Report*.
- D. Dean of Curriculum and Education Support Services Duties:** The Dean is responsible to:

- 14A.16.D.** 1. Report to TREG any changes to the team composition during the evaluation cycle.
2. Provide centralized tracking for all faculty evaluations.
3. Notify all evaluatees who are due for evaluation.
4. Notify evaluatees who have not submitted all evaluation materials by the established deadline.
5. Collect evaluation files and convey them to Human Resources at the completion of the evaluation cycle.
- E. Tenure Review and Evaluations Group (TREG):** The group will:
1. Approve classified staff questionnaires.
2. Approve processes for distributing and collecting student evaluations for allied faculty student contact-related duties.
3. Determine the most appropriate individual(s) to serve in the department chair role for evaluation purposes in departments without elected chairs.
4. Recommend a remedy(ies) for concerns about potential confidentiality and objectivity breaches in the form of a consent agenda, presented to the AFA and District negotiations teams for approval/agreement.
- F. Vice President of Academic Affairs Duties:** The Vice President of Academic Affairs (VPAA) will:
1. Appoint a different administrator, if necessary, to serve as the supervising administrator on a late or incomplete evaluation.

14A.17 IDENTIFICATION OF THE DEPARTMENT CHAIR

- A. The individual currently serving as department chair at the time of the evaluation will fulfill the department chair role. When another person is elected or appointed as department chair, the membership of the evaluation team will reflect that change.
- B. For Health Sciences, Public Safety, and Work Experience, the director or program coordinator of the various programs will serve in the department chair role for a particular discipline. If there is no director or coordinator, TREG will recommend who should perform the role.
- C. For other departments with no elected department chair, TREG will be consulted and will make a recommendation about who should serve in the department chair role.

14A.18 IDENTIFICATION OF THE SUPERVISING ADMINISTRATOR: Regular faculty members may provide instructional or allied duties at more than one (1) site; however, each regular faculty member will be assigned to a "home" department and location. For regular faculty evaluations, the appropriate supervising administrator is based on location, as follows. If the supervising administrator changes, the membership of the evaluation team will reflect that change.

- A. **Petaluma Campus:** For the evaluation of regular faculty members whose "home" location is the Petaluma Campus, the following will serve as the supervising administrator on the evaluation team.
1. Instructional faculty members: the instructional dean(s) for the Petaluma campus.
2. Counseling faculty members: the Dean of Student Services for Petaluma.
3. DRD faculty members: the Dean of the Disabilities Resources Department.

- 14A.18.A.** 4. EOPS faculty members: the Director of EOPS.
5. Learning Resources faculty members: the Dean of Learning Resources and Educational Technology.
- B. Santa Rosa Campus and Related Sites:** For evaluation of regular faculty members whose "home" location is the Santa Rosa Campus and related sites, the following will serve as the supervising administrator on the evaluation team:
1. Instructional faculty members: the supervising administrator for that discipline.
 2. Counseling faculty members: the Dean of Counseling and Student Services.
 3. DRD faculty members: the Dean of the Disabilities Resources Department.
 4. EOPS faculty members: the Director of EOPS.
 5. Learning Resources faculty members: the Dean of Learning Resources and Educational Technology

14A.19 IDENTIFICATION OF THE APPROPRIATE VICE PRESIDENT: The "appropriate" vice-president for each campus is as follows:

A. Santa Rosa Campus and Related Sites

1. For instructional faculty members whose "home" is at the Santa Rosa campus and related sites: the Vice President of Academic Affairs.
2. For faculty members in Counseling, Extended Opportunity Programs and Services (EOPS), and Disabilities Resources (DRD) at the Santa Rosa campus and related sites: the Vice President of Student Services.

B. Petaluma Campus and Related Sites

1. For instructional faculty members whose "home" is the Petaluma campus and related sites, the Vice President of Academic Affairs, in consultation with the Vice President of the Petaluma Campus.
2. For faculty members in Counseling, Extended Opportunity Programs and Services (EOPS), and Disabilities Resources (DRD) at the Petaluma campus and related sites: the Vice President of the Petaluma Campus in conjunction with the Vice President of Student Services.

14A.20 ESTABLISHING AND IMPLEMENTING ROTATION LISTS

- A. Establishing the Rotation List:** In order to help assure objectivity, the department peer will be chosen from a departmental rotation list constructed in the following way.
1. At a regularly scheduled department meeting, to which all regular, probationary, and associate faculty members are invited, the department will determine the method to be used to organize the rotation list by consensus or by majority vote of all of those attending. If a department later wants to change its procedures, this same process must be followed.
 2. All regular faculty members will be included on the list, as performing evaluations is a required District/department service. Probationary faculty members in Years 2, 3, and 4 of tenure review may be included on the list with their consent.
 3. Associate faculty members will not be included on the rotation list.
 4. Departments may determine if the rotation lists will be organized by department or by disciplines within the department. By default, rotation lists will be departmental unless the department goes through the process described in paragraph 14A.20.A.1.

14A.20.B. Implementing the Rotation List

1. The department chair will review and update the rotation list every spring semester in preparation for the following year's appointments.
2. A copy of the rotation list will be sent to the Vice President of Academic Affairs each spring semester, and the Vice President's office will send a copy to AFA to be posted on the AFA Website.
3. Each semester or term, the department chair or evaluations committee will select a department peer from the rotation list for each evaluation team.
4. If there is a conflict with the selected evaluator's instructional or allied schedule, the chair or committee will return to the rotation list and select the next available name.
5. Evaluators are expected to participate in evaluations at all sites in the District, including online. The evaluator is responsible for transportation. Mileage reimbursement will be paid according to [District Policy 5.8.4P](#).

14A.21 SPECIAL SITUATIONS AND OTHER PROVISIONS

- A. **Assignment in More than One Department:** Regular faculty members who provide instructional or allied services in more than one (1) department will have a single, three-year evaluation cycle based upon their "home" department.
- B. **Summer Evaluation Timeline:** For regular faculty members who are evaluated during the summer, the following timeline will be used:
 1. **Week 1 (recommended):** Notification of the evaluatee and identification of the evaluation team.
 2. **Weeks 2 through 5 (recommended):** Observation and distribution and collection of student evaluations.
 3. **Week 6 (recommended):** Team confers to discuss the *Final Report* and any *Minority Report(s)*, and chair or supervising administrator meets or confers with the evaluatee.
- C. **When the Department Chair is the Evaluatee**
 1. When a department chair is the evaluatee, a different individual must serve in the chair role. The chair/committee will choose the next available faculty member from the rotation list to serve in the chair role for this limited situation. If the selected individual performs an observation, it will count as fulfilling the individual's obligation to serve in rotation.
 2. In the event that there is no other faculty member available to serve in the chair role, the supervising administrator will solicit a faculty member from outside the department to serve.
- D. **Modifications to the Timeline:** Timelines may be modified to reflect need. The department chair may adjust due dates and the recommended timelines from the semester-length calendar outlined in section 14A.06 as needed to accommodate less than full-length-semester evaluation activities (for example, evaluations of faculty who teach primarily short courses). If the evaluatee has any concerns about the timeline, the evaluatee may bring those concerns to the AFA Conciliation/Grievance Officer.

14A.21.E. Out-of-Cycle Evaluation

1. If the department chair and supervising administrator consult, deliberate, and mutually agree that there is a need for an evaluation before the next evaluation is due, a regular faculty member may be evaluated out-of-cycle.
2. The need for this evaluation will be identified on or before the end of the **second week** of the evaluation semester, so that the faculty member can submit evaluation materials and an appropriate team can be identified.
3. The timeline and deadlines will be the same as for any other regular evaluation described in this article.
4. The completion date of the out-of-cycle evaluation will determine the next three-year cycle.
5. In the event that the District has set aside an evaluation, an out-of-cycle evaluation will not be performed before the next in-cycle evaluation, unless the out-of-cycle evaluation is triggered by performance issues that have arisen since that evaluation was set aside.

F. Evaluation Cycle for Recent SRJC Retirees

1. Contract faculty members who retire and who are hired as associate faculty within one (1) year of their retirement date will be evaluated in the sixth semester of employment after their last regular faculty evaluation.
2. If the contract faculty member has not been evaluated within the last six (6) semesters, the faculty member must be evaluated in the first semester of associate employment.

G. Regular Faculty Members on Leave

1. In the event that the regular faculty evaluatee is on approved leave for the entire year that includes the evaluation semester, the process will be postponed until the next academic year. The evaluation conducted at that time will conclude the current evaluation cycle.
2. In the event that a regular faculty evaluatee is on an approved one-semester leave during the evaluation year, the evaluation will occur in the semester that the evaluatee is next performing a regular faculty assignment.