

11.1 **Tenure Review of Probationary Faculty**

11.1.A. **Process:** The tenure review process should ensure that students have access to the most knowledgeable, talented, creative, and student-oriented faculty available. To that end, a four-year probationary period provides sufficient time for contract employees to understand the expectations for tenure, to develop the skills and acquire the experience to participate successfully in the educational process, and to use the District's and other resources for professional growth. The process should promote professionalism and enhance academic growth by providing a useful assessment of performance, using clear evaluation criteria.

11.1.B **Criteria:** The criteria upon which probationary faculty members will be evaluated are as follows:

(1) **Students**

- a. Willingness and availability to assist students.
- b. Responsiveness to the educational needs of students by exhibiting awareness of and sensitivity to the following:
  - 1) Diversity of cultural backgrounds, gender, age, and lifestyles.
  - 2) Variety of learning styles.
  - 3) Student goals and aspirations.
  - 4) The special needs of students with physical and/or learning disabilities.
  - 5) Resolution of problems between faculty member and student.
  - 6) Understanding and utilizing student support services.
  - 7) Concern for student welfare.

(2) **Classroom Assignment**

- a. Knowledge of subject matter.
- b. Awareness of current developments and research in field.
- c. Demonstration of effective communication with students.
- d. Effective use of teaching methods appropriate to the subject matter.
- e. Appropriate testing and measurement of student progress.
- f. Communication with students with clear identification of course goals, objectives, and student performance expectations.
- g. Evidence of course objectives being met.

(3) **Non-Classroom Assignment (Librarians, Counselors and Special Assignments)**

- a. Resolution of problems between faculty member and student.
- b. Understanding and making referrals to appropriate student support services.
- c. Knowledge and appropriate utilization of community resources.

- d. Knowledge of area of expertise.
- e. Awareness of current developments and research in field.
- f. Demonstration of effective communication with students.
- g. Effective use of methods appropriate to area of assignment.
- h. Communication with students with clear identification of goals, objectives and student performance expectations (when appropriate).
- i. Evidence of program objectives being met.

(4) **Professional Responsibilities Evaluation**

- a. Active participation in institutional governance as outlined in Article 5.2 A(3) and 5.3D.
- b. Maintenance of ethical standards such as outlined in the AAUP Ethical Standards Statement.
- c. Recognition and adherence to the principles of academic freedom as outlined in the AAUP Academic Freedom Statement.
- d. Work in a constructive manner to foster a collegial atmosphere among faculty and students.
- e. Demonstration of willingness to advocate faculty and student rights.
- f. Demonstration of commitment to and enthusiasm for the profession.
- g. Maintenance of class and office hours as scheduled; accurate collection and reporting of records, census data, and other documentation in a timely manner.

11.1.C **Evaluation Components.** Probationary faculty evaluation shall be comprised of the following components:

(1) **Records Evaluation**

- a. The Tenure Review Committee (hereafter referred to as the "committee") shall assess the teaching candidate's classroom records such as syllabus, handouts, tests, and/or assignments and grading criteria. This assessment shall be within the bounds of professional ethics and academic freedom.
- b. The Tenure Review Committee shall assess the counselor/librarian candidate's maintenance of appropriate documentation. This assessment shall be within the bounds of professional ethics and academic freedom.
- c. The candidate will submit the records as described above to the Committee Chair to be kept for placement in an evaluation portfolio that may be added to during the tenure process.

(2) **Professional Responsibilities Evaluation**

- a. The Committee shall assess the candidate's professional activities such as conference/workshop attendance, staff development participation, professional association memberships, scholarly publications, research, etc.

- b. The Committee shall assess the candidate's participation in institutional governance as outlined in Article 5.2 A(3) and 5.3D.
- c. The candidate shall submit to the Committee Chair a written report of his/her professional activities.
- d. The candidate's report will be kept in the evaluation portfolio.

(3) **Self-Evaluation**

- a. The candidate shall evaluate on Form A-1 his/her performance in respect to the evaluation criteria stated above in section 11.1.B.
- b. The candidate shall indicate areas of personal strengths.
- c. The candidate shall respond in writing to the recommendations of the Committee by developing a plan to correct areas of deficiency.

(4) **Evaluation of Performance in Primary Area of Assignment**

- a. Evaluation of performance shall consist of a minimum of three separate visitations. A visit means a designated time regardless of the number of peers visiting.
- b. Preferably, two members will evaluate at a time in the same visit, but an initial visit will be by two members of the committee.
- c. The candidate will receive at least one week's notice prior to the visit.
- d. The candidate shall provide a brief lesson plan to the committee at least one day prior to a visit.

(5) **Student Evaluation of Performance**

- a. Student evaluations shall be administered by the Dean or his/her designee with standardized instructions to students.
- b. Student evaluations of classroom faculty shall be administered to a minimum of 3 classes of the evaluatee per semester.
- c. For counselors or librarians, a minimum of 30 student evaluations shall be administered. Student evaluations administered shall be maintained in a sealed envelope and shall be submitted to the appropriate office for tally. A student evaluation summary will be submitted to the Tenure Review Committee Chair.

11.1.D **Committee**

(1) **Composition:** The Committee shall be composed of the following members:

- a. Two faculty members from the candidate's discipline if available, one of whom should be from the candidate's hiring committee, if possible.
  - 1) If there are not a sufficient number of faculty available in the candidate's discipline, faculty from a related discipline at the college shall be appointed to the Committee.
  - 2) If there are not a sufficient number of faculty available in a related discipline at the college, faculty in the discipline or a related discipline from another District college shall be appointed.
- b. One faculty member from another discipline.

- c. One faculty member selected by the candidate from the candidate's division.
- d. The Dean.

(2) **Committee Appointment**

- a. Once the committee members in Article 11.D (1) have been selected by the faculty co-chair of the candidate's hiring committee--subject to approval by a Staff Diversity Facilitator, the Academic Senate President and the College President--the Dean shall then convene the Committee.
- b. The candidate must select his/her committee member in 11.1 D. (1)(c) above by the end of the fourth week of the Fall semester. If the candidate does not choose a committee member in the designated time, one will be chosen by the Tenure Review Committee.
- c. Committee members shall serve for the duration of the candidate's probationary period. Replacement committee members shall be appointed by the committee, when necessary.
- d. The candidate shall have the right to remove one committee member during the probationary period. If the candidate removes a committee member, a replacement committee member shall be appointed from the same constituency by a Staff Diversity Facilitator, Academic Senate President, and the College President.
- e. The Co-Chairs of the Committee shall be the Dean and a faculty member elected by the faculty members on the committee.
- f. The Committee members have the right to fully discuss their professional judgment of the candidate's strengths and weaknesses during the Tenure Review Committee meetings in a confidential setting. All individuals involved shall maintain the confidentiality of the evaluation process and sign a statement to that effect. All information gathered or reports generated as part of the evaluation shall be treated confidentially. Committee members shall enjoy all of the protections afforded those who participate in a statutory evaluation process, including but not limited to, the qualified privileges associated with defamation as described in Evidence Code Section 411. Concerns regarding confidentiality must be reported to the Executive Vice President. If there is no resolution, the committee should address its concerns to the President. The College President will determine whether a re-evaluation is necessary.

**11.1.E. Steps of Tenure Review Process.**

The steps of the tenure review process are as follows:

- (1) An orientation meeting of the committee members.
- (2) A meeting of the committee and candidate, reviewing evaluation criteria, evaluation process, and timelines. At any time, the evaluatee may request a convening of the committee.
- (3) A formal evaluation of the candidate.
- (4) A committee meeting without the candidate to determine a recommendation for the candidate's subsequent contract status.

- (5) A committee meeting with the candidate to recognize meritorious performance, discuss committee recommendations and, if appropriate, to recommend a course of action for correcting deficiencies.
- (6) a. The committee shall submit its recommendation for the candidate's subsequent contract status to the College President. The College President shall review all materials and make a recommendation for the candidate's subsequent contract status to the committee. If the recommendations differ, the Committee and the President shall meet and attempt to resolve the differences. If no resolution is reached, the recommendations of the Committee and President shall be forwarded to the governing Board.
- b. Until a candidate is tenured or terminated, the President shall each year forward the Tenure Review Committee reports and recommendations to the Governing Board.

11.2 **Evaluation Process Timeline.** Except as provided in other sections of the Agreement, the following timelines are guidelines and should be flexible as necessary.

11.2.A. **Fall Hires**

The Tenure Review Committee process will be followed each year during the evaluation period until final recommendation is made.

(1) **Weeks 1 - 6**

- a. An orientation meeting of the committee will be convened by the Executive Vice President or designee.
- b. A meeting of the committee and candidate shall be held.

(2) **Weeks 7 – 12**

- a. Classroom/site visitations shall be made.
- b. Committee site meetings will be held with the candidate to discuss each evaluation visit and to make suggestions for specific improvements.
- c. Enough time shall elapse between site visits for the candidate to make some improvement in areas noted for improvement.
- d. Professional responsibilities evaluation will begin.

(3) **Weeks 4 – 12**

- a. Student evaluations will be conducted and evaluations and summaries of the results will be provided to the Committee Chair.
- b. The candidate will submit classroom records and professional activities documentation to the Committee Chair.
- c. The candidate's self-evaluation will be completed and submitted to the Committee Chair.

(4) **Weeks 13 – 15**

- a. The committee will meet to evaluate the candidate's performance in all criteria areas. The candidate or the committee may request additional input; this additional input shall be limited to another peer classroom visitation, further discussion with the candidate, and/or the request for additional records/documents.

- b. The committee will meet without the candidate to decide if the candidate has met the evaluation criteria and, if appropriate, to recommend a specific course of action to help the candidate improve his/her performance.
- c. The committee will meet with the candidate to communicate its recommendation.

(5) **Week 16 – 18**

- a. The committee will submit its employment recommendation on Form C-2, along with the candidate's portfolio, to the College President.

**11.2.B Spring Hires**

- (1) During the first two weeks of the spring semester, the Dean will meet with the candidate to explain the tenure process for mid-year hires.
- (2) During the spring semester there will be one classroom visit by two peer members of the committee.
- (3) Student evaluations will be administered to one class of each preparation during the 13<sup>th</sup> to 15<sup>th</sup> week of the spring semester.
- (4) At the beginning of the next fall semester, the timeline as specified in Article 11.2.A will be followed with the exception that there will be one fewer visit required under Article 11.1.C(5)(b). Thereafter, the Fall hires timeline will be followed.

**11.3 Consideration of Input from Outside of the Formal Evaluation Process**

11.3.A. The committee will consider only complaints that have been thoroughly documented and substantiated through written and signed instruments. All written complaints will be investigated and substantiated by the Dean, designee and/or the committee. Unsubstantiated complaints, concerns and commendations will be disregarded.

11.3.B. The candidate has the right to respond to any and all input which the committee is weighing as part of the evaluation process.

**11.4 Committee Service.** The committee members may count time served on the committee as service under Article 5.2 A(3) and 5.3D.

**11.5 Documentation of Process**

11.5.A. To properly document the evaluation process, the following standardized District forms should be used:

- (1) Faculty Self-Appraisal Report for Full/Part-Time Faculty (Form A1).
- (2) Administrator and Peer Evaluation Form for Probationary Faculty (Form A 3)
- (3). Student Evaluation of Teaching Effectiveness , or Student Evaluation of Counselor/Librarian Effectiveness (Form B1 or B2).
- (4) Student Evaluation Summary Form
- (5) Tenure Review Committee Employment Recommendation for Probationary, Non-Tenured Faculty form. (Form C2)
- (6) President's Summary Evaluation Report (Form C3)

11.5B All completed forms will be held in the candidate's portfolio.

11.6 **Evaluation Assessment**

11.6.A **Evaluation of the Candidate.** Evaluation of the candidate should be based solely upon the procedures in this Agreement.

11.6.B **Evaluation Consideration.** Evaluation consideration should be as objective and quantifiable as possible.

- (1) The Committee must have written justification and documentation of a decision not to grant tenure.
- (2) Recommendation to grant or not to grant tenure must be by majority vote of the Committee.
- (3) **Criteria for Employment Recommendation**
  - a. Not to rehire: Candidate's performance is unsatisfactory and continued employment is not recommended.
  - b. To grant 2<sup>nd</sup> or 3<sup>rd</sup> probationary contract: Candidate needs to work further to develop skills and gain more experience before being considered for tenure.
  - c. Grant tenure during the 1<sup>st</sup> or 2<sup>nd</sup> contract. Candidate is exceptionally strong in all areas of the evaluation criteria, so that a continued period of probation would be unnecessary.
  - d. To grant tenure after or during third contract: Candidate has demonstrated continual professional growth, has improved appreciably, and would be an asset to the institution.
- (4) **Difference in Criteria Weighting for First, Second, and Third Contracts** (see Appendix D, Form A 3.)
  - a. For 1<sup>st</sup> and 2<sup>nd</sup> contract: All criteria considered, with the primary assignment criteria the most important.
  - b. For 3<sup>rd</sup> contract: All criteria considered, with candidate expected to be fully-participating member of campus community.