

Side Letter of Agreement 2015-16.9

Cabrillo Community College District (District) and the Cabrillo College Federation of Teachers (CCFT)

Article 17 Evaluation and Tenure

17.1 Definitions

17.1.1 For the purpose of this Article, "contract instructor" means a bargaining unit member who is employed on the basis of a contract in accordance with the provisions of Education Code Section 87605, 87608(b), or 87608.5(b). A "contract instructor" is commonly referred to as "probationary faculty" at Cabrillo College.

17.1.2 "Regular instructor" means a tenured bargaining unit member who is employed in accordance with the provisions of Education Code Section 87608(c), 87608.5(c), or 87609(a).

17.1.3 "Temporary instructor" means a bargaining unit member who is employed for no more than sixty seven (67) percent of the hours per week considered a fulltime assignment for regular employees having comparable duties [Education Code Section 87482.5(a)]. A "temporary instructor" is commonly referred to as "adjunct faculty" at Cabrillo College.

17.1.4 "Temporary contract instructor" means a bargaining unit member employed in accordance with Education Code section(s) 87470, 87478, 87480, 87481, and/or 87482, as applicable.

17.1.5 "Appropriate administrator" means the immediate administrative supervisor of the unit member, or administrative designee as appointed by the immediate supervisor.

17.1.6 "Evaluee" means the person being evaluated.

17.1.7 In the event that part or all of a faculty member's work takes place in a distance education format, "worksite" may be defined as a mediated or online learning environment.

17.1.8 A day is defined as any day when the college is open for business, excluding Saturdays.

17.2 Purpose

The primary purpose of the evaluation of academic personnel is the continued improvement of instruction at Cabrillo College. Other purposes include the maintenance of quality in programs and instruction, and the professional competence of the faculty. The evaluation process shall promote professionalism, enhance performance, and be closely linked with professional growth efforts (Statement on Professional Ethics, Appendix Z).

17.3 Evaluation Criteria

17.3.1 Professional Growth and Development

The faculty member shall demonstrate continued professional growth including:

- a) evidence of working toward previously set job-related goals, as specified in the previous evaluation, if applicable;**

- b) participation in professional activities that enhance teaching or job performance, such as attendance at workshops, seminars, and professional meetings; course work; publications, conference presentations, and artistic exhibits/performances; reading and research in the faculty member's field; community involvement specific to the faculty member's academic area; and other appropriate activities; and
- c) evidence of current job-related goals and plans for achieving those goals.

~~1. Classroom, Worksite, or Job Performance~~ **17.3.2 Performance with Students**

The faculty member ~~demonstrates~~ **shall demonstrate** effective performance in classroom teaching or in carrying out other primary responsibilities and assignments, including:

- a) clear and engaging communication with students;
- b) effective classroom or worksite organization and management;
- c) use of methods, materials, and technology that are challenging for students, responsive to their needs, and appropriate to the subject matter or work task;
- d) provision of course materials that are clear, appropriate, and consistent with approved course curricula, including syllabi, grading criteria, classroom policies, student learning outcomes (SLOs); and relevant texts or other written materials and/or provision of clear and appropriate materials for students that are consistent with the job duties;
- e) use of appropriate methods to assess student progress;
- f) patience, fairness, and promptness in the evaluation and discussion of student work;
- g) respect for and responsiveness to the needs of a diverse student population;
- h) openness to the right of students to voice opinions and concerns appropriate to the class/worksite, and respect for students' rights as outlined in the Student Rights and Responsibilities Handbook;
- i) maintenance of confidentiality;
- j) maintenance of regular office hours at appropriate times;
- k) meeting of course/work site objectives;
- l) coordination with other faculty regarding curriculum sequencing and/or provision of student services;
- m) maintenance of currency and depth of knowledge of the field appropriate to the assignment; and
- n) maintenance of currency and depth of knowledge of pedagogy relevant to the assignment.
 - ~~a. currency and depth of knowledge of teaching field or job duties;~~
 - ~~b. proficiency in written and oral English enabling clear, effective communication to students, staff, and colleagues;~~
 - ~~c. use of teaching or job specific methods and materials challenging to the student and appropriate to the subject matter, responsive to the needs of students, and consistent with curriculum requirements and coordination/sequencing; this is not intended to discourage use within a department of a variety of successful pedagogical approaches to learning;~~

- d. careful attention to effective organizational skills in the classroom or work site;
- e. provision to students of appropriate class materials including a course syllabus with the course outline, course objectives, method of assessment, grading criteria and other classroom policies, or other relevant learning materials;
- f. appropriate measurement of student progress;
- g. evidence of course objectives being met; and
- h. in the case of contract, temporary contract, and regular faculty, consistent responsibility in fulfilling official college requirements, including, as a baseline, those outside the classroom assignments such as attending division and department meetings, participating on search and selection committees, participation on evaluations teams, contributing to curriculum development, participating in program planning, and participating in college governance as needed.

Distance Education Courses

In addition to the above, **for** all distance education courses, whether hybrid, ~~or~~ fully online, **synchronous, or asynchronous**, include demonstration of regular effective contact. ~~The~~ instructor **shall demonstrate**:

- o) ~~i. regularly initiates~~ **initiation of regular** -interaction with students to determine that they are accessing and comprehending course materials;
- p) ~~j. is available~~ **availability for** at least the same number of instructor contact hours per week that would be available for face-to-face students; and
- q) ~~k. provision to the students of clear guidelines for instructor-initiated contact and instructor feedback; and~~
- r) **use of appropriate and varied resources to initiate and maintain contact with students, such as: discussion boards, email, announcements in the learning management system, timely feedback for student work, instructor-prepared online lectures, and instructor-prepared introductions to publisher-created materials.**

~~establishes and publishes, in the course syllabus or other course documents, an expectation for frequency and timeliness of instructor initiated contact and instructor feedback. The instructor uses one or more of the following resources to initiate and maintain contact with students: threaded discussions, email, announcements in the learning management system, timely feedback for student work, instructor prepared online lectures or introductions in the form of online lectures to any publisher created materials, that combined with other course materials, created the “virtual equivalent” of the face to face class.~~

2. Students

Faculty members shall demonstrate:

- a. ~~patience, fairness, and promptness in the evaluation and discussion of student work;~~
- b. ~~respect for and responsiveness to needs of a diverse student population and their special circumstances where appropriate;~~
- e. ~~maintenance of contractual obligations to hold regular and timely office hours;~~
- d. ~~respect for the right of students to voice opinions and concerns;~~
- e. ~~willingness and availability to assist students; and~~

f. respect for students' rights as outlined in the Student Rights and Responsibilities Handbook.

17.3.3 Performance of Professional Responsibilities

The faculty member shall demonstrate effective performance of professional responsibilities, including:

- a) completion and submission of required paperwork, such as grade and census reports, flex forms, and SLO class assessments, in a timely manner; and
- b) for contract, temporary contract, and regular faculty, participation in college activities and governance, including:
 - i) department and division activities, such as participation in department and division meetings; work on curriculum development; participation in search committees and evaluations within your program; participation in program assessment and planning, including departmental discussions of SLO assessment results and implementation of agreed upon changes; or other appropriate activities; and
 - ii) college governance and activities, such as participation in division meetings, service on college wide committees, participation on search and selection committees and evaluation teams outside of the faculty member's program, mentoring other faculty, mentoring students, advising student clubs, attending graduation, or other appropriate activities. First year contract faculty should investigate what they would be interested in doing to participate in college activities and governance.

17.3.4 Professional Conduct

The faculty member shall adhere to the standards outlined in Appendix Z, Statement on Professional Ethics, and demonstrate effective performance in working with colleagues and the teaching profession, including:

- a) clear and effective communication in matters related to the college;
- b) acknowledgement and support of colleagues' free inquiry in the exchange of critique and ideas, and respect for their colleagues' right to express a variety of opinions;
- c) acting in accordance with the ethics of his or her profession; and
- d) support of colleagues' performance of duties.

3. Colleagues

~~Faculty members shall show respect for colleagues and the teaching profession by:~~

- ~~a. acknowledging and defending the free inquiry of their associates in the exchange of critique and ideas;~~
- ~~b. respecting the right of others to express a variety of opinions;~~
- ~~c. acknowledging academic debts (credit works to avoid plagiarism);~~
- ~~d. acknowledging achievements and areas in need of improvement;~~
- ~~e. acting in accordance with the ethics of the profession and with a sense of personal integrity; and~~
- ~~f. acting in a manner that does not disrupt colleagues' performance of duties.~~

4. Professional Growth and Responsibilities

Faculty members shall demonstrate continued professional growth by:

- ~~a. continued participation in self-initiated professional activities such as course work, attendance at workshops, seminars, professional meetings, publications, conference presentations, artistic exhibits/performances, classroom research, development of new curriculum, and community involvement specific to academic area, and other appropriate activities; and~~
- ~~b. active participation in collegial governance and campus life including serving on committees.~~

17.3.56. Program Department Chairs/Academic Specialist Directors

The faculty member shall:

- a) perform assigned duties and responsibilities as described in the job description (Appendix AA) and as agreed upon with the appropriate administrator;
- b) perform appropriate recordkeeping, correspondence, coordination, and reporting;
- c) demonstrate fairness, collaboration and responsiveness to program faculty and program needs; and
- d) comply with college policies and procedures.

17.3.6 Special Assignments or Reassigned Duties

The faculty member shall:

- a) perform assigned duties and responsibilities; and
- b) perform appropriate record keeping, correspondence, coordination, and reporting.

17.4 Evaluation Procedures

The evaluation process, including self-evaluation, classroom/worksite observation, student evaluations, and administrative evaluation shall culminate with a final written evaluation signed by the appropriate administrator. The appropriate administrator may change the deadlines for completing evaluation tasks for faculty with short term assignments.

Evaluations shall be conducted in confidence and according to the Tenure Committee Code of Conduct (Appendix Y).

17.4.1 Evaluation Procedures Chart

Faculty Type	Frequency	Peer Observations	Administrator Observation
Contract (Tenure Track):	Semesters 1, 2, 4, 6, plus semester 7 with tenure recommendation	<i>Semesters 1, 2, and 7:</i> one selected by evaluatee, one selected by administrator from a list submitted by evaluatee <i>Semesters 4 and 6:</i> One selected by evaluatee	Yes
Regular (Tenured)	Every three years	One selected by evaluatee Evaluatee or administrator may request a second observer, selected by administrator from a list submitted by evaluatee	Administrator may choose to do an observation
Temp Contract	<i>one semester contract:</i> 1 st semester <i>one year contract:</i> 2 nd semester	One selected by administrator from a list submitted by evaluatee Evaluatee may choose a second observer	<i>New employee:</i> Yes <i>Previously evaluated employee:</i> Administrator may choose to do an observation
Categorically Funded (non-tenure track)	1 st and 3 rd semesters, then Every three years	One selected by administrator from a list submitted by evaluatee Evaluatee may choose a second observer	First semester: Yes Subsequent evaluations: Administrator may choose to do an observation
Adjunct	1 st and 3 rd semesters, plus 7 th semester with reemployment preference recommendation, then every six semesters	One selected by administrator Evaluatee or administrator may request an additional observer, selected by evaluatee	Yes—or administrator may designate a faculty member to head the team, a full time faculty with relevant discipline expertise whenever possible
Program Department Chair (DPC) (using appendix GG)	2 nd semester as program department chair, then combined with the person's regular evaluations		

<p>Academic Specialist Director (ASD) (using appendix GG)</p>	<p><i>If hired as ASD: on contract and regular faculty schedule</i> <i>If selected from faculty: 2nd semester, then combined with the person's regular evaluations</i> Additional evaluation as ASD in 4th, 6th, and/or 8th semester if requested by either the Administrator or ASD</p>		
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17.4.2 Summary of Evaluation Deadlines		
Responsible Party	Task	Deadline*
Appropriate administrator	Give Notice of Evaluation (Appendix J) to faculty who will be evaluated in a semester	End of 3rd week of the semester
Evaluatee	Complete and return Notice of Evaluation, with team member choices if needed	End of 4th week of the semester
Appropriate administrator	Constitute evaluation team and notify evaluatee, or notify evaluatee that his/her team choices are unable to serve	End of 5th week of the semester
Evaluatee	Submit additional team member choices if original choices are unable to serve	6 days after notification that choices are unable to serve
Team leader Evaluatee	<i>First time evaluatees:</i> Contact evaluatee to discuss evaluation procedures <i>All other evaluatees:</i> If desired, request a meeting with team chair or team to discuss evaluation procedures	6 days after notification of team composition
Evaluatee	Complete Self-Evaluation (Appendix L.1)	End of 7th week of semester
Each team member	Provide notice of class/worksite observation	One week prior to observation
Evaluatee	Submit class/worksite materials to observer	3 days prior to observation
Each team member	Meet with evaluatee to discuss observation, then send signed Peer Observation and Evaluation of Faculty (Appendix N) to administrator	10 days after observation
Each team member	Submit written response to draft of Administrator's Final Evaluation (Appendix L) if the team member disagrees	6 days after receiving the draft
Appropriate administrator	Administrator's Final Evaluation (Appendix L) and meet with evaluatee	<i>Adjunct faculty:</i> Before end of semester <i>All other faculty:</i> At least 6 days before end of semester
Evaluatee	If desired, submit written response to evaluation	<i>Adjunct faculty:</i> Within 20 days of receipt of evaluation <i>Other faculty:</i> Within 6 days of receipt of evaluation
*A day is defined as any day when the college is open for business, excluding Saturdays. Deadlines can be altered by the appropriate administrator for faculty with short term contracts		

17.4.3 Evaluations shall be scheduled according to the frequencies listed in 17.4.1 Evaluations Procedures Chart. All evaluations will include:

- a) A self-evaluation (Appendix L.1)**
- b) Student evaluations (Appendix M, except Appendix BB for librarians, Appendix CC for online instructors, Appendix EE and Appendix FF for Children's Center teachers, and Appendix O for academic specialists/counselors)**
- c) One or more classroom/worksite observations (Appendix N, except Appendix DD for Children's Center Teachers).**
- d) A final evaluation and recommendations from the appropriate administrator (Appendix L)**

17.4.4 Faculty who are to be evaluated in a semester will be given a Notification of Evaluation form (Appendix J) by the end of the third (3rd) week of that semester. The evaluatee shall complete the form by the end of the fourth (4th) week of the semester, including, if needed, her/his choice(s) for the evaluation team.

17.4.5 Evaluation Team

The evaluation team shall be constituted and the evaluatee shall be notified of the team composition by the end of the fifth (5th) week of the semester. Should the choices of the evaluatee for the team, and/or all of her/his candidates be unable to serve, the appropriate administrator shall notify the evaluatee and s/he shall submit within six (6) days the names of other candidates. If none of these candidates is able to serve, the appropriate administrator shall appoint the team. The appropriate administrator shall form a new team as outlined above in a timely way, and notify the evaluatee.

17.4.5.1 Teams shall be constituted as listed in 17.4.1 Evaluations Procedures Chart.

17.4.5.2 Whenever possible, the team shall include at least one (1) team member within the discipline or field of the evaluatee.

17.4.5.3 If the evaluatee teaches a distance education class, whenever possible, the team shall include at least one (1) team member with experience teaching distance education courses.

17.4.5.4 If this is the faculty member's first evaluation, the evaluation team chair shall discuss any of the evaluatee's concerns and questions with the evaluatee and go over the purpose, criteria, procedures, timelines, and forms for the evaluation. A faculty member who has been evaluated previously may request a meeting with the team chair and/or the team to clarify the evaluation process and discuss his/her concerns and questions within six (6) days of being notified of the team composition.

17.4.5.5 If there were improvements suggested in the previous evaluation, or if the evaluatee or the administrator request it, the appropriate administrator shall provide copies (on paper or electronically) of the previous evaluation to the team members.

17.4.6 The evaluatee shall submit a completed self-evaluation form (Appendix L) to the appropriate administrator by the 7th week of the semester. The evaluatee may choose to share one or more parts of the self-evaluation with team members doing classroom/worksite observations if s/he wishes to receive feedback on specific criteria.

17.4.7 Classroom/Worksite Observation

17.4.7.1 The class or worksite observations shall occur after at least one (1) week's prior notice to the evaluatee. Each evaluator shall make at least one (1) class or worksite observation and complete the Classroom or Worksite Observation/Evaluation form (Appendix N). Class/worksite may include a mediated learning environment. The criteria in section 17.3.2 shall be considered in writing the observation. Evaluators should observe different class sections or courses, when possible.

17.4.7.2 In the case of academic specialists, worksite observations shall occur in classes, in group sessions, or activities relevant to the assignment. Counselors may be evaluated in academic counseling sessions.

17.4.7.3 At least three (3) days prior to a classroom observation, the evaluatee shall submit materials related to the observation to the team member(s) observing the class. Materials should include a course schedule, syllabus, assessment materials, assignments, an example of student handouts, and any other material the evaluatee chooses to include. This does not apply to counselors and other academic specialists. The material can be submitted electronically or by hard copy.

17.4.7.4 Within two (2) weeks after the worksite or class observation, each evaluator will review and discuss the completed observation form with the evaluatee. The evaluatee shall sign the observation form to show the discussion occurred. The signature shall not be used as evidence that the evaluatee agrees with the evaluator's conclusions. After this occurs, the evaluator shall forward the completed observation form to the appropriate administrator for use in the final evaluation.

17.4.8 Student Evaluations

17.4.8.1 At a time agreed to by the evaluatee and the administrator, student evaluation forms shall be distributed and collected by the evaluator(s) or designee. If the evaluatee teaches more than one class, student evaluations shall be collected in at least two (2) of the evaluatee's classes. In order to maintain student confidentiality, the student evaluation documents will not be provided to the instructor until after the submission of grades for that semester.

17.4.8.2 Academic staff not assigned to classroom teaching shall distribute the appropriate forms to their students over the two (2) week period of evaluation. The appropriate administrator shall be responsible for the collection of the forms. The collected forms shall be submitted to the evaluation team by the administrator.

17.4.8.3 Each evaluator or designee may review student evaluations of the class observed before forwarding them to the appropriate administrator. Student confidentiality must be maintained by each evaluator, but the substance of student evaluations may be included in the content of the Classroom or Worksite Observation/Evaluation form (Appendix N).

17.4.9 Final Written Evaluation

17.4.9.1 The administrator is responsible for preparing a draft evaluation using the criteria in 17.3. The draft evaluation shall reflect the information gathered throughout the process, including classroom/worksite observations, student evaluations, materials listed in 17.4.7.3, and the administrator's assessment of the

evaluatee's performance. Documented/investigated complaints, concerns, or recommendations that have been previously shared with the employee in a timely manner, and are deemed by the administrator to have merit, may be included in the draft evaluation. Additional information from the evaluatee may be requested.

17.4.9.2 If in the judgment of the team, the work of the evaluatee is less than satisfactory, the team may recommend to the appropriate administrator:

- (1) reevaluation the following semester, with or without a remediation plan,
- (2) an administrative evaluation, or
- (3) other action the team considers appropriate.

17.4.9.3 Upon receiving direction from the evaluation team, the administrator shall modify the draft as necessary to create a final written evaluation. The team members shall review and sign off on the final evaluation. If a team member does not agree with the final written evaluation, within six (6) days, the team member may submit a written response to the evaluation, which shall be attached to it. This team member's written response shall not be reviewed by other faculty team members but shall be reviewed by the evaluatee and the appropriate administrator.

17.4.9.4 The appropriate administrator shall then meet with the evaluatee to discuss all matters pertinent to her/his evaluation. For all faculty except adjunct faculty, the meeting will occur at least six (6) days before the end of the semester. For adjunct faculty, the meeting will occur before the end of the semester. The evaluatee may bring any relevant materials s/he chooses. At the option of the evaluatee or any member of the team, the entire team may be convened to discuss the final evaluation.

17.4.9.5 For all faculty except adjunct faculty, the evaluatee may submit a written response to the evaluation within six (6) days of receipt of the final evaluation. For adjunct faculty, the evaluatee may submit a written response to the evaluation within twenty (20) days of receipt of the final evaluation. The response shall be attached to the evaluation.

17.4.9.6 In the event the evaluatee questions the content of the summary of the student evaluations contained in the final evaluation, an impartial committee consisting of an administrator selected by the appropriate administrator and a faculty member selected by the evaluatee may review the student evaluations and provide a separate summary of them which will become part of the evaluation records. The confidentiality of the process shall be maintained at all times.

17.4.10 Recommendations Based on the Final Evaluation

If in the judgment of the appropriate administrator, the work of the faculty member is less than satisfactory, the administrator shall recommend to the appropriate Vice President, or designee either

- (1) reevaluation the following semester at the division level, with or without a remediation plan,
- (2) an administrative evaluation, or
- (3) other necessary action, including non-reemployment. Non-reemployment must follow California Education Code Sections 87732 and 87734 where applicable.

The appropriate Vice President shall review information gathered in the evaluation process and recommend to the Superintendent/President employment or non-reemployment of the evaluatee.

The final written evaluation and attachments shall be placed in the instructor's personnel file. Copies of all materials shall be returned to the instructor. The Superintendent/President shall make a final recommendation to the Governing Board. In the event that the recommendation of the Superintendent/President differs from the recommendation of the evaluation team or the appropriate administrator, the Superintendent/President shall meet with the evaluation team before making a recommendation to the Governing Board.

17.4.11 Division Reevaluation

17.4.11.1 If the final written evaluation includes the recommendation that the faculty member be reevaluated at the division level, the appropriate administrator shall by the end of the fifth (5th) week of the next semester the faculty member has an assignment constitute a new evaluation team according to the procedure in 17.4.5. The new team may have the same members as the first (1st) team. Evaluation materials from the previous evaluation shall be made available to the team.

17.4.11.2 The evaluation process as outlined in Article 17.4 shall be followed in the reevaluation. Materials gathered in the first evaluation may be used for the reevaluation process.

17.4.11.3 If remediation is required, the appropriate administrator shall provide a written remediation plan with specifications and timelines to be performed before the next evaluation. The appropriate administrator shall constructively work with the evaluatee to encourage improvement. The techniques involved shall include consultation, and may include class observations, literature review, arrangement for updating of discipline content expertise, and any other activities deemed appropriate.

17.4.12 Administrative Evaluation

17.4.12.1 Should the final written evaluation include a recommendation for administrative evaluation, the appropriate Vice President shall review and consider all of the components of the evaluation, as well as documented input from others that has been shared with the evaluatee. The appropriate Vice President may designate an academic employee of the District to perform this review. S/he or the designee may, after prior notification, meet with the evaluatee and/or observe one (1) or more classes conducted by the evaluatee.

17.4.12.2 After consideration of the information gathered in 17.4.12.1, the appropriate Vice President, or her/his designee, shall prepare a written administrative evaluation. If, in the judgment of the appropriate Vice President, or her/his designee, the work of the evaluatee is less than satisfactory, s/he shall recommend either

- (1) a reevaluation the following semester at the division level,
- (2) another administrative evaluation, or
- (3) non-reemployment if the evaluatee is not tenured.

17.4.12.3 The appropriate Vice President, or her/his designee, shall meet with the evaluatee and present the administrative evaluation. The evaluatee shall acknowledge by signature that s/he has reviewed the document. Within six (6) days, the evaluatee may submit a written response to the evaluation, which shall be attached to it. If the evaluatee receives a satisfactory evaluation, all materials except the written administrative evaluation shall be returned to the evaluatee.

17.4.12.4 If remediation is required, the appropriate administrator shall provide a written remediation plan with specific actions and timelines to be performed before the next evaluation. The appropriate administrator shall constructively work with the evaluatee to encourage improvement. The techniques involved shall include consultation, and may include class observations, literature review, arrangement for updating of discipline content expertise, and any other activities deemed appropriate.

17.4 Frequency of Evaluations

17.4.1 Contract probationary faculty shall be evaluated in their first (1st), second (2nd), and third (3rd) semesters, once in their third (3rd) year, and in the fall semester of their fourth (4th) year except as provided by 17.6.9 and 17.6.10 herein.

17.4.2 Regular tenured faculty shall be evaluated once every three (3) years, except as provided by 17.7.9 and 17.7.10 herein.

17.4.3 Adjunct faculty shall be evaluated during the first (1st) and third (3rd) semester worked, then every three (3) years, except as provided in 17.6.9 or 17.8.3.

17.4.4 Temporary contract faculty shall be evaluated each academic year.

17.4.4.1 When a temporary contract faculty is hired for a specified period, i.e., one (1) semester or one year period, and then becomes either an adjunct or contract probationary faculty, the

evaluation completed while employed as a temporary contract faculty will be counted in the evaluation process as defined in Article 17.4.1.

17.4.4.2 A temporary contract faculty hired in accordance with Education Code 87470 in a categorically funded position will be evaluated in accordance with the evaluation process as defined in Article 17.4.1.

17.4.4.3 When an adjunct faculty accepts a temporary contract assignment for a specified period, i.e., one (1) semester or one (1) year period, the evaluation process will continue as in 17.4.3 for adjunct faculty.

17.4.5 If a faculty member is recommended for re-evaluation the following semester, the re-evaluation in the evaluation cycle will be additional to the processes as defined in 17.4.1, 17.4.2 and 17.4.3.

17.4.6 Categorically funded contract faculty shall be evaluated in their first (1st), second (2nd), and third (3rd) semesters, once in their third (3rd) year, once in their fourth (4th) year, and once every three (3) years thereafter, except as provided in 17.6.9 and 17.6.10.

17.4.7 Program Chairs shall be evaluated on the performance of their duties and responsibilities during the second (2nd) semester as Program Chair. Subsequent evaluations

as Program Chair shall follow the faculty evaluation schedule as provided in Article 17 (Refer to Appendix GG).

17.4.8 Academic Specialist Directors (ASD)

17.4.8.1 Academic Specialist Directors hired through the faculty search and selection process to direct shall be evaluated according to the evaluation procedures in Article 17.6 and 17.7.

17.4.8.2 Academic Specialist Directors selected from faculty, whose primary duties are to direct a program or service, will be evaluated on their duties as an ASD during the second semester. An additional evaluation of the Academic Specialist Director may be requested by the appropriate administrator or the Academic Specialist Director during the 4th, 6th and/or 8th semester.

17.5 Procedural Timelines

In order to fulfill the purpose of this Article, probationary faculty and adjunct faculty shall be evaluated according to the scheduled times set forth below. Whenever possible, the same schedule shall also apply to regular faculty in the semester in which they are being evaluated. Failure to meet a deadline in the schedule in Article 17.6, 17.7 and 17.8 shall not invalidate an evaluation so long as the entire evaluation proceeds on a reasonable time schedule and is completed for contract probationary faculty, regular tenured faculty, and temporary contract faculty by six (6) days before the end of the semester the evaluation was begun, and for adjunct faculty by the last day of the semester the evaluation was begun. All unit members being evaluated in a particular semester shall be notified by the appropriate administrator or designee by the end of the third (3rd) week of that semester. The team should be constituted by the fifth (5th) week of the semester. The final evaluation shall be completed, and signed by six (6) days before the end of the semester for contract probationary faculty, regular tenured faculty, and temporary contract faculty, and by the end of the semester for adjunct faculty. No faculty member shall both evaluate and be evaluated by the same faculty member in the same semester.

17.6 Procedure – Contract Probationary Faculty

The procedure described below, including peer, student, self, and administrative evaluation shall culminate with a final written evaluation signed by the appropriate administrator. Evaluations shall be conducted in confidence and according to the Tenure Committee Code of Conduct (Appendix Y).

17.6.1 Evaluation team:

17.6.1.1 Each contract probationary faculty member shall be evaluated in his or her first (1st), second (2nd), and third (3rd) semesters by the following team:

17.6.1.1.1 One (1) faculty member selected by the evaluatee.

17.6.1.1.2 A second faculty team member shall be selected by the appropriate administrator from a list of three (3) or more division members submitted by the evaluatee.

17.6.1.1.3 The appropriate administrator shall chair the team.

The appropriate administrator may select another administrator to serve as his/her designee.

17.6.1.1.4 It is a priority consideration that the team include at least one (1) team member within the discipline or field of the evaluatee whenever possible.

17.6.1.1.5 If the evaluatee teaches a distance education class, whenever possible, one of the team members shall have experience teaching distance education courses.

17.6.1.2 Each contract probationary faculty member shall be evaluated in his/her third (3rd) year and in the fall semester of his/her fourth (4th) year, except as provided by

17.6.9 and 17.6.10 herein, by the following team:

17.6.1.2.1 One (1) faculty member selected by the evaluatee.

17.6.1.2.2 A second faculty team member may be selected by the appropriate administrator from a list of three (3) or more division members submitted by the evaluatee.

17.6.1.2.3 The appropriate administrator shall chair the team. The appropriate administrator may select another administrator to serve as his/her designee.

17.6.1.2.4 It is a priority consideration that the team include at least one (1) team member within the discipline or field of the evaluatee whenever possible.

17.6.1.2.5 If the evaluatee teaches a distance education class, whenever possible, one of the team members shall have experience teaching distance education courses.

17.6.2 By the end of the third (3rd) week of each semester those contract probationary faculty who are to be evaluated that semester will be given a Notification of Evaluation form (Appendix J). The evaluatee shall complete the form by the end of the fourth (4th) week of the semester and in so doing designate her/his choice for the evaluation team.

17.6.3 The evaluation team shall be constituted and the evaluatee shall be notified of the team composition by the end of the fifth (5th) week. Should the choices of the evaluatee for the team, and/or all of her/his candidates be unable to serve, the appropriate administrator shall notify the evaluatee and s/he shall submit within six (6) working days the names of other candidates. If none of these candidates is able to serve, the appropriate administrator shall appoint the team. The appropriate administrator shall form a new team as outlined above in a timely way, and notify the evaluatee.

17.6.4 Team Procedures

17.6.4.1 In the first semester of employment, the evaluation team chair for the contract probationary faculty member shall meet with the evaluatee to discuss the purpose, criteria, procedures, timelines, and forms for the evaluation.

17.6.4.2 In the case where suggested improvements were made in the previous evaluation or at the request of the evaluatee or the administrator, the appropriate administrator shall provide copies of the previous evaluation to the team members.

17.6.4.3 At least one (1) day prior to the classroom observation, the evaluatee shall submit the following:

1. Materials related to the observation shall be submitted to the team member(s) observing the class. Materials shall include a course schedule, syllabus, assessment materials, assignments, an example of student handouts, and any other

material the evaluatee chooses to include. This does not apply to counselors and other academic specialists.

2. Faculty Self Evaluation

A completed self-evaluation form shall be submitted to the team chair. The Cabrillo College Self-Evaluation Form (Appendix L) will be available on the campus website and through Division Offices.

17.6.5 Classroom/Worksite Observation

17.6.5.1 The class or worksite observations shall occur after at least one (1) week's prior notice. Each evaluator shall make at least one (1) class or worksite observation and complete the appropriate evaluation form (Appendix N). Class/worksite may include a mediated learning environment. The criteria in section 17.3 shall be considered in writing the evaluation. Evaluators will observe different class sections or courses, when possible.

17.6.5.2 In the case of academic specialists, worksite observations shall occur in classes, in group sessions, or activities relevant to the assignment. Probationary counselors may be evaluated in academic counseling sessions.

17.6.5.3 Within two (2) weeks after the worksite or class observation, the evaluator will review and discuss the completed observation form with the evaluatee. After this occurs, the evaluator shall forward the completed observation form to the appropriate administrator for use in the final evaluation.

17.6.6 Student Evaluations

17.6.6.1 At a time agreed to by the evaluatee and the administrator, student evaluation forms shall be distributed and collected by the evaluator(s) or designee in at least two (2) of the classes of the evaluatee. In order to maintain student confidentiality, the student evaluation documents will not be returned to the instructor until the submission of grades.

17.6.6.2 Academic staff not assigned to classroom teaching shall distribute the appropriate forms to their students over the two (2) week period of evaluation. The appropriate administrator shall be responsible for the collection of the forms. The collected forms shall be submitted to the evaluation team by the administrator.

17.6.6.3 Each evaluator or designee may review student evaluations of the class observed before forwarding them to the appropriate administrator or, if there is a question, at the time of signing the final evaluation. Student confidentiality must be maintained by each evaluator, but the substance of student evaluations may be included in the content of the Classroom or Worksite Observation/Evaluation form (Appendix N).

17.6.6.4 In the event that the evaluatee questions the content of the summary of the student evaluations contained in the final evaluation, an impartial committee consisting of an administrator selected by the appropriate administrator and a faculty member selected by the evaluatee, may review the student evaluations and provide a separate summary of them, which will become part of the evaluation records. The confidentiality of the process shall be maintained at all times.

17.6.7 Final Written Evaluation for Probationary Faculty

17.6.7.1 The administrator is responsible for preparing a draft evaluation according to criteria in 17.3. The draft evaluation is to reflect the information gathered throughout the process including classroom/worksite observations, student evaluations, and materials

listed in 17.6.4.3 and the administrator's assessment of the evaluatee's performance. Documented/investigated complaints, concerns, or recommendations that have been previously shared with the employee in a timely manner, and are deemed by the administrator to have merit, may be included in the draft evaluation. Additional information from the contract probationary instructor may be requested. If in the judgment of the team, the work of the evaluatee is less than satisfactory, the team may recommend to the appropriate administrator (1) reevaluation the following semester, (2) an administrative evaluation, or (3) non-reemployment. Upon receiving direction from the evaluation team, the administrator shall modify the draft as necessary to create a final written evaluation according to the criteria listed in 17.3. The team members shall review and sign off on the final evaluation. If a team member does not agree with the final written evaluation, within six (6) working days, the team member may submit a written response to the evaluation, which shall be attached to it. This team member's written response shall not be reviewed by other faculty team members but shall be reviewed by the evaluatee and the appropriate administrator.

17.6.7.1.1 Probationary Faculty: At least six (6) working days before the end of the semester, the appropriate administrator shall then meet with the evaluatee to discuss all matters pertinent to her/his evaluation. The evaluatee may bring any relevant materials s/he chooses. At the option of the evaluatee, or any member of the team, the entire team may be convened to discuss the final evaluation. Within six (6) days of receipt of the final evaluation, the evaluatee may submit a written response to the evaluation, which shall be attached to it.

17.6.7.1.2 Adjunct Faculty: By the end of the semester, the appropriate administrator shall then meet with the evaluatee to discuss all matters pertinent to her/his evaluation. The evaluatee may bring any relevant materials s/he chooses. At the option of the evaluatee, or any member of the team, the entire team may be convened to discuss the evaluation. Within twenty (20) days of receipt of the final evaluation, the evaluatee may submit a written response to the evaluation which shall be attached to it. Day is defined as any day when the college is open for business, excluding Saturdays.

17.6.7.2 In the event that the evaluatee questions the content of the summary of the student evaluations contained in the final evaluation, an impartial committee consisting of an administrator selected by the appropriate administrator and a faculty member selected by the evaluatee may review the student evaluations and provide a separate summary of them which will become part of the evaluation records. The confidentiality of the process shall be maintained at all times.

17.6.8 Recommendations Based on Final Evaluation of Probationary Faculty

If in the judgment of the appropriate administrator, the work of the contract probationary faculty member is less than satisfactory, the administrator shall recommend to the appropriate Vice President, or designee either a (1) reevaluation the following semester at the division level, (2) an administrative evaluation, or (3) non-reemployment. The appropriate Vice President shall review information gathered in the evaluation process and recommend to the Superintendent/President employment or non-reemployment of the evaluatee. The final

written evaluation and attachments shall be placed in the instructor's personnel file. Copies of all materials shall be returned to the instructor. The Superintendent/President shall make a final recommendation to the Governing Board. In the event that the recommendation of the Superintendent/President differs from the recommendation of the evaluation team or the appropriate administrator, the Superintendent/President shall meet with the evaluation team before making a recommendation to the Governing Board.

17.6.8.1 The length of a contract for probationary faculty is governed by sections 87608-87609 of the Education Code.

17.6.9 Division Reevaluation of Probationary Faculty

17.6.9.1 If the final written evaluation includes the recommendation that the faculty member be reevaluated at the division level, the appropriate administrator shall by the end of the fifth (5th) week of the semester following the first evaluation, constitute a new evaluation team according to the procedure in 17.6 above. The new team may have the same members as the first (1st) team. Evaluation materials from the previous evaluation shall be made available to the team.

17.6.9.2 The evaluation process as outlined in 17.6 of this Article shall be followed in the reevaluation. Materials gathered in the first evaluation may be used for the reevaluation process.

17.6.9.3 If remediation is required, the appropriate administrator shall provide a written remediation plan with specifications and timelines to be performed before the next evaluation. The appropriate administrator shall constructively work with the evaluatee to encourage improvement. The techniques involved shall include consultation, and may include class observations, literature review, arrangement for updating of discipline content expertise, and any other activities deemed appropriate.

17.6.10 Administrative Evaluation for Probationary Faculty

17.6.10.1 Should the final written evaluation (17.6.7) include a recommendation for administrative evaluation, the appropriate Vice President shall review and consider all of the components of the evaluation, as well as documented input from others that has been shared with the evaluatee. The appropriate Vice President may designate an academic employee of the District to perform this review. S/he or the designee may, after prior notification, meet with the evaluatee and/or observe one (1) or more classes conducted by the evaluatee.

17.6.10.2 After consideration of the information gathered in 17.6.10.1, the appropriate Vice President, or her/his designee, shall prepare a written administrative evaluation. If, in the judgment of the appropriate Vice President, or her/his designee, the work of the evaluatee is less than satisfactory, s/he shall recommend either a (1) reevaluation the following semester at the division level, or (2) another administrative evaluation, or (3) non-reemployment.

17.6.10.3 The appropriate Vice President, or her/his designee, shall meet with the evaluatee and present the administrative evaluation. The evaluatee shall acknowledge by signature that s/he has reviewed the document. Within six (6) working days, the evaluatee may submit a written response to the evaluation, which shall be attached to it. If the

evaluatee receives a satisfactory evaluation, all materials except the written administrative evaluation shall be returned to the evaluatee.

17.6.10.4 If remediation is required, the appropriate administrator shall provide a written remediation plan with specific actions and timelines to be performed before the next evaluation. The appropriate administrator shall constructively work with the evaluatee to encourage improvement. The techniques involved shall include consultation, and may include class observations, literature review, arrangement for updating of discipline content expertise, and any other activities deemed appropriate.

17.6.11 Tenure Recommendation

17.6.11.1 If the fourth (4th) year final written evaluation of a contract probationary faculty member indicates satisfactory performance, the granting of tenure shall be recommended by the administrator to the appropriate Vice President.

17.6.11.2 Under extraordinary circumstances, tenure may be granted after the first (1st), second (2nd), or third (3rd) probationary year upon agreement of the Superintendent/President and the Faculty Senate if the Governing Board approves of the decision to grant tenure.

Criteria for granting early tenure:

1. Teaching excellence as demonstrated by:

- a. Meeting all criteria outlined in Article 17.3 of the contract;
- b. Curriculum and/or program development, and
- c. Significant work on active college governance committees.

OR 2. Excellence as demonstrated by "1.a" above plus eminence in the field as demonstrated by national or international impact on the subject area as demonstrated by performances, shows, invitations to present or perform at or participate in round table discussions at national or international conferences, or noteworthy publications. If the evaluation team makes a recommendation for early tenure, the appropriate Vice President will use these criteria to forward the recommendation to the Superintendent/President and the Faculty Senate.

17.7 Procedure – Regular Tenured Faculty

The procedure described below, including peer, student, self, and administrative evaluation shall culminate with a final written evaluation signed by the appropriate administrator.

17.7.1 Each regular tenured faculty member shall be evaluated by a team consisting of no less than two (2) academic staff including the appropriate administrator or her/his designee, who shall chair the team. If a designee is used, the designee must be an administrator. The evaluatee shall select the other team faculty member. At the option of the evaluatee or the appropriate administrator, a third (3rd) team member may be jointly selected by the appropriate administrator and the evaluatee. The team shall contain at least one (1) person within the discipline or field of the evaluatee, whenever possible. If the evaluatee teaches a distance education class, whenever possible, one of the team members shall have experience teaching distance education courses. The evaluation team shall have no more than three (3) members and shall conduct its evaluation in confidence and according to the Tenure Committee Code of Conduct (Appendix Y).

17.7.2 By the end of the third (3rd) week of each semester, those regular tenured faculty who are to be evaluated that semester will be given a Notification of Evaluation form (Appendix J). The evaluatee shall complete the form by the end of the fourth (4th) week of the semester and in so doing designate her/his choice for the evaluation team.

17.7.3 The team shall be constituted and the evaluatee shall be notified of the team composition by the end of the fifth (5th) week. Should the team choices of the evaluatee be unable to serve, the appropriate administrator shall notify the evaluatee and s/he shall submit within six (6) working days the names of other candidates. If none of these candidates is able to serve, the appropriate administrator shall appoint the team. The appropriate administrator shall form a new team as outlined above in a timely way, and notify the evaluatee.

17.7.4 Team Procedures for Regular Faculty

17.7.4.1 The evaluation team chair shall provide the evaluatee with information regarding the purpose, criteria, procedures, timelines, and forms for the evaluation. Within six (6) working days of receiving the evaluation notice, the faculty member may request a meeting with the team chair and/or the team to clarify the evaluation process.

17.7.4.2 In the case where suggested improvements were made in the previous evaluation or at the option of the evaluatee or the administrator, the appropriate administrator shall provide copies of the previous evaluation to the team members.

17.7.4.3 At least one (1) day prior to the classroom observation, the evaluatee shall submit to the evaluation team chair the following:

1. Materials related to the observation shall be submitted to the team member(s) observing the class. Materials shall include a course schedule, syllabus, assessment materials, assignments, an example of student handouts, and any other material the evaluatee chooses to include. This does not apply to counselors and other academic specialists.

2. Faculty Self-Evaluation

A completed self-evaluation form shall be submitted to the team chair. The Cabrillo College Self-Evaluation Form (Appendix L) will be available on the campus website and through Division Offices.

17.7.5 Classroom/Worksite Observation

17.7.5.1 The class or worksite observations shall occur after at least one week's prior notice. Each evaluator shall make at least one (1) class or worksite observation and complete the appropriate evaluation form (Appendix N) and return to the appropriate administrator. Class/worksite may include a mediated learning environment. The criteria in section 17.3 shall be considered in writing the evaluation. Evaluators will observe different class sections or courses, when possible.

17.7.5.2 In the case of counselors and other academic specialists, worksite observations shall occur in classes, in group sessions, or activities relevant to the assignment. Counselors may be evaluated in academic counseling sessions.

17.7.5.3 Within two (2) weeks after the worksite or class observation, evaluator will review and discuss the completed observation form with the evaluatee and discuss it. After this occurs, the evaluator shall forward the completed observation form to the appropriate administrator for use in final evaluation

17.7.6 Student Evaluations

17.7.6.1 At a time agreed to by the evaluatee and the administrator, student evaluation forms shall be distributed and collected by the evaluator(s) or designee in at least two (2) of the classes of the evaluatee. In order to maintain student confidentiality, the student evaluation documents will not be returned to the instructor until the submission of grades.

17.7.6.2 Academic staff not assigned to classroom teaching shall distribute the appropriate forms to their students over the two (2) week period of evaluation. The appropriate administrator shall be responsible for the collection of the forms. The administrator shall submit the collected forms to the evaluation team.

17.7.6.3 Each evaluator or designee may review student evaluations of the class observed before forwarding them to the appropriate administrator or, if there is a question, at the time of signing the final evaluation. Student confidentiality must be maintained by each evaluator, but the substance of student evaluations may be included in the content of the Classroom or Worksite Observation/Evaluation form (Appendix N).

17.7.6.4 In the event that the evaluatee questions the content of the summary of the student evaluations contained in the final evaluation, an impartial committee consisting of an administrator selected by the appropriate administrator and a faculty member selected by the evaluatee, may review the student evaluations and provide a separate summary of them, which will become part of the evaluation records. The confidentiality of the process shall be maintained at all times.

17.7.7 Final Written Evaluation for Regular Faculty

17.7.7.1 Regular Faculty

The administrator is responsible for preparing a draft evaluation according to criteria in 17.3. The draft evaluation is to reflect the information gathered throughout the process including classroom/worksite observations, student evaluations, and materials listed in 17.7.4.3 and the administrator's assessment of the evaluatee's performance.

Documented/investigated complaints, concerns, or recommendations that have been previously shared with the employee in a timely manner, and are deemed by the administrator to have merit, may be included in the draft evaluation. Additional information from the evaluatee may be requested. If in the judgment of the team, the work of the evaluatee is less than satisfactory, the team may recommend to the appropriate administrator either (1) reevaluation the following semester, (2) an administrative evaluation, or (3) other necessary action. Upon receiving direction from the evaluation team, the administrator shall modify the draft as necessary to create a final written evaluation according to the criteria listed in 17.3. The team members shall review and sign off on the final evaluation. If a team member does not agree with the final written evaluation, within six (6) working days, the team member may submit a written response to the evaluation, which shall be attached to it. This team member's written response shall not be reviewed by other faculty team members but shall be reviewed by the evaluatee and the appropriate administrator. At least six (6) working days before the end of the semester, the appropriate administrator shall then meet with the evaluatee to discuss all matters pertinent to her/his evaluation. The evaluatee may bring any relevant materials s/he chooses. At the option of the evaluatee, or any member of the team, the

entire team may be convened to discuss the final evaluation. Within six (6) working days of receipt of the final evaluation, the evaluatee may submit a written response to the evaluation, which shall be attached to it.

17.7.8 Division Reevaluation

17.7.8.1 If the final written evaluation includes the recommendation that the faculty member be reevaluated at the division level, the appropriate administrator shall by the end of the fifth (5th) week of the semester following that evaluation, constitute a new evaluation team according to the procedure in 17.7 above. The new team may have the same members as the first (1st) team. The previous final evaluation and any attachments shall be made available to the team.

17.7.8.2 The evaluation process as outlined in 17.7 of this Article shall be followed in the reevaluation.

17.7.8.3 If remediation is required, the appropriate administrator shall provide a written remediation plan with specific actions and timelines to be performed before the next evaluation. The appropriate administrator shall develop a plan for improvement and constructively work with the evaluatee to encourage improvement. The techniques involved shall include consultation, and may include class observations, literature review, arrangement for updating of discipline content expertise, and any other activities deemed appropriate.

17.7.9 Administrative Evaluation of Regular Tenured Faculty

17.7.9.1 Should the final written evaluation (17.7.7) include a recommendation for administrative evaluation, the appropriate Vice President shall review and consider all of the components of the evaluation, as well as documented input from others that has been shared with the evaluatee. The appropriate Vice President may designate an academic employee of the District to perform this review. S/he or the designee may, after prior notification, meet with the evaluatee and/or observe one or more classes conducted by the evaluatee.

17.7.9.2 After consideration of the information gathered in 17.7.9.1, the appropriate Vice President, or her/his designee, shall prepare a written administrative evaluation. If, in the judgment of the appropriate Vice President, or her/his designee, the work of the evaluatee is less than satisfactory, s/he shall recommend either a reevaluation the following semester at the division level, or another administrative evaluation or other appropriate action.

17.7.9.3 The appropriate Vice President, or her/his designee, shall meet with the evaluatee and present the administrative evaluation. The evaluatee shall acknowledge by signature that s/he has reviewed the document. Within six (6) working days, the evaluatee may submit a written response to the evaluation, which shall be attached to it and placed in the personnel file. If the evaluatee receives a satisfactory evaluation, all materials except the written administrative evaluation and attachments shall be returned to the evaluatee.

17.7.9.4 If remediation is required, the appropriate administrator shall provide a written remediation plan with specifications and timelines to be performed before the next evaluation. It shall be the responsibility of the appropriate administrator to develop a plan

for improvement and immediately work constructively with the evaluatee to encourage improvement. The techniques involved shall include consultation, and may include class observations, literature review, arrangement for updating of discipline content expertise, and any other activities deemed appropriate.

17.7.10 Additional Evaluation

If, during the period between regularly scheduled evaluations of a regular faculty member, in the judgment of the appropriate administrator there is a new or escalating issue identified that is significant or compelling, the appropriate administrator may elect to follow the following process to initiate an additional evaluation:

(a) inform the faculty member by written notice of her/his concerns and the reasons therefore;

(b) within ten (10) working days of receipt of the written notice, the appropriate administrator shall schedule a meeting with the faculty member to discuss these concerns and opportunities for improvement;

(c) provide the appropriate vice president a copy of the written notice containing his/her concern. The appropriate vice president will confer with the CCFT president regarding the concerns. A committee of three CCFT officers will review the case and report back within ten (10) days. The committee may seek input from the appropriate administrator if necessary. Information reviewed by the committee will remain confidential. If the appropriate vice president and CCFT agree, then an additional evaluation, following the process in Article 17.7, will commence with amended timelines.

(d) depending on the outcome of the additional evaluation, another evaluation may occur the following semester according to Articles 17.7.8 and 17.7.9.

17.7.11 Sixth (6th) Year Option

Subsequent to the first post tenure evaluation, provided that the previous post tenure evaluations were satisfactory, the evaluatee may request a peer/self evaluation. This evaluation process follows the above process for regular faculty but does not include the classroom/worksite observation by the administrator. The administrator may deny the request. The administrator will write the final evaluation based on materials provided by the peer, self evaluation, and other relevant information. This option may be selected no more than once every six (6) years.

17.8 Procedure—Adjunct Unit Members

17.8.1 Adjunct unit members shall be evaluated by the appropriate administrator. A contract or regular faculty member with relevant discipline expertise (whenever possible) may be selected by the appropriate administrator to act as the evaluation team in 17.6 to conduct the classroom/worksite observation, collect the student evaluations, and complete the observation form. If the evaluatee teaches a distance education class, whenever possible, the person selected by the appropriate administrator to act as the evaluation team shall have experience teaching distance education courses. In addition, the materials detailed in section 17.6.4.3 shall be provided by the evaluatee to the evaluator. If a designee is selected, the appropriate administrator may elect to conduct an additional observation. The appropriate administrator shall write the final evaluation using the process of 17.6.

~~17.8.2 Adjunct unit members may request in writing and receive an evaluation performed in accordance with the procedure outlined in 17.6.1 employing a team rather than a single individual acting as a team. This team may include the appropriate administrator and/or designee as in 17.8.1 and one academic staff selected by the evaluatee (refer to Appendix K). Absent a written request (refer to Appendix III) by the end of the seventh (7th) week of the semester, the adjunct unit member shall be evaluated according to section 17.8.1.~~

~~17.8.3 If, during the period between regularly scheduled evaluations of an adjunct member, the work of that member shall be determined, in the judgment of the appropriate administrator, to be less than satisfactory, that administrator may elect to follow the following process to initiate an evaluation:~~

- ~~(a) inform the adjunct member by written notice of her/his concerns and the reasons therefore;~~
- ~~(b) within ten (10) working days of receipt of the written notice, the appropriate administrator shall schedule a meeting with the adjunct member to discuss these concerns and opportunities for improvement;~~
- ~~(c) schedule an evaluation of the adjunct member before her/his next regularly scheduled evaluation if, in the judgment of the administrator, sufficient improvement is not made.~~

~~17.9 Procedure – Temporary Contract Faculty~~

~~17.9.1 Temporary contract faculty shall be evaluated each academic year as defined in 17.4.4 using the same procedures as probationary faculty according to sections 17.6.1 through 17.6.10.~~

~~17.6.11.5 Tenure Recommendation~~

~~17.5.1 If the fourth (4th) year final written evaluation of a contract probationary faculty member indicates satisfactory performance, the granting of tenure shall be recommended by the administrator to the appropriate Vice President.~~

~~17.5.2 Under extraordinary circumstances, tenure may be granted after the first (1st), second (2nd), or third (3rd) probationary year upon agreement of the Superintendent/President and the Faculty Senate if the Governing Board approves of the decision to grant tenure.~~

~~Criteria for granting early tenure:~~

- ~~1. Teaching excellence as demonstrated by:
 - ~~a) Meeting all criteria outlined in Article 17.3 of the contract,~~
 - ~~b) Curriculum and/or program development, and~~
 - ~~c) Significant work on active college governance committees.~~~~

~~OR~~

~~2. Excellence as demonstrated under 1a) above plus eminence in the field as demonstrated by national or international impact on the subject area as demonstrated by performances, shows, invitations to present or perform at or participate in round table discussions at national or international conferences, or noteworthy publications. If the evaluation team makes a recommendation for early tenure, the appropriate Vice President will use these criteria to forward the recommendation to the Superintendent/President and the Faculty Senate.~~

17.6 Off -Cycle Evaluations

17.6.1 Adjunct Unit Members: If, during the period between regularly scheduled evaluations of an adjunct member, the work of that member shall be determined, in the judgment of the appropriate administrator, to be less than satisfactory, that administrator may elect to follow the following process to initiate an evaluation:

- (a) inform the adjunct member by written notice of her/his concerns and the reasons therefore;**
- (b) within ten (10) days of receipt of the written notice, the appropriate administrator shall schedule a meeting with the adjunct member to discuss these concerns and opportunities for improvement;**
- (c) schedule an evaluation of the adjunct member before her/his next regularly-scheduled evaluation if, in the judgment of the administrator, sufficient improvement is not made.**

17.6.2 Regular Faculty: If, during the period between regularly scheduled evaluations of a regular faculty member, in the judgment of the appropriate administrator there is a new or escalating issue identified that is significant or compelling, the appropriate administrator may elect to follow the following process to initiate an additional evaluation:

- (a) inform the faculty member by written notice of her/his concerns and the reasons therefore;**
- (b) within ten (10) days of receipt of the written notice, the appropriate administrator shall schedule a meeting with the faculty member to discuss these concerns and opportunities for improvement;**
- (c) provide the appropriate vice president a copy of the written notice containing his/her concern. The appropriate vice president will confer with the CCFT president regarding the concerns. A committee of three CCFT officers will review the case and report back within ten (10) days. The committee may seek input from the appropriate administrator if necessary. Information reviewed by the committee will remain confidential. If the appropriate vice president and CCFT agree, then an additional evaluation, following the process in Article 17.4, will commence with amended timelines.**
- (d) depending on the outcome of the additional evaluation, another evaluation may occur the following semester according to Articles 17.4.11 and 17.4.12.**

17.740 Grievances of Evaluation

Evaluation procedures may be subject to the grievance procedure in accordance with Article 12. The content of evaluations is not subject to the grievance procedure set forth in Article 12 except in the case of a decision not to grant tenure and in accordance with Education Code 87610.1 and 87611.

17.844 Access to Materials

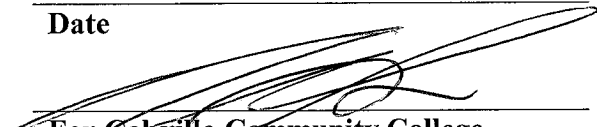
Nothing in this article is intended by the parties to waive, abrogate, or otherwise adversely affect the legal rights to access by faculty members to their personnel files, or the legal rights of access

by the CCFT to materials related to evaluation which are necessary and relevant to the Union's duty to represent faculty members when disagreements arise over the implementation of this Article.

Include Appendices J, K L, L.1, M and N

6/23/16

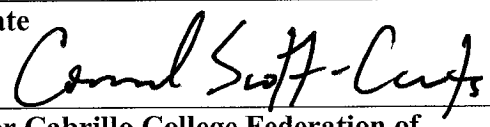
Date



For Cabrillo Community College
District

6/23/2016

Date



For Cabrillo College Federation of
Teachers (CCFT)

Appendix J
Notification of Evaluation
Contract, Temporary Contract, Categorical, -and Regular Faculty

To: _____ Date: _____

From: _____
Division Administrator

Pursuant to the collective bargaining agreement between the District and CCFT, **faculty are evaluated according to the following schedule, except as provided in -17.4.11 and 17.6:** ~~contract probationary faculty are evaluated once during each of their first three semesters, once in their third year, and in the fall semester of their fourth year, prior to the granting of regular status. Regular tenured faculty are evaluated once every three years.~~

_____ **Contract (probationary, tenure track) faculty: semesters 1, 2, 4, 6, and 7**

_____ **Temporary contract faculty, one semester contract: semester 1**

_____ **Temporary contract faculty, two semester contract: semester 2**

_____ **Categorically funded (non-tenure track) faculty: semester 1 and 3, then every three years**

_____ **Regular (tenured) faculty: every three years**

~~This semester is an evaluation period for you.~~ **You are due for an evaluation this semester.**

~~Evaluation Team~~ **Your evaluation team will consist of:**

_____ **Contract probationary (tenure track) faculty: your administrator, plus one peer selected by you. In semesters 1, 2, and 7, an additional peer will be selected by the administrator from your list below.**

_____ **Temporary contract faculty: One peer selected by the administrator from your list below. You may choose a second observer. If you are a new employee, you will be observed by your administrator. If you have been evaluated previously, your administrator may choose to do an observation.**

_____ **Categorically funded (non-tenure track) faculty: One peer selected by the administrator from your list below. You may choose a second observer. In semester 1, you will be observed by your administrator. In subsequent observations, your administrator may choose to do an observation.**

_____ **Regular (tenured) faculty: one peer selected by you. You or your administrator may request an additional peer, selected by the administrator from your list below. The administrator may choose to do an observation.**

~~You will be evaluated by a team consisting of no less than two (2) academic staff, including the appropriate administrator or his/her administrative designee, who shall chair the team. You shall select the other team member. Whenever possible, the team shall consist of at least one person within the discipline or field of the evaluatee. If the evaluatee teaches a distance education class,~~

whenever possible, one of the team members shall have experience teaching distance education courses. ~~At the option of you or the appropriate administrator, a third team member may be selected by the appropriate administrator from a list of three (3) or more faculty members submitted by you. For contract and probationary faculty, a team of three (3) is required during the first three evaluations. Regular, tenured faculty may request the "sixth year option" involving only a single peer evaluation, a self-evaluation, and the final evaluation if they meet the criteria of Article 17.7.10.~~

Please provide the following information and return this form to me no later than _____ , so that the evaluation may proceed in a timely manner. If you have any questions concerning the evaluation process, please refer to Article 17-Evaluation, of the CCFT collective bargaining agreement.

Regular and contract faculty: Please indicate your **faculty** selection for the evaluation team:

Team Faculty Member

Name

All faculty: If you have the option of selecting an additional team faculty member, please indicate your choice:

_____ **OR** _____ **No optional team member requested.**

Name

Optional Team Member: ~~Is a third team member requested?~~ Yes No

All faculty: Please list three additional faculty members from which ~~a third~~ **your administrator could select a** team member ~~could be selected:~~

Acknowledgement

I acknowledge that I have received a Notification of Evaluation, **and I understand that I will be evaluated during the semester.**

Date: _____

Signed: _____

**Appendix K
Notification of Evaluation
Adjunct Faculty**

To: _____ Date: _____

From: _____
Division Administrator

Pursuant to the collective bargaining agreement between the District and CCFT, adjunct faculty are evaluated during the first, ~~and third,~~ **and seventh** semesters worked, and then every ~~three~~ **six semesters** except as provided in ~~17.6.-917.4.11 and 17.6.~~ **This semester is an evaluation period for you. You are due for an evaluation this semester.**

If you have any questions concerning the evaluation process, please refer to Article 17 - Evaluation, of the CCFT collective bargaining agreement.

Please acknowledge that you have received this Notice of Evaluation by signing where indicated below and returning a copy of this form to me by _____.

By the end of the fifth week, your Dean will provide you with the name of the evaluator. You then have the option to return the form to the Dean with a request for a second evaluator (See ~~Article 17.8~~ **17.4**).

Acknowledgement

I acknowledge that I have received a Notification of Evaluation, and I understand that I will be evaluated during the semester.

Date: _____

Signed: _____

Draft Appendix L: Administrator's Final Evaluation of Faculty

Name _____ Dept./Division _____ Year/Semester _____

This form responds to the faculty member's self-evaluation and includes information gathered by the administrator, including peer observations, student evaluations, and any documented recommendations, commendations, and complaints since the previous evaluation.

1. Professional Growth and Development (Section 17.3.1)

a. Comments on the faculty member's previously set job-related goals as specified in previous evaluations, if applicable, and evidence of working toward them.

(fillable text box)

b. Comments on the faculty member's professional activities that enhance his or her teaching:

(fillable text box)

c. Priority goals for the next evaluation period:

(fillable text box)

2. Performance with Students (Section 17.3.2)

Notes, recommendations, and commendations on the faculty member's performance with students:

(fillable text box)

3. Performance of Professional Responsibilities (Section 17.3.3)

a. Does the instructor complete and submit required paperwork, such as grade and census reports, flex forms, and SLO class assessments, in a timely manner?

___ Satisfactory ___ Needs improvement

b. *For contract, temporary contract, and regular faculty:* Does the faculty member participate in department and division activities, college governance, student support activities, and/or other campus activities?

___ Satisfactory ___ Needs improvement

Notes, recommendations, and commendations on the faculty member's performance of professional responsibilities:

(fillable text box)

4. Professional Conduct (Section 17.3.4)

Does the faculty member meet the contract criteria on professional conduct?

Satisfactory Needs improvement

Notes, recommendations, and commendations on the faculty member's professional conduct:

(fillable text box)

Overall evaluation rating:

- Exceeds contract requirements
- Meets contract requirements
- Needs some improvement
- Requires significant improvement.

Recommendations:

- Division re-evaluation
- Administrative re-evaluation
- Remediation plan (attach copy of plan)
- Reduced assignment (adjuncts only)
- Loss of reemployment preference (adjuncts only, see Section 16.8.5))
- Non-reemployment

Tenure and reemployment preference recommendations

- Not applicable
- Recommended for tenure (for tenure track contract faculty in the 7th semester)
- Recommended for reemployment preference (for adjuncts in the 7th semester)

Administrator's Signature _____ Date _____

Team Member Signatures: _____ Date _____

_____ Date _____

Evaluatee's Signature _____ Date _____

Signature by the person being evaluated only acknowledges that she/he has reviewed this document. It does not mean or imply agreement with its contents. Tenure and tenure-track faculty may submit a written response within 6 working days. Adjunct faculty may submit a written response within 20 working days.

Evaluatee's Written Response Attached

For Department Chairs/Academic Specialist Directors: Evaluation on DC/ASD criteria (Section 17.3.5) is attached

Administrator's Final Evaluation of Department Chair/Academic Specialist Director, based on the following criteria from Section 17.3.5:

- a) Performs assigned duties and responsibilities as described in the Job Description (Appendix AA) and as agreed upon with the appropriate administrator;
- b) Performs appropriate recordkeeping, correspondence, coordination and reporting;
- c) Demonstrates fairness, collaboration, and responsiveness to program faculty and program needs; and
- d) Complies with college policies and procedures, including program specific requirements.

Does the Department Chair/Academic Specialist Director meet the contract criteria?

Satisfactory Needs improvement

Notes, recommendations, and commendations on the faculty member's performance as Department Chair/Academic Specialist Director:

(fillable text box)

Draft Appendix L.1: Faculty Self-Evaluation

Name: _____ Dept./Division _____ Semester/Year: _____

1. Professional Growth & Development

If this is your first evaluation, start with question 1d

a. Briefly state your job-related goals from your previous self-evaluation and provide a progress report on meeting them. If your goals have changed since your previous evaluation, describe them:

(fillable text box)

b. What were your supervisor's recommendations for goals from your previous evaluation, if any? Describe any steps you have taken in response.

(fillable text box)

c. Describe your participation since your last evaluation in professional activities that have enhanced your teaching. *This may include: attendance at workshops, seminars, and professional meetings; course work you have completed; publications, conference presentations, and artistic exhibits/performances; reading and research in your field; community involvement specific to your academic area; or other appropriate activities.*

(fillable text box)

d. What has been challenging for you in your teaching or other work?

(fillable text box)

e. What has been rewarding for you in your teaching or other work?

(fillable text box)

2. Performance with Students

How do you assess your own work with students in an ongoing way? What have you learned that will help you in your work with students? *This may include: SLO assessment results and discussions; student performance and feedback; peer discussion and feedback, use of campus resources, or any other self-assessment methods you have found useful.*

(fillable text box)

How do you view the following aspects of your work with students? Note that you may feel you do a good job on a criteria, but still wish to improve in that area:

Contract Criteria (Article 17.3.2)		I am satisfied with my work in this area	I would like to improve in this area	Not Applicable
a.	Clear and engaging communication with students			
b.	Effective classroom or worksite organization and management			
c.	Use of methods, materials, and technology that are challenging for students, responsive to their needs, and appropriate to the subject matter or work task			
d.	Provision of course materials that are clear, appropriate, and consistent with approved course curricula, including syllabi, grading criteria, classroom policies, student learning outcomes (SLOs); and relevant texts or other written materials and/or provision of clear and appropriate materials for students that are consistent with your job duties			
e.	Use of appropriate methods to assess student progress			
f.	Patience, fairness, and promptness in the evaluation and discussion of student work			
g.	Respect for and responsiveness to the needs of a diverse student population			
h.	Openness to the right of students to voice opinions and concerns appropriate to the class/worksite, and respect for students' rights as outlined in the Student Rights and Responsibilities Handbook			
i.	Maintenance of confidentiality			
j.	Maintenance of regular office hours at appropriate times			
k.	Meeting of course/work site objectives			
l.	Coordination with other faculty regarding curriculum sequencing and/or provision of student services when needed			
m.	Currency and depth of knowledge of information relevant to my assignment			
n.	Currency and depth of knowledge of pedagogy relevant to my assignment			
If you provide online instruction, whether hybrid, fully online, synchronous or asynchronous, how do you view your performance on the following:				
o.	Initiation of regular interaction with students to determine if they are accessing and comprehending course materials			
p.	Availability for at least the same number of instructor contact hours per week that would be available for face-to-face students			
q.	Provision to the students of clear guidelines for instructor-initiated contact and instructor feedback			
r.	Use of appropriate and varied resources to initiate and maintain contact with students, such as: discussion boards, email, announcements in the learning management system, timely feedback for student work, instructor-prepared online lectures, and instructor-prepared introductions to publisher-created materials			

Which of the above criteria, if any, (up to 3) do you feel you excel at, and why?

(fillable text box)

Which (up to 3) would you like to improve on to be more successful with students, and why?

(fillable text box)

3. Performance of Professional Responsibilities

a. Do you complete and submit required paperwork, such as grade and census reports, flex forms, and SLO class assessments, in a timely manner?

Yes

Needs improvement

Questions 3b and 3c are required for contract, temporary contract, and regular faculty and optional for adjunct faculty:

b. How have you participated in department/program and division activities? *This may include: participation in department and division meetings; work on curriculum development; participation in search committees and evaluations within your program; participation in program assessment and planning, including departmental discussions of SLO assessment results and implementation of agreed upon changes; or other appropriate activities.*

(fillable text box)

c. How have you participated in college governance and campus activities? *This may include: service on college-wide committees, participation on search and selection committees and evaluation teams outside of your program, mentoring other faculty, mentoring students, advising student clubs, attending graduation, or other appropriate activities.*

First year contract faculty: describe what you have done to learn about college governance and campus activities.

(fillable text box)

4. Professional Goals

a. What are your job related goals between now and the next evaluation? Include all aspects of your assignment.

(fillable text box)

b. What steps will you take to reach these goals?

(fillable text box)

Draft Appendix M: Student Evaluation of Instructor

Instructor _____ Course _____ Date _____

Please use this form to help improve your instructor's effectiveness as a teacher. The instructor will not see the evaluation until after grades are completed. **Do not sign your name.** Your fair and honest opinion is what really counts.

Select what you feel is the appropriate rating for this instructor. Add comments and examples for your ratings in the space below.

Criteria		Excellent	Good	Needs some improvement	Needs significant improvement	No Opinion/ Does Not Apply
a.	Shows depth of knowledge of course subject					
b.	Communicates clearly and in ways that engage students					
c.	Maintains effective classroom organization and management; stays on the topic of the class					
d.	Begins/ends class on time; has good attendance					
e.	Uses teaching methods, technology, and materials that are challenging and suitable to the subject matter					
f.	Provides an appropriate course description/syllabus					
g.	Provides clear and appropriate course requirements, grading criteria and classroom policies					
h.	Selects texts, assignments, and other written materials relevant to the subject					
i.	Shows patience, fairness, and promptness in evaluating and discussing student work and progress					
j.	Respects and responds to the needs of a diverse student population					
k.	Encourages students to voice opinions and concerns appropriate to the class, and respects students' rights as outlined in the Student Rights and Responsibilities Handbook					
l.	Is accessible to students through office hours, emails, or other appropriate channels					
m.	Your overall assessment of this instructor					

Comments and examples for your above ratings (use additional sheets, if necessary):

(please answer the questions on the back of this form)

How many hours do you spend on this course in a typical week, including class and homework?

Describe the strengths of the instructor. Please be specific and give examples:

What could the instructor do to improve his/her effectiveness as a teacher?

Would you recommend this instructor to other students? Why or why not?

Additional comments:

Thank you!

Draft Appendix N: Peer Observation and Evaluation of Faculty

Evaluatee Name: _____ Dept./Division _____

Observer Name: _____ Dept./Division _____

Semester/Year: _____ Date _____ Class/Work Site Observed _____

Before observing, read the official course outline; class description/syllabus; sample assignments, exams, and handouts; and any other documents submitted by the evaluatee.

Give a **brief** description of the activities you observed:

(fillable text box)

Based on your observation and the relevant documents, including student evaluations, rate the faculty member on the following contract criteria related to performance with students, as listed in Contract Article 17.3.2:

	Contract Criteria	Satisfactory	Needs Some Improvement	Needs Significant Improvement	NA or no evidence
a.	Uses clear and engaging communication with students				
b.	Uses effective class/worksite organization and management				
c.	Uses methods, materials, and technology that are challenging for students, responsive to their needs, and appropriate to the subject matter or work task				
d.	Provides course materials that are clear, appropriate, and consistent with approved course curricula, including syllabi, grading criteria, classroom policies, student learning outcomes (SLOs); and relevant texts or other written materials and/or provides clear and appropriate materials for students that are consistent with the job duties				
e.	Uses appropriate methods to assess student progress				
f.	Shows patience, fairness, and promptness in the evaluation and discussion of student work				
g.	Shows respect for and responsiveness to the needs of a diverse student population				
h.	Shows openness to the right of students to voice opinions and concerns appropriate to the class/worksite, and respect for students' rights as outlined in the Student Rights and Responsibilities Handbook				

Contract Criteria		Satisfactory	Needs Some Improvement	Needs Significant Improvement	NA or no evidence
i.	Maintains confidentiality				
j.	Maintains regular office hours at appropriate times				
k.	Meets course/work site objectives				
l.	Coordinates with other faculty regarding curriculum sequencing and/or provision of student services when needed				
m.	Shows currency and depth of knowledge of information relevant to the observed class or job assignment				
n.	Shows currency and depth of knowledge in pedagogy relevant to the observed class or job assignment				

If the class you are observing involves online instruction, whether hybrid, fully online, synchronous or asynchronous, rate the faculty member on the following additional criteria:

o.	Initiates regular interaction with students to determine if they are accessing and comprehending course materials				
p.	Is available for at least the same number of instructor contact hours per week that would be available for face-to-face students				
q.	Provides students with clear guidelines for instructor-initiated contact and instructor feedback				
r.	Uses appropriate and varied resources to initiate and maintain contact with students, such as discussion boards, email, announcements in the learning management system, timely feedback for student work, instructor-prepared online lectures, and instructor-prepared introductions to publisher-created materials				

In your opinion, on which of the above criteria does the faculty member excel? Give examples:

(fillable text box)

In your opinion, on which of the above criteria, if any, does the faculty member most need improvement? Give examples and any ideas and recommendations you may have:

(fillable text box)

Meet with the evaluatee within 10 business days to discuss the results of your observation before submitting it to the appropriate administrator.

Meeting date _____

Peer Observer/Evaluator Signature

Evaluatee signature

Note that signing this form only acknowledges meeting with the observer and discussing the results. It does not signify agreement with its contents.