

## Article 14A: Regular Faculty Evaluations

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26 **14.01 DEFINITIONS**

27 “CONTINUING EVALUATIONS” means those evaluations that occur after probationary  
28 faculty members have completed their tenure review process. See Article 30 for the Tenure  
29 Review process.

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

33 “EVALUATION FILE” means a compilation of the evaluation materials and evaluation reports  
34 that are part of the evaluation process.

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

37 “NON DEPARTMENT PEER” means a faculty peer chosen from a pool of all those regular  
38 faculty who chose the option of a peer from outside the department.

39 **14.01 Education Code References**

40 **A. Participants:** The team evaluation, following the procedures outlined in this Article,  
41 serves to fulfill the intent Education Code 70902(b)7 “*A faculty member’s students,*  
42 *administrators and peers should all contribute to his or her evaluation, but the faculty*  
43 *should, in the usual case, play a central role in the evaluation process and, together with*  
44 *the appropriate administrator, assume principal responsibility for the effectiveness of*  
45 *the process.*”

46 **B. Evaluation Cycle:** “*Contract employees shall be evaluated at least once in each*  
47 *academic year. Regular employees shall be evaluated at least once in every three*  
48 *academic years. Temporary employees shall be evaluated within the first year of*  
49 *employment. Thereafter, evaluation shall be at least every six regular semesters, or once*  
50 *every nine regular quarters, as applicable.*” (Section 87663a)

51 **C. Peer Review Process:** “*Evaluations shall include, but not be limited to, a peer review*  
52 *process. The peer review process shall be on a departmental or divisional basis, and*  
53 *shall address the forthcoming demographics of California, and the principles of*  
54 *affirmative action. The process shall require that the peers reviewing are both*  
55 *representative of the diversity of California and sensitive to affirmative action concerns,*  
56 *all without compromising quality and excellence in teaching*” (Ed Code Sections 87663c  
57 and d).

58 **D. Responsibility:** “*The faculty and District administration share the responsibility for the*  
59 *evaluation process. The evaluation teams and the District administration reach*  
60 *conclusions regarding performance evaluation, and also address and affirm the need*  
61 *“to recognize and acknowledge good performance, and to enhance satisfactory*  
62 *performance; help employees who are performing satisfactorily further their growth, to*  
63 *identify weak performance and assist employees in achieving needed improvement, and*  
64 *to document unsatisfactory performance.*” (Section 87663e)

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65 E. **Student Evaluation:** *It is the intent of the Legislature that faculty evaluation includes, to*  
66 *the extent practicable, student evaluation.* (Section 87663g)

67 F. **Specific Procedures and Standards:** *“The governing board of each district, in*  
68 *consultation with the faculty, shall adopt rules and regulations establishing the specific*  
69 *procedures for the evaluation of its contract and regular employees on an individual*  
70 *basis and setting forth reasonable but specific standards which it expects its faculty to*  
71 *meet in the performance of their duties. Such procedures and standards shall be uniform*  
72 *for all contract employees of the district with similar general duties and responsibilities*  
73 *and shall be uniform for all regular employees of the district with similar general duties*  
74 *and responsibilities.”* (Section 87664)

75 **14.03 Overview**

76 A. **Evaluation Objectives:** The evaluation process provides information to the regular  
77 faculty member being evaluated, hereinafter called the evaluatee, and to the District about  
78 performance in the four major categories of the regular faculty job description: student  
79 contact and other required job duties. These are described in the regular faculty job  
80 description as appropriate for the employment category. See Article 17, Job Description.

81 B. **Four Areas of Job Performance Evaluation:** The evaluation of regular faculty  
82 members aims at ensuring the highest quality of teaching and professionalism by  
83 providing a comprehensive and meaningful assessment of an regular faculty member’s  
84 performance in four areas of an regular faculty member’s job. These areas include:

85 1. **Student Contact:** Student contact for both instructional and allied assignments is  
86 evaluated through observations, written student evaluations, and student concerns or  
87 complaints brought to the attention of, and verified by, the department chair or  
88 supervising administrator.

89 2. **District and Department Service:** District and department service includes both  
90 required and self-directed service. It is generally documented in the regular faculty  
91 member’s *Self-Assessment Report*, through discussion with the faculty member and  
92 his/her colleagues, and through verification of attendance at committee meetings or  
93 events.

94 3. **Professional Development:** Professional development includes required professional  
95 development obligations, as well as those independent activities initiated by the  
96 faculty member that support or promote the discipline or the profession academically  
97 or in the community, whether paid or unpaid and regardless of payment source.

98 4. **Other Required Duties:** Those activities mandated by other sections of the AFA  
99 Contract, District Policies and Procedures, or local, state, or federal statute, such as  
100 keeping office hours and turning in census rosters and grades on time. This portion of  
101 faculty duties will be performed according to established dates or deadlines, as well  
102 as in adherence to District policies.

103

104 **14.04 ETHICAL BEHAVIOR IN THE EVALUATION PROCESS**

105 The evaluation process demands the highest ethical and professional behavior by all  
106 participants, including the following.

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107 A. **Confidentiality:** To protect the rights of all faculty members and all other participants,  
108 all aspects of the evaluation process are to be kept in the strictest confidence. The  
109 evaluation team will maintain confidentiality unless:

110 1. The evaluatee shares portfolio documents or discusses otherwise confidential aspects of  
111 the process with someone outside the evaluation process. In this case all parties may  
112 then discuss all aspects of the process in order to investigate, clarify, or conciliate.

113 2. Comments of participants, or the evaluation documents, are required in response to  
114 the demands of legal procedures.

115 3. Information needs to be shared with legal counsel or with supervisors in the  
116 organizational structure who have a right to know.

117 B. **Objectivity:** Evaluation team members will maintain objectivity during the process. If  
118 any participant in the evaluation process believes lack of objectivity is influencing the  
119 proceedings, s/he should refer the matter to one of the following:

120 1. The Vice President of Human Resources for matters related to protected groups. See  
121 District Policy 2.7, Discrimination and Complaint at these links:  
122 <http://www.santarosa.edu/polman/2govern/2.7.pdf>  
123 <http://www.santarosa.edu/polman/2govern/2.7P.pdf>

124 2. The Academic Senate Ethics and Professional Relations Committee for matters  
125 related to professional and ethical behavior of faculty members on the team.

126 3. The next level of administration for matters related to professional and ethical  
127 behavior of the supervising administrator on the team.

128 4. The All Faculty Association (AFA) Conciliation/Grievance Officer for any concern  
129 or question the faculty member might have about the objectivity of the process. The  
130 AFA Conciliation/Grievance Officer will bring those questions or concerns to the  
131 District Tenure Review and Evaluation Committee. If and when necessary, the  
132 Committee will make a recommendation to the Vice President of Academic Affairs.  
133 The Vice President of Academic Affairs will make the final determination based on  
134 the Committee's recommendation.

135 C. **Interpretation of Article 14A**

136 1. If there is a difference of interpretation between the District and AFA, or between the  
137 evaluatee and the evaluation team, about the implementation of this article, such  
138 matters should be referred to the District Tenure Review and Evaluations Committee  
139 (DTREC) for review and recommendation.

140 2. District representatives should send their inquiry to the Dean, Curriculum and  
141 Educational Support Services.

142 3. Faculty members or AFA representatives should send their inquiry to the AFA Co-  
143 chair of DTREC.

144 **14.05 DETERMINATION OF REGULAR FACULTY TO BE EVALUATED**

145 A. **Evaluation Period**

- 146 1. The evaluation period covers three (3) academic years, starting in the beginning of the  
147 fall semester of each year and inclusive of the evaluation year. During all three years  
148 faculty members are responsible to keep records of district and department service,  
149 including SLO assessment activities, and professional development that will be listed  
150 in the *Self-Assessment Report*.
- 151 2. Department chairs will assign regular faculty to either a fall or spring evaluation. The  
152 evaluation will observe the timelines in this article.

153

154 **14.06 TIMELINE FOR THE EVALUATION PROCESS**

155 **Steps and Timeline:** The timeline below briefly explains the evaluation process step by step  
156 in chronological order. For a fuller explanation, see the provisions of this article. The  
157 timeline below is for evaluations of full-semester assignments. Note that there are **three (3)**  
158 **mandatory** due dates for this process:

- 159 ■ Week 2: Notification of Evaluation (District)
- 160 ■ Week 5: Submission of syllabi and schedule (Evaluatee)
- 161 ■ Week 16: Meeting with Evaluatee (District and Evaluatee)

162 District failure to meet these deadlines could result in the evaluation being set aside if  
163 requested by the evaluatee. Evaluatee failure to submit materials or to cooperate does not  
164 halt or delay the process. The remaining deadlines are simply recommended dates.

165 **Week 2:** No later than the end of week 2 of the evaluation semester (**mandatory deadline**):

166 The Office of the Dean of Curriculum and Educational Support Services:

- 167 ■ Notifies regular faculty who are due for evaluation and sends evaluation forms and  
168 instructions via District email to evaluatee.
- 169 ■ Notifies department chair and supervising administrator of the regular faculty who are  
170 due for an evaluation.

171 **Week 3:** No later than the end of week 3, the evaluatee may request a non-departmental peer  
172 (email preferred). Failure to make this request by the deadline will result in denial of the  
173 request.

174 **Week 4:** No later than the end of week 4 of the evaluation semester:

- 175 ■ The department chair or evaluation committee identifies department peer from the  
176 rotation list.
- 177 ■ The department chair and supervising administrator confer about all regular evaluations  
178 in the department and determine if the department chair and/or the dean will choose to  
179 observe any of them.

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- 180       ▪ The department chair and supervising administrator determine if classified staff input is  
181       desired for any evaluations and plan to distribute those feedback forms. DTREC will  
182       approve questions.

183       **Week 5:** No later than the end of week 5 of the evaluation semester:

- 184       ▪ The Dean of Curriculum and Educational Support Services will coordinate the selection  
185       of non-department peers.
- 186       ▪ Evaluatee submits course syllabi, instructional/allied schedule, and self-assessment to  
187       Department Chair (email preferred). **(mandatory deadline)**
- 188       ▪ Department chair notifies evaluatee of evaluation team, including who will observe (email  
189       preferred).
- 190       ▪ Supervising Administrator notifies the Dean of Curriculum and Education Support  
191       Services of department peers and which members of the team will observe (email list  
192       preferred).

193       **Week 6:** No later than the end of week 6 of the evaluation semester:

- 194       ▪ For continuing evaluations, the evaluatee has the right to reject one department peer.
- 195       ▪ The department chair sends copies of syllabi, schedule, and self-assessment to peer and  
196       supervising administrator (email preferred).

197       **Weeks 6 through 11:** During weeks 6 through 11 of the evaluation semester:

- 198       ▪ Each observer contacts evaluatee to find a mutually agreeable time for the observation.
- 199       ▪ Each observer conducts observation and collects *Student Evaluation Forms*.
- 200       ▪ The department chair and supporting staff tabulate student evaluations and return a  
201       summary of the tabulated evaluations to the observer.

202       **Week 11:** No later than the end of week 11 of the evaluation semester:

- 203       ▪ If any observer is considering an “improvement needed” rating for student contact, s/he  
204       will confer and share his/her *Observation Report* with the other members of the team  
205       before meeting with the evaluatee.

206       **Week 12:** No later than the end of week 12 of the evaluation semester:

- 207       ▪ Each observer meets with evaluatee to review and sign the *Observation Report*.
- 208       ▪ Each observer gives evaluatee a copy of the signed *Observation Report*.
- 209       ▪ Each observer sends a copy of their report, including the summary of student evaluations,  
210       to the other members of the team (electronic copies by email preferred).
- 211       ▪ Each observer sends the signed *Observation Report* to the Supervising Administrator for  
212       the evaluation file.

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213 **Week 13:** No later than the end of week 13 of the evaluation semester:

- 214     ▪ All members of the team confer about the Student Contact rating.
- 215     ▪ Department chair and supervising administrator confer to assign a rating for college  
216       service, professional development, and other required duties. (Note: For efficiency,  
217       department chairs and supervising administrators can discuss all regular faculty  
218       evaluations at the same time).
- 219     ▪ Department chair and supervising administrator complete the *Final Report*, assign a  
220       rating for each category, and all team members sign it.
- 221     ▪ If a “needs improvement” rating is considered in any category, all three members of the  
222       team will confer, reach conclusions about recommendations and follow up, and identify  
223       one member to write the narrative for the *Final Report*. A narrative is required “needs  
224       improvement” rating is given in any category. A brief narrative is required to describe  
225       follow up for a “satisfactory, with minor improvement needed.”
- 226     ▪ If there is no consensus on the final ratings, one or more members may write a *Minority*  
227       *Report*.

228 **Week 14:** No later than the end of week 14 of the evaluation semester:

- 229     ▪ If any team member writes a *Minority Report*, it is due no later than five (5) working days  
230       after ratings have been determined on the *Final Report*.

231 **Week 16:** No later than the end of week 16 of the evaluation semester (**mandatory**  
232 **deadline**):

- 233     ▪ The *Final Report* and any *Minority Reports* are ready for evaluatee review and signature.
- 234     ▪ If all categories are satisfactory or better (including satisfactory with minor improvement)  
235       the department peer meets or confers with the regular faculty member to review and sign  
236       the *Final Report* and any *Minority Reports*.
- 237     ▪ If any category is rated “improvement needed” the supervising administrator meets with  
238       the evaluatee to review and sign the *Final Report* and any *Minority Reports*. The chair may  
239       choose to join the meeting.
- 240     ▪ The evaluatee has ten (10) working days to respond to the *Final Report* and any *Minority*  
241       *Reports*. The evaluatee response will be included in the evaluation file.

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

- 243     ▪ The supervising administrator’s office verifies that evaluation files are complete, and  
244       sends files to the Office of the Dean, Curriculum and Educational Support Services.

245

246 **14.07 NOTIFICATION OF EVALUEE**

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- 247 A. No later than the end of **week two**, the Office of the Dean of Curriculum and Educational  
248 Support Services notifies regular faculty who are due for evaluation and sends evaluation  
249 forms and instructions via District email to evaluatee.
- 250 B. Concurrently, the Office of the Dean of Curriculum and Educational Support Services  
251 notifies department chairs and supervising administrators of the regular faculty who are  
252 due for evaluation.

253 **14.08 IDENTIFICATION OF THE EVALUATION TEAM**

254 Identification of the evaluation team will occur no later than **week four** (recommended  
255 deadline). No individual may serve in multiple roles on the team. See section 14.19 for  
256 identification of who serves as chair in departments without elected chairs.

257 A. **Identification of departmental peer.** The departmental peer will be selected from the  
258 rotation list. See section 14.20 for a description of how the rotation list is created and  
259 maintained.

260 1. In making department peer assignments from the rotation list, the department  
261 chair/committee will take into account class scheduling conflicts and, if necessary,  
262 move to the next name on the rotation list.

263 2. For continuing evaluations, the evaluatee has the right to reject one department peer.  
264 When that occurs, the chair/committee will identify a new department peer from the  
265 rotation list.

266 3. With the prior agreement of the Supervising Administrator, a department chair may  
267 offer any probationary faculty member in year two (2), three (3), or four (4) of the  
268 tenure review process the opportunity to serve as an evaluator for regular and/or  
269 adjunct evaluations, provided that the evaluatee is not a member of the probationary  
270 faculty member's tenure review team. The probationary faculty member may accept  
271 or decline this offer without prejudice. The only exception to this arrangement will  
272 be if a probationary faculty member has an assignment that requires evaluations of  
273 others as a part of the job description. In that case, the evaluations are a required part  
274 of the job in all years of employment.

275 ■ B. **Non-department peer.** A non-department peer is chosen from the pool of all those  
276 regular faculty members who chose the option to have a peer evaluator from outside the  
277 department.

278 1. The Vice President of Academic Affairs, or designee, in the presence of the DTREC  
279 faculty co-chair, will randomly assign non-department peers to teams. In no case will  
280 the assignment be reciprocal.

281 2. If the evaluatee has chosen to exercise the non-departmental peer option, he/she does  
282 not have the right to reject the individual assigned.

283 3. The Office of the Dean of Curriculum and Education support services will notify the  
284 team when a non-department peer is identified.

- 285       **C. Department Chair.** The department chair is the individual in office at the time of the  
286       evaluation.
- 287       **D. Supervising administrator.** The appropriate supervising administrator will serve. See  
288       section 14.19 for the identification of the appropriate administrators.
- 289       **E. Classified Staff Participation in the Evaluation Process:** When deemed appropriate by  
290       the evaluation team, classified staff input regarding the regular faculty member's student  
291       contact will be solicited by gathering anonymous responses to a set of questions. The  
292       questions will be submitted to DTREC for review and approval prior to their use. The  
293       results of the questions will be tabulated by the department chair's office and shared with  
294       each member of the team.

295       **14.09 SUPERVISING ADMINISTRATOR AND DEPARTMENT CHAIR**  
296       **CONFERENCE**

- 297       A. No later than **week five** of each semester (recommended timeline), the department chair  
298       and supervising administrator will confer about all of the regular faculty evaluations in  
299       the department to determine if the chair and/or the supervising administrator will observe.
- 300       1. Both the department chair and the supervising administrator have the right to observe,  
301       but each may choose to waive that right.
- 302       2. The purpose of this conference is to:
- 303               ▪ Discuss any recommendations or follow up required from previous evaluations.
- 304               ▪ Establish a plan for observations for the semester, including who will be observing  
305               and which classes/activities will be observed; and
- 306               ▪ Determine if a classified staff input is appropriate. If so, the team will write  
307               questions to submit to DTREC for approval.
- 308       B. The department chair notifies evaluatee of the evaluation team, including who will observe  
309       (email preferred).

310

311       **14.10 SUBMISSION OF EVALUATION MATERIALS**

312       The Office of the Dean for Curriculum and Educational and Support Services will notify  
313       each evaluatee, no later than the end of **week five** (mandatory deadline) of the evaluation  
314       semester that s/he is due for evaluation.

- 315       A. **Evaluation Materials.** No later than the end of **week five** (mandatory deadline) of the  
316       evaluation semester, the evaluatee will submit evaluation materials to the supervising  
317       administrator. For regular faculty, evaluation materials include:
- 318       1. Responses to recommendations made in prior evaluation(s);
- 319       2. A schedule of classes and/or other student contact activities; and

320 3. Current course syllabi for all courses taught that semester.

321 4. The *Self-Assessment Report*, described below.

322 **B. Self-Assessment Report.** The *Self-Assessment Report* should include the following:

323 1. Self-reflection on strengths and areas for improvement, as well as plans for  
324 professional development. This report should include reflection on participation in  
325 any student learning outcomes assessments in which the regular faculty member has  
326 participated over the three-year evaluation period, which includes the evaluation year.

327 2. Responses to suggestions and recommendations made in prior evaluation(s).

328 3. A list and description of any District and department service and any professional  
329 development activities performed over the three-year evaluation period, which  
330 includes the evaluation year. (See Article 17: Job Descriptions) Failure to submit  
331 these lists could result in a “needs improvement” in the college service and/or  
332 professional development categories for lack of information.

333 **D. Tracking and Reminders.**

334 1. The office of the supervising administrator will track all regular faculty evaluations  
335 on a form developed by Academic Affairs and will compile and store the evaluation  
336 materials in a confidential manner.

337 2. The supervising administrator will forward to the Office of the Dean of Curriculum  
338 and Educational Support Services the names of all faculty members who have not  
339 submitted the required materials. Those faculty members will receive notification that  
340 they have not fulfilled their responsibilities under Article 14A.

341 **E. Review of Previous Evaluations.** Previous evaluations are filed in a confidential  
342 manner in the Human Resources Department. Any member of the team may request to  
343 review a copy of a previous evaluation, particularly when a follow up evaluation is  
344 necessary, and the supervising administrator will secure the file from Human Resources  
345 and share it with the team.

## 346 **14.11 OBSERVATION REPORT AND STUDENT EVALUATIONS**

347 Generally speaking, observations will occur in **weeks six through eleven** (recommended  
348 timeline).

349 **A. Scheduling the Observation.**

350 1. Each team member who has committed to do an observation will contact the  
351 evaluatee to schedule a mutually agreeable date and time to observe instructional  
352 student contact or allied student contact during **week six through eleven** of the  
353 evaluation semester (recommended deadline).

354 2. If the evaluatee fails to respond to a request and one reminder to establish a mutually  
355 agreeable date/time, the observer can choose the date and time and simply notify  
356 the evaluatee.

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

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- 359 1. The observer will attend and observe one class session, part of a class session, or a  
360 reasonable portion of student contact activities of allied faculty. Online observations  
361 will be limited to approximately one week of online learning or one module of  
362 teaching.
- 363 2. The *Observation Report* forms require a numeric rating of a number of criteria for job  
364 performance. These ratings inform, but do not determine, the rating on the *Final*  
365 *Report*.
- 366 3. No later than **week eleven** (recommended deadline), if any observer is considering an  
367 “improvement needed” rating, s/he will confer and share her/his *Observation Report*  
368 with other team members before meeting with the evaluatee.
- 369 4. For each student contact activity observed, the observer will distribute and collect  
370 anonymous student evaluations, using a DTREC-approved *Student Evaluation* form.  
371 If more than one evaluator is observing a particular course, the team will coordinate  
372 so that only one set of student evaluations is collected. *Student Evaluation* forms for  
373 online classes will be sent electronically and gathered confidentially. An employee  
374 will tally student evaluations in a confidential manner; student workers will not be  
375 allowed to perform this work.
- 376 5. Verified student concerns brought to the attention of the department chair or  
377 supervising administrator may be included in the *Observation Report*.
- 378 6. The evaluatee and the observer will meet or confer, and both will sign the *Observation*  
379 *Report*. The evaluatee signature confirms that the observer has reviewed the evaluation  
380 with him/her, but does not necessarily indicate agreement with the report.
- 381 7. The observer will send (email preferred) the *Observation Report* and the summary of  
382 student evaluations to each team member no later than **week twelve** (recommended  
383 deadline) of the evaluation semester.
- 384 8. The observer will send the original, signed *Observation Report* to the supervising  
385 administrator for inclusion in the evaluation file.
- 386 9. To preserve the students’ right to anonymity, the original *Student Evaluation Forms*  
387 will not be shared with the evaluatee.
- 388 10. Evidence from student evaluations will be incorporated into the observation report as  
389 appropriate.
- 390 11. Observers will submit the signed *Observation Reports* to the supervising  
391 administrator no later than the end of **week twelve** of the evaluation semester  
392 (recommended deadline).

393 **14.12 FINAL REPORT**

- 394 A. **Final Report Conclusions.** No later than **week thirteen** (recommended deadline), the  
395 evaluation team will begin deliberations about the *Final Report*. *The Final Report*  
396 documents the performance of the evaluatee in the four categories of a regular faculty  
397 member’s job. (See Article 17B: Job Descriptions). The *Final Report* represents a

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398 synthesis of the conclusions reached by team members in the four areas of regular faculty  
399 job performance.

- 400 1. Student Contact and/or Allied Duties: A synthesis of the conclusions of all team  
401 members. If there is no consensus, then the majority opinion prevails. If there is no  
402 majority, then each observer will submit a *Minority Report*, and the appropriate Vice  
403 President (see section 14.19) will determine the final rating.
- 404 2. College Service: The department chair and supervising administrator will confer and  
405 assign this rating. If they disagree, the team will decide the rating by consensus or by  
406 vote if necessary.
- 407 3. Professional Development: The department chair and supervising administrator will  
408 confer and assign this rating. If they disagree, the team will decide the rating by  
409 consensus or vote if necessary.
- 410 4. Other required duties: The department chair and supervising administrator will confer  
411 and assign an evaluation rating regarding other required duties on the *Final Report*  
412 *Form*. If there is a disagreement between those two about the rating, the team will  
413 decide the rating by consensus or by vote.

414 B. **Final Report Ratings.** In each category, the following ratings can be given:

- 415 1. “Commendable”: Excels in performance of many job duties in this category with  
416 satisfactory performance of all others.
- 417 2. “Satisfactory”: Adequately performs all required job duties in this category.
- 418 3. “Satisfactory, with Minor Improvement Needed.” Adequately performs most required  
419 job duties, with minor exceptions. A follow-up evaluation is not required. However,  
420 team members may ask that the evaluatee to submit evidence of improvement to the  
421 supervising administrator on the team. For example, if a syllabus needs  
422 improvement, the revised syllabus would be submitted to the supervising  
423 administrator on the team. If the evaluatee does not provide the required information by  
424 the following semester, the supervising administrator can initiate a follow-up  
425 evaluation.
- 426 4. “Improvement Needed”: Less than satisfactory performance of one or more job duties  
427 in this category. Specific area(s) needing improvement will be identified. A follow-  
428 up evaluation is required.

429 C. **Final Report Narrative.**

- 430 1. If an “Improvement Needed” rating is assigned in any category, a narrative will be  
431 written that includes recommendations, a follow-up plan, and a timeline. The team  
432 appoints one member to write the narrative with input from all members.
  - 433 a) The narrative must include specific objectives and activities for improvement, a  
434 specific timeline for demonstrating improvement, and a date for the follow-up  
435 evaluation will be included.

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- 436 b) Activities may include, but are not limited to: Instructional Skills Workshop,  
437 classroom assessment techniques training, peer consultation, course work,  
438 technology training, in-service training, or an activity designed to address the  
439 specific area of concern identified by the team.
- 440 c) The team may later modify the initial follow-up plan and timeline as a result of  
441 discussion with the evaluatee. In that case, a revised *Final Report* narrative will be  
442 written, signed by all evaluation team members and the evaluatee, and submitted for  
443 inclusion in the evaluation file.
- 444 d) The District and the evaluation team will make every effort to assist and support  
445 the faculty member in achieving the needed improvement.
- 446 e) A follow-up evaluation is required, and will be conducted according to the  
447 provisions of section 14.15 of this article.
- 448 2. If a “satisfactory with minor improvement needed” rating is assigned in any category,  
449 a brief narrative will be written that states the improvement needed and how that  
450 improvement will be demonstrated. Improvement is expected to occur the following  
451 semester unless another time frame is specified. A follow-up evaluation is not  
452 required

453 **D. Minority Report**

- 454 1. In the event that the team cannot agree on a rating in a specific category, the majority  
455 opinion prevails. However, any team member may prepare a minority report, using  
456 the approved *Minority Report* form by the end of **week fourteen**, and submit it to the  
457 supervising administrator on the team to be included in the faculty member’s  
458 evaluation file.
- 459 2. The *Minority Report* is due no later than five working days after the *Final Report*  
460 ratings are determined. Minority reports that are not submitted to the supervising  
461 administrator by this deadline will not be included in the evaluation file.

462 **E. Final Conference with Evaluatee**

- 463 1. No later than the end of **week sixteen** of the evaluation semester (**mandatory**  
464 **deadline**) if the ratings in all categories are satisfactory or better the department peer  
465 will meet with evaluatee to review the Final Report and any Minority Reports.
- 466 2. If an “improvement needed” rating has been assigned in any category, the supervising  
467 administrator will meet with the evaluatee. The department chair may choose to attend  
468 that meeting.
- 469 3. If distance or schedules make a meeting difficult, the meeting may occur by telephone  
470 or teleconference.

- 471 **F. Signature.** The evaluatee will sign the *Final Report* and, if applicable, each *Minority*  
472 *Report(s)*. In signing the report(s), the evaluatee acknowledges having seen and discussed  
473 the report. The evaluatee’s signature does not necessarily indicate agreement with the  
474 report.

475 G. **Evaluee Written Response.** The evaluee may submit a written response to any  
476 *Observation Report, Minority Report, or Final Report* to the supervising administrator on  
477 the team, within ten (10) working days from the date the faculty member met or  
478 conferred with an evaluation team member(s) to discuss the *Final Report*. The copy will  
479 become part of the evaluation file.

#### 480 **14.13 INCOMPLETE OR LATE EVALUATIONS**

481 A. In the event that an evaluation team has not produced a *Final Report* by the required due  
482 date (**week sixteen**) because one or more members of the team have not fulfilled their  
483 obligation, every effort will be made to complete the evaluation the following semester of  
484 employment. If necessary, members of the original team may be replaced.

485 1. If the department or non-department peer has not fulfilled his/her role, the department  
486 chair may appoint another faculty member from the rotation list to fulfill the role of  
487 department peer.

488 2. If the department chair has not fulfilled his/her role, the supervising administrator  
489 may appoint another individual, preferably from the department, to serve as  
490 department chair.

491 3. If the supervising administrator has not fulfilled his/her role, the appropriate Vice  
492 President (Academic Affairs or Student Services) may appoint a different academic  
493 administrator to fulfill that role.

494 C. Department or non-department peers who do not fulfill their obligation may face  
495 disciplinary action, such as an oral or written reprimand or a letter to their personnel file,  
496 except when due to circumstances beyond their control.

497 D. Any changes to the composition of the new team will be reported to Dean of Curriculum  
498 and Educational Support Services.

#### 499 **14.14 SUBMITTING THE EVALUATION FILE**

500 A. **Evaluation File.** The supervising administrator on the team will collect all  
501 documentation related to the evaluation process for each evaluee, as outlined below. The  
502 evaluation materials will include:

503 1. *Self-Assessment Report*

504 2. *Observation Report* for each observer

505 3. Summary of student evaluations for each observation

506 4. *Final Report*

507 5. *Minority Report(s)*, if any

508 6. Evaluee responses, if any

509 The syllabi and class/activities schedule do **not** become part of the evaluation file and  
510 may be discarded when the process is complete.

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511 **B. Submission of Evaluation materials:** The supervising administrator will submit the  
512 complete evaluation file and evaluatee responses, if any, to the Dean of Curriculum and  
513 Educational Support Services.

514 **C. Evaluations Stored in Personnel.** At the conclusion of each evaluation year, the Dean  
515 of Curriculum and Educational Support Services will convey the completed evaluation  
516 files to Human Resources to file in individual personnel files. See Article 20 for further  
517 information about personnel files.

518 **D. Modifications to the timeline**

519 1. Timelines may be modified to reflect need. The department chair may adjust due  
520 dates and the recommended timelines from the semester-length calendar outlined in  
521 section 14.05 as needed to accommodate less-than-semester evaluation activities, for  
522 example evaluations of faculty who teach primarily short courses. (See Special  
523 Situations, provision 14.19).

524 2. If the evaluatee has any concerns about the timeline, s/he may bring that concern to the  
525 AFA Conciliation/Grievance Officer, who may refer the matter to DTREC.

526 **E. Out-of-Cycle Evaluation.**

527 1. If the department chair and supervising administrator mutually agree that there is a  
528 need for an evaluation before the next evaluation is due, a regular faculty member  
529 may be evaluated out-of-cycle.

530 2. The need for this evaluation will be identified on or before the **second** week of the  
531 evaluation semester, so that the faculty member can submit evaluation materials and  
532 an appropriate team can be identified.

533 3. The timeline and deadlines will be the same as any other regular evaluation described  
534 in this article. The completion date of the out-of-cycle evaluation will determine the  
535 next three-year cycle

536 **14.15 FOLLOW-UP EVALUATION**

537 A follow-up evaluation is required if “Improvement Needed” is the rating in any of the four  
538 categories of job performance, adhering to the relevant timeline and provisions of this article.

539 **A. Follow-Up Team.** Whenever possible, the departmental peer who served on the original  
540 evaluation team will serve on the follow-up evaluation team. If that is not possible, the  
541 department chair will select a new departmental peer from the rotation list, and the Dean  
542 of Curriculum and Educational Support Services will be notified. The department chair  
543 and supervising administrator will be those currently serving in those positions.

544 **B. Follow-Up Observation.** If the “Improvement Needed” is in the area of instructional or  
545 allied student contact, one or more members of the team will conduct an observation,  
546 collect student evaluations, and write an *Observation Report*, to be signed by the evaluatee.

547 C. **Follow-up for College Service or Professional Development.** If the “improvement  
548 needed” is in the area of college service or professional development, the follow-up  
549 evaluation will be limited to those areas.

550 D. **Follow-Up for Other Required Duties.** If the “Improvement Needed” is in the area of  
551 other required duties, an observation is not required. Only the specific areas for  
552 improvement and fulfillment of recommendations need to be evaluated. A *Final Report*  
553 with a narrative, will serve to document a follow-up evaluation in these areas.

#### 554 **14.16 CHECKLIST OF EVALUATIONS ROLES**

555 The following checklists are provided simply to highlight the roles of the various participants  
556 in the evaluation process. They are not intended to be exhaustive. For a complete  
557 description of the process, see the other provisions of this article.

558 **A. Supervising Administrator Duties:** The supervising administrator is a participating  
559 member of the evaluation team and, in addition, will coordinate the process and is  
560 responsible to:

- 561 1. Confer with the department chair at the beginning of each semester to determine if the  
562 department chair and/or the supervising administrator plan to observe.
- 563 2. Create an evaluation file, maintaining in a confidential manner all evaluations reports  
564 and materials.
- 565 3. Observe instructional or allied student contact, distribute and collect student  
566 evaluation forms, and prepare an *Observation Report*. The supervising administrator  
567 may choose to waive the right to observe.
- 568 4. Report evaluation team membership to the Dean of Curriculum and Educational  
569 Support Services
- 570 5. Track all regular faculty evaluations on a form determined by Academic Affairs.
- 571 6. Verify completion of evaluation documentation, including all signatures and dates,  
572 prior to submission of the file to the Dean of Curriculum and Educational Support  
573 Services.

574 **B. Department Chair Duties.** The department chair is responsible to:

- 575 1. Confer with the supervising administrator at the beginning of each semester to  
576 determine if the chair and/or the supervising administrator plan to observe.
- 577 2. Send copies of the syllabus and class/activities schedule to the other team members.
- 578 3. Observe instructional or allied student contact, distribute and collect student  
579 evaluation forms, and prepare an *Observation Report*. The department chair may  
580 choose to waive the right to observe.
- 581 4. Prepare the summary of student evaluations and destroy original materials in a  
582 confidential manner at the conclusion of the evaluation cycle each semester, except in

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583 cases where the evaluatee or AFA has challenged the evaluation. Student workers may  
584 not perform any aspect of this work.

585 5. Confer with the supervising administrator to assign a rating to college service,  
586 professional development, and other required duties on the *Final Report*.

587 **C. Departmental or Non-Departmental Peer Duties.** The departmental or non-  
588 departmental peer is responsible to:

589 1. Observe instructional or allied student contact, distribute and collect student  
590 evaluation forms, and prepare an *Observation Report*.

591 2. Meet with the evaluatee to review and sign off on the *Observation Report*.

592 3. Confer with other members of the team on the student contact ~~or allied duties~~ rating  
593 in the *Final Report*.

594 4. Review and sign the *Final Report*

595 5. Meet with the evaluatee to review and sign the *Final Report*, except in the case where a  
596 “needs improvement” rating has been given.

597 **D. The Dean of Curriculum and Education Support Services Duties.** The Dean is  
598 responsible to:

599 1. Serve as administrative co-chair of DTREC and maintain and archive the following  
600 items: evaluation forms, committee minutes, committee clarifications of Contract  
601 procedures, and committee recommendations to the Vice President of Academic  
602 Affairs.

603 2. Report to DTREC any changes to team composition during the evaluation cycle.

604 3. Provide centralized tracking for all faculty evaluations.

605 4. Notify evaluatees that are due for evaluation.

606 5. Notify evaluatees if they have not submitted all evaluation materials by the established  
607 deadline.

608 6. Collect evaluation files and convey them to Human Resources at the completion of  
609 the evaluation cycle.

610 **E. District Tenure Review and Evaluation Committee Duties.** The committee will:

611 1. Serve as a resource for evaluation teams. Differences regarding interpretation of this  
612 article are to be referred to DTREC. Queries requesting clarification of matters not  
613 clearly explained or not covered in this article are to be referred to DTREC.

614 2. Make recommendations to the Vice President of Academic Affairs for final action.

615 3. Approve all evaluation forms and classified staff questionnaires.

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616 4. Determine the most appropriate individual(s) to serve in the department chair role for  
617 departments without elected chairs.

618 **F. Duties of the Vice President of Academic Affairs.** The Vice President of Academic  
619 Affairs will:

620 1. Appoint a different administrator, if necessary, to serve as the supervising  
621 administrator on a late or incomplete evaluation.

622 2. Consider recommendations from DTREC. If the Vice President of Academic Affairs  
623 agrees with the DTREC recommendation, that recommendation will constitute an  
624 official interpretation of the Contract. If the Vice President of Academic Affairs does  
625 not agree with the DTREC recommendation, the matter will be referred to AFA and  
626 the District for resolution.

627 3. Communicate in writing to DTREC, AFA, and others as appropriate, within five (5)  
628 working days of receipt of the DTREC recommendation.

629 **14.17 IDENTIFICATION OF DEPARTMENT CHAIR**

630 A. The individual currently serving as department chair at the time of the evaluation will  
631 fulfill the department chair role. When another person is elected as department chair, the  
632 membership of the evaluation team will reflect that change.

633 B. For Health Sciences and Public Safety, the Director or Program Coordinator of the  
634 various programs will serve in the department chair role for a particular discipline. If  
635 there is no Director or Coordinator, DTREC will recommend who performs the role.

636 C. For other departments with no elected department chair, DTREC will be consulted and  
637 will make a recommendation about who should serve in the department chair role.

638 **14.18 IDENTIFICATION OF SUPERVISING ADMINISTRATOR**

639 Regular faculty may provide instruction or allied duties at more than one site; however, each  
640 regular faculty member will be assigned to a “home” department and location. For regular  
641 faculty evaluations, the appropriate supervising administrator is based on location, as  
642 follows. If the supervising administrator changes, the membership of the evaluation team will  
643 reflect that change.

644 A. **Petaluma Campus.** For the evaluation of regular faculty whose “home” location is the  
645 Petaluma Campus, the following will serve as supervising administrators.

646 1. For instructional faculty members, the instructional dean(s) for the Petaluma Campus.

647 2. For Learning Resources faculty members, the Dean of Learning Resources and  
648 Educational Technology.

649 3. For Counseling faculty members, the Dean of Student Services for Petaluma.

650 2. For Disabilities Resources faculty members, the Dean for Disabilities Resources.

651 B. **Santa Rosa Campus and Related Sites.** For evaluation of regular instructors whose

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652 “home” location is the Santa Rosa Campus and related sites, the following will serve as  
653 supervising administrator:

- 654 1. Instructional faculty members: the supervising administrator for that discipline.
- 655 2. Counseling faculty members: the Dean of Counseling and Student Services.
- 656 3. DRD faculty members: the Dean of the Disabilities Resources Department.
- 657 4. EOPS faculty members: the Director of EOPS.
- 658 5. Learning Resources faculty members: the Dean of Learning Resources and  
659 Educational Technology

660 **14.19 IDENTIFICATION OF APPROPRIATE VICE PRESIDENT**

661 The “appropriate” Vice-President for the each campus is as follows:

- 662 A. For instructional faculty members whose “home” is at the Santa Rosa campus and  
663 related sites, the Vice-President of Academic Affairs.
- 664 B. For instructional faculty members whose “home” is the Petaluma campus and related  
665 sites, the Vice-President of the Petaluma Campus, in consultation with the Vice  
666 President of Academic Affairs.
- 667 C. For Counseling, Extended Opportunity Programs and Services (EOPS), and  
668 Disabilities Resources Department (DRD) at Santa Rosa related sites, the Vice  
669 President for Student Service. At the Petaluma Campus and related sites, the Vice  
670 President of the Petaluma Campus in conjunction with the Vice President of Student  
671 Services.

672 **14.20 ESTABLISHING AND IMPLEMENTING ROTATION LISTS**

673 A. **Establishing the Rotation List.** In order to help assure objectivity, the department  
674 peer will be chosen from a departmental rotation list constructed in the following  
675 way.

- 676 1. At a regularly scheduled department meeting, to which all regular, probationary,  
677 and adjunct faculty members are invited, the department will determine the  
678 method to be used to organize the rotation list by consensus or by majority vote of  
679 all of those attending. If a department later wants to changes its procedures, this  
680 same process must be followed.
- 681 2. All regular faculty members will be included on the list as performing evaluations  
682 is a required college service. Probationary faculty in years two, three, and four of  
683 tenure review may be included on the list with their consent.
- 684 3. Adjunct faculty members will not be included on the rotation list.
- 685 4. Departments may determine if the rotation lists will be organized by department  
686 or by disciplines within the department. By default, rotation lists will be

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687 departmental unless the department goes through the process described in item  
688 one above.

689 **B. Implementing the Rotation List**

- 690 1. The department chair will review and update the rotation list every spring  
691 semester in preparation for the following year's appointments.
- 692 2. A copy of the rotation list will be sent Vice-President for Academic Affairs each  
693 spring semester, and the Vice President's office will send a copy to AFA to be  
694 posted on the AFA Website.
- 695 3. Each semester or term, the department chair or evaluations committee will select  
696 a department peer from the rotation list for each evaluation team.
- 697 4. If there is a conflict with the selected evaluator's teaching schedule, the chair or  
698 committee will return to the rotation list and select the next available name.
- 699 5. Evaluators are expected to participate in evaluations at all sites in the District,  
700 including online. The evaluator is responsible for his/her own transportation.  
701 Mileage reimbursement will be paid by the District for round trips of greater than  
702 fifty (50) miles.

703 **14.21 SPECIAL SITUATIONS AND OTHER PROVISIONS**

704 **A. Assignment in More than One Department:** Regular faculty who provide instructional  
705 or allied services in more than one department will have a single three-year evaluation  
706 cycle based in their "home" department.

707 **B. Summer Evaluation Timeline.** For regular members that are evaluated during the  
708 summer, the following timeline will be used:

- 709 1. Week one (recommended): Notification of evaluatee and identification of evaluation  
710 team.
- 711 2. Weeks two through five (recommended): Observation and distribution and collection  
712 of student evaluations.
- 713 3. Week six (recommended) Team confers to discuss *Final Report* and any *Minority*  
714 *Report(s)* and meeting with evaluatee.

715 **C. Regular faculty member on leave.**

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

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