

1                                    **Article 14B: Adjunct Faculty Evaluations:**  
2                                    **Probationary and Continuing**

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26 **14.01 DEFINITIONS**

27 “CONTINUING EVALUATIONS” means those evaluations that occur after adjunct faculty  
28 members have completed their probationary period.

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

31 “DISCIPLINE EXPERT” means a faculty peer from the department who has instructional or  
32 allied experience in the same discipline or a similar discipline.

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

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

38 **14.02 Education Code References**

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

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

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

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

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

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

74 **14.03 Overview**

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

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

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

88 2. **Other Required Duties:** Those activities required by other sections of the AFA  
89 Contract; District policies and procedures; or local, state, or federal statute; such as  
90 keeping office hours and turning in census rosters and grades on time. This portion of  
91 faculty duties will be performed according to established dates or deadlines, as well  
92 as in adherence to District policies.

93 C. **Excluded From Evaluation.** Adjunct faculty members are not required to perform nor  
94 will they be evaluated on college service, such as writing curriculum, performing  
95 evaluations, and designing student learning outcomes assessment, nor on professional  
96 development beyond their flex obligation.

97

98 **14.04 ETHICAL BEHAVIOR IN THE EVALUATION PROCESS**

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

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

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- 104 1. The evaluatee shares portfolio documents or discusses otherwise confidential aspects of  
105 the process with someone outside the evaluation process. In this case all parties may  
106 then discuss all aspects of the process in order to investigate, clarify, or conciliate.
- 107 2. Comments of participants, or the evaluation documents, are required in response to  
108 the demands of legal procedures.
- 109 3. Information needs to be shared with legal counsel or with supervisors in the  
110 organizational structure who have a right to know.

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

- 114 1. The Vice President of Human Resources for matters related to protected groups. See  
115 District Policy 2.7, Discrimination and Complaint at the following links:  
116 <http://www.santarosa.edu/polman/2govern/2.7.pdf>  
117 <http://www.santarosa.edu/polman/2govern/2.7P.pdf>
- 118 2. The Academic Senate Ethics and Professional Relations Committee for matters  
119 related to professional and ethical behavior of faculty members on the team.
- 120 3. The next level of administration for matters related to professional and ethical  
121 behavior of the supervising administrator on the team.
- 122 4. The All Faculty Association (AFA) Conciliation/Grievance Officer for any concern  
123 or question the faculty member might have about the objectivity of the process. The  
124 AFA Conciliation/Grievance Officer will bring those questions or concerns to the  
125 District Tenure Review and Evaluation Committee. If and when necessary, the  
126 Committee will make a recommendation to the Vice President of Academic Affairs.  
127 The Vice President of Academic Affairs will make the final determination based on  
128 the Committee's recommendation.

129 **C. Interpretation of Article 14B:**

- 130 1. If there is a difference in interpretation between the District and AFA, or between the  
131 evaluatee and the evaluation team, about the implementation of this article, such  
132 matters should be referred to the District Tenure Review and Evaluations Committee  
133 (DTREC) for review and recommendation.
- 134 2. District representatives should send their inquiry to the Dean, Curriculum and  
135 Educational Support Services.
- 136 3. Faculty members or AFA representatives should send their inquiry to the AFA Co-  
137 chair of DTREC.

138 **14.05 DETERMINATION OF ADJUNCT FACULTY TO BE EVALUATED**

139 **A. Evaluation Period:**

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- 140 1. The usual adjunct evaluation period is six semesters, counting only those semesters in  
141 which an assignment was actually performed, and inclusive of the evaluation  
142 semester.
- 143 2. Adjunct faculty who are employed only in summer terms will be evaluated every  
144 three summers, inclusive of the evaluation summer. Adjunct faculty who are  
145 employed during fall and/or spring semesters and summer term will be evaluated  
146 every six semesters/terms, inclusive of the evaluation semester/term, but no more  
147 frequently than every three years.
- 148 3. A cancelled class or a cancelled allied assignment does not count as an assignment  
149 performed for the purpose of evaluation unless the adjunct faculty member performed  
150 some work and was compensated for all or part of that assignment.
- 151 B. **Determination Date:** Adjunct faculty to be evaluated will be determined based on  
152 faculty assignments included in the class scheduling system as of the first day of classes  
153 for each semester or term.
- 154 C. **Probationary Evaluation.** An adjunct faculty member is considered to be in a  
155 probationary period during semesters one (1) through six (6) of employment. The  
156 adjunct faculty member has no re-assignment rights or right to “usual load” during the  
157 probationary period.
- 158 1. In the first probationary evaluation, performed in semesters one (1) or two (2) of  
159 employment, the team will consist of the department chair, the supervising  
160 administrator, and a department peer chosen by the department chair for his/her  
161 disciplinary expertise.
- 162 2. In the second probationary evaluation, performed in semesters three (3) or four  
163 (4) of employment, the team will again consist of the department chair,  
164 supervising administrator, and a department peer chosen by the department chair  
165 for his/her disciplinary expertise. The discipline peer may be the same or different  
166 than the first probationary evaluation. This team will determine if a third  
167 probationary evaluation is needed.
- 168 3. A third probationary evaluation may be performed in semesters five (5) or six (6)  
169 if the team so determines. The team will again consist of the department chair,  
170 supervising administrator, and a department peer chosen by the department chair  
171 for his/her disciplinary expertise. The discipline peer may be the same or different  
172 than the first and second probationary evaluation.
- 173 D. **Continuing Evaluations for Adjunct Faculty:**
- 174 1. For continuing evaluations, adjunct faculty members will be evaluated during the  
175 sixth semester from the last probationary evaluation or last continuing evaluation.
- 176 2. For continuing evaluations, the evaluation team will consist of the department  
177 chair, the supervising administrator, and one department peer from the rotation list.

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178                   3. For continuing evaluations, the adjunct faculty member may reject department  
179                   peer initially identified, and another will be assigned from the rotation list by the  
180                   department chair.

181 **14.06 TIMELINE FOR THE EVALUATION PROCESS**

182                   **Steps and Timeline:** The timeline below briefly explain the evaluation process step by step  
183                   in chronological order. For a fuller explanation, see the provisions of this article. The  
184                   timeline below is for evaluations based on full-semester assignments. For evaluations of  
185                   short courses and/or summer terms, an abbreviated timeline will be used. There are **three (3)**  
186                   **mandatory** due dates for this process:

- 187                   ▪ Week 2: Notification of Evaluation (District)
- 188                   ▪ Week 5: Submission of syllabi and schedule (Evaluee)
- 189                   ▪ Week 16: Meeting with Evaluee (District and Evaluee)

190                   District failure to meet these deadlines could result in the evaluation being set aside if  
191                   requested by the evaluee. Evaluee failure to submit materials or to cooperate does not  
192                   halt or delay the process. The remaining deadlines are simply recommended dates.

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

- 194                   ▪ The Office of the Dean of Curriculum and Educational Support Services (Curriculum  
195                   Office) notifies adjunct faculty who are due for evaluation and sends evaluation forms  
196                   and instructions via District email to evaluee.
- 197                   ▪ The Curriculum Office notifies department chair and supervising administrator of the  
198                   adjunct faculty who are due for an evaluation.

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

- 200                   ▪ The department chair or evaluation committee identifies department peer from the  
201                   rotation list,
- 202                   ▪ The department chair and supervising administrator confer about all adjunct evaluations  
203                   in the department and determine if the department chair and/or the dean will choose to  
204                   observe any of them.
- 205                   ▪ The department chair and supervising administrator determine if classified staff input is  
206                   desired for any evaluations and plan to distribute those feedback forms. DTREC will  
207                   approve questions.

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

- 209                   ▪ The Department chair sends Supervising Administrator a list of peers for all evaluations  
210                   in department.
- 211                   ▪ Evaluee submits course syllabi and instructional/allied schedule to Department Chair  
212                   (email preferred). (**mandatory deadline**)

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213     ▪ Department chair notifies evaluatee of evaluation team, including who will observe (email  
214     preferred).

215     ▪ Supervising Administrator notifies the Dean of Curriculum and Educational Support  
216     Services of department peers and which members of the team will observe (email list  
217     preferred).

218     ▪ Adjunct faculty members do not have the option of a non-departmental peer.

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

220     ▪ For continuing evaluations (not probationary ones), the evaluatee has the right to reject one  
221     department peer.

222     ▪ The department chair sends copies of syllabi and schedule to peer and supervising  
223     administrator (email preferred).

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

225     ▪ Each observer contacts evaluatee to find a mutually agreeable time for the observation.

226     ▪ Each observer conducts observation and collects *Student Evaluation Forms*.

227     ▪ The department chair and support staff tabulate student evaluations and return a summary  
228     of the tabulated evaluations to the observer.

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

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

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

234     ▪ Each observer meets with evaluatee to review and sign the *Observation Report*.

235     ▪ Each observer gives evaluatee a copy of the signed *Observation Report*.

236     ▪ Each observer sends a copy of their report, including the summary of student evaluations,  
237     to the other members of the team (electronic copies by email preferred).

238     ▪ Each observer sends the signed *Observation Report* to the Supervising Administrator for  
239     the evaluation file.

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

241     ▪ All members of the team confer about the Student Contact rating.

242     ▪ Department chair and supervising administrator confer to assign a rating for the other  
243     required duties category. (Note: For efficiency, department chairs and supervising  
244     administrators can discuss all adjunct evaluations at the same time).

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- 245       ▪ Department chair and supervising administrator complete the *Final Report*, assign a  
246       rating for each category, and all team members sign it.
- 247       ▪ If a “needs improvement” rating is considered in any category, the team will confer,  
248       reach conclusions about recommendations and follow up, and identify one member to  
249       write the narrative for the *Final Report*. A narrative is required if a “needs improvement”  
250       rating is given in any category. A brief narrative is required to describe follow up for a  
251       “satisfactory, with minor improvement needed.”
- 252       ▪ If there is no consensus on the final ratings, one or more members may write a *Minority*  
253       *Report*.

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

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

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

- 259       ▪ The *Final Report* and any *Minority Reports* are ready for evaluatee review and signature.
- 260       ▪ If all categories are satisfactory or better (including satisfactory with minor improvement)  
261       the department peer meets with the adjunct faculty member to review and sign the *Final*  
262       *Report* and any *Minority Reports*.
- 263       ▪ If any category is rated “improvement needed” the supervising administrator meets with  
264       the evaluatee to review and sign the *Final Report* and any *Minority Reports*. The chair may  
265       choose to join the meeting.

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

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

269  
270



270 **14.07 NOTIFICATION OF EVALUEE**

- 271 A. No later than the end of **week two** of the evaluation semester, the Office of the Dean of  
272 Curriculum and Educational Support Services notifies adjunct faculty who are due for  
273 evaluation and sends evaluation forms and instructions via District email to evaluatee.
- 274 B. Concurrently, the Office of the Dean of Curriculum and Educational Support Services  
275 notifies department chairs and supervising administrators of the adjunct faculty who are  
276 due for evaluation.

277 **14.08 IDENTIFICATION OF THE EVALUATION TEAM**

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

- 282 A. **Identification of department peer.** The department peer will be selected from the  
283 rotation list. See section 14.20 for a description of how the rotation list is created.
- 284 1. In making department peer assignments from the rotation list, the department chair or  
285 evaluations committee will take into account class scheduling conflicts and, if  
286 necessary, move to the next name on the rotation list.
- 287 2. For continuing evaluations, the evaluatee has the right to reject one department peer.  
288 When that occurs, the chair/committee will identify a new department peer from the  
289 rotation list.
- 290 3. With the prior agreement of the Supervising Administrator, a department chair may  
291 offer any probationary faculty member in year two (2), three (3), or four (4) of the  
292 tenure review process the opportunity to serve as an evaluator for regular and/or  
293 adjunct evaluations, provided that the evaluatee is not a member of the probationary  
294 faculty member's tenure review team. The probationary faculty member may accept  
295 or decline this offer without prejudice. The only exception to this arrangement will  
296 be if a probationary faculty member has an assignment that requires evaluations of  
297 others as a part of the job description. In that case, the evaluations are a required part  
298 of the job in all years of employment.
- 299 B. **Department Chair.** The department chair is the individual in office at the time of the  
300 evaluation.
- 301 C. **Supervising administrator.** The appropriate supervising administrator will serve. See  
302 section 14.19F for the identification of the appropriate administrators.
- 303 D. **Classified Staff Participation in the Evaluation Process:** When deemed appropriate by  
304 the evaluation team, classified staff input regarding the adjunct faculty member's student  
305 contact will be solicited by gathering anonymous responses to a set of questions. The  
306 questions will be submitted to DTREC for review and approval prior to their use. The  
307 results of the questions will be tabulated by the department chair's office and shared with  
308 each member of the team.

309 **14.09 SUPERVISING ADMINISTRATOR AND DEPARTMENT CHAIR**  
310 **CONFERENCE**

- 311 A. No later than the end of **week five** of the evaluation semester (recommended timeline),  
312 the department chair and supervising administrator will confer about all of the adjunct  
313 faculty evaluations in the department to determine if the chair and/or the supervising  
314 administrator will observe.
- 315 1. Both the department chair and the supervising administrator have the right to observe,  
316 but each may choose to waive that right.
- 317 2. The purpose of this conference is to:
- 318     ▪ Discuss any recommendations or follow up required from previous evaluations.
- 319     ▪ Establish a plan for observations for the semester, including who will be observing  
320 and which classes/activities will be observed; and
- 321     ▪ Determine if a classified staff input is appropriate. If so, the team will write  
322 questions to submit to DTREC for approval.
- 323 B. The department chair notifies evaluatee of the evaluation team, including who will observe  
324 (email preferred).

325 **14.10 SUBMISSION OF EVALUATION MATERIALS**

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

- 329 A. **Evaluation Materials.** No later than the end of **week five** (mandatory deadline) of the  
330 evaluation semester, the evaluatee will submit evaluation materials to the supervising  
331 administrator. For adjunct faculty, evaluation materials include:
- 332 1. Responses to recommendations made in prior evaluation(s);
- 333 2. A schedule of classes and/or allied duties; and
- 334 3. Current course syllabi for all courses taught that semester.
- 335 **B. Tracking and Reminders.**
- 336 1. The office of the supervising administrator will track all adjunct faculty evaluations  
337 on a form developed by Academic Affairs and will compile and store the evaluation  
338 materials in a confidential manner.
- 339 2. The supervising administrator will forward to the Office of the Dean of Curriculum  
340 and Educational Support Services the names of all faculty members who have not  
341 submitted the required materials. Those faculty members will receive notification that  
342 they have not fulfilled their responsibilities under Article 14B.

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

#### 348 **14.11 OBSERVATION REPORT AND STUDENT EVALUATIONS**

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

##### 351 **A. Scheduling the Observation.**

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

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

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

361 **1.** The observer will attend and observe one class session, part of a class session, or a  
362 reasonable portion of student contact activities of allied faculty. Online observations  
363 will be limited to approximately one week of online learning or one module of  
364 teaching.

365 **2.** The *Observation Report* form requires a numeric rating of a number of criteria for job  
366 performance. These ratings inform, but do not determine, the rating on the *Final*  
367 *Report*.

368 **3.** No later than **week eleven** (recommended deadline), if any observer is considering an  
369 “improvement needed” rating, s/he will confer and share her/his *Observation Report*  
370 with other team members before meeting with the evaluatee.

371 **4.** For each student contact activity observed, the observer will distribute and collect  
372 anonymous student evaluations, using a DTREC-approved *Student Evaluation* form.  
373 If more than one evaluator is observing a particular course, the team will coordinate  
374 so that only one set of student evaluations is collected. *Student Evaluation* forms for  
375 online classes will be sent electronically and gathered confidentially. A classified  
376 employee will tally student evaluations in a confidential manner. Student workers will  
377 not be allowed to perform this work.

378 **5.** Verified student concerns brought to the attention of the department chair or  
379 supervising administrator may be included in the *Observation Report*.

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- 380 6. The evaluatee and the observer will meet, and both will sign the *Observation Report*.  
381 The evaluatee signature confirms that the observer has reviewed the evaluation with  
382 him/her, but does not necessarily indicate agreement with the report.
- 383 7. The observer will send (email preferred) the *Observation Report* and the summary of  
384 student evaluations to each team member no later than **week twelve** (recommended  
385 deadline) of the evaluation semester.
- 386 8. The observer will send the original, signed *Observation Report* to the supervising  
387 administrator for inclusion in the evaluation file.
- 388 9. To preserve the students' right to anonymity, the original *Student Evaluation Forms*  
389 will not be shared with the evaluatee.
- 390 10. Evidence from student evaluations will be incorporated into the observation report as  
391 appropriate.
- 392 11. Observers will submit the signed *Observation Reports* to the supervising  
393 administrator no later than the end of **week twelve** of the evaluation semester  
394 (recommended deadline).

395 **14.12 FINAL REPORT**

- 396 A. **Final Report Conclusions.** No later than the end of **week thirteen** (recommended  
397 deadline), the evaluation team will begin deliberations about the *Final Report*. *The Final*  
398 *Report* documents the performance of the evaluatee in the two categories of an adjunct  
399 faculty member's job. (See Article 17B: Job Descriptions). The *Final Report* represents a  
400 synthesis of the conclusions reached by team members in the two areas of adjunct faculty  
401 job performance.
- 402 1. Student Contact and/or Allied Duties: A synthesis of the conclusions of all team  
403 members. If there is no consensus, then the majority opinion prevails. If there is no  
404 majority, then each observer will submit a *Minority Report*, and the appropriate Vice  
405 President (see section 14.19) will determine the final rating.
- 406 2. Other required duties: The department chair and supervising administrator will confer  
407 and assign an evaluation rating regarding other required duties on the *Final Report*  
408 *Form*. If there is a disagreement between those two about the rating, the entire team  
409 will decide the rating by consensus or by vote.
- 410 B. **Final Report Ratings.** In each category, the following ratings can be given:
- 411 1. "Commendable": Excels in performance of many job duties in this category with  
412 satisfactory performance of all others.
- 413 2. "Satisfactory": Adequately performs all required job duties in this category.
- 414 3. "Satisfactory, with Minor Improvement Needed." Adequately performs most required  
415 job duties, with minor exceptions. A follow-up evaluation is not required. However,  
416 team members may ask that the evaluatee to submit evidence of improvement to the  
417 supervising administrator on the team. For example, if a syllabus needs

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418 improvement, the revised syllabus would be submitted to the supervising  
419 administrator on the team. If the evaluatee does not provide the required information by  
420 the following semester, the supervising administrator can initiate a follow-up  
421 evaluation.

422 4. “Improvement Needed”: Less than satisfactory performance of one or more job duties  
423 in this category. Specific area(s) needing improvement will be identified. A follow-  
424 up evaluation is required.

425 **C. Final Report Narrative.**

426 1. If an “Improvement Needed” rating is assigned in any category, a narrative will be  
427 written that includes recommendations, a follow-up plan, and a timeline. The team  
428 appoints one member to write the narrative with input from all members.

429 a) The narrative must include specific objectives and activities for improvement, a  
430 specific timeline for demonstrating improvement, and a date for the follow-up  
431 evaluation will be included.

432 b) Activities may include, but are not limited to: Instructional Skills Workshop,  
433 classroom assessment techniques training, peer consultation, course work,  
434 technology training, in-service training, or an activity designed to address the  
435 specific area of concern identified by the team.

436 c) The team may later modify the initial follow-up plan and timeline as a result of  
437 discussion with the evaluatee. In that case, a revised *Final Report* narrative will be  
438 written, signed by all evaluation team members and the evaluatee, and submitted for  
439 inclusion in the evaluation file.

440 d) The District and the evaluation team will make every effort to assist and support  
441 the faculty member in achieving the needed improvement.

442 e) A follow-up evaluation is required, and will be conducted according to the  
443 provisions of section 14.15 of this article.

444 2. If a “satisfactory with minor improvement needed” rating is assigned in any category,  
445 a brief narrative will be written that states the improvement needed and how that  
446 improvement will be demonstrated. Improvement is expected to occur the following  
447 semester unless another time frame is specified. A follow-up evaluation is not  
448 required

449 **D. Minority Report**

450 1. In the event that the team cannot agree on a rating in a specific category, the majority  
451 opinion prevails. However, any team member may prepare a minority report, using  
452 the approved *Minority Report* form no later than the end of **week fourteen**, and  
453 submit it to the supervising administrator on the team to be included in the faculty  
454 member’s evaluation file.

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455 2. The *Minority Report* is due no later than five (5) working days after the *Final Report*  
456 ratings are determined. Minority reports that are not submitted to the supervising  
457 administrator by this deadline will not be included in the evaluation file.

458 E. **Final Conference with Evaluee**

459 1. No later than the end of **week sixteen** of the evaluation semester (**mandatory**  
460 **deadline**), if the ratings in both categories are satisfactory or better, the department  
461 peer will meet with evaluee to review the Final Report and any Minority Reports.

462 2. If an “improvement needed” rating has been assigned in any category, the supervising  
463 administrator will meet with the evaluee. The department chair may choose to attend  
464 that meeting.

465 3. If distance or schedules make a meeting difficult, the meeting may occur by telephone  
466 or teleconference.

467 F. **Signature.** The evaluee will sign the *Final Report* and, if applicable, each *Minority*  
468 *Report*. In signing the report(s), the evaluee acknowledges having seen and discussed the  
469 report. The evaluee’s signature does not necessarily indicate agreement with the report.

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

475 **14.13 INCOMPLETE OR LATE EVALUATIONS**

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

480 1. If the department peer has not fulfilled his/her role, the department chair may appoint  
481 another faculty member from the rotation list to fulfill the role of department peer.

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

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

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

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

493 **14.14 SUBMITTING THE EVALUATION FILE**

494 A. **Evaluation File.** By the end of the evaluation semester, the supervising administrator on  
495 the team will collect all documentation related to the evaluation process for each evaluatee,  
496 as outlined below. The evaluation materials include:

- 497 1. *Observation Report* for each observer  
498 2. Summary of student evaluations for each observation  
499 3. *Final Report*  
500 4. *Minority report(s)*, if any  
501 5. Evaluatee responses, if any

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

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

507 C. **Evaluations Stored in Personnel.** At the conclusion of each evaluation year, the Dean  
508 of Curriculum and Educational Support Services will convey the completed evaluation  
509 files to Human Resources to file in individual personnel files. (See Article 20 for further  
510 information about personnel files.)

511 **D. Modifications to the timeline**

- 512 1. Timelines may be modified to reflect need. The department chair may adjust due  
513 dates and the recommended timelines from the semester-length calendar outlined in  
514 section 14.05 as needed to accommodate less-than-semester evaluation activities, for  
515 example evaluations of faculty who teach short courses or who work only in the  
516 summer. (See Special Situations, provision \_\_\_\_).
- 517 2. If the evaluatee has any concerns about the timeline, s/he may bring that concern to the  
518 AFA Conciliation/Grievance Officer, who may refer the matter to DTREC.

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

- 520 1. If the department chair and supervising administrator mutually agree that there is a  
521 need for an evaluation before the next evaluation is due, an adjunct faculty member  
522 may be evaluated out-of-cycle.
- 523 2. The need for this evaluation will be identified on or before the **second** week of the  
524 evaluation semester, so that the faculty member can submit evaluation materials and  
525 an appropriate team can be identified.
- 526 3. The timeline and deadlines will be the same as any other adjunct evaluation described  
527 in this article. The completion date of the out-of-cycle evaluation will determine the  
528 next three-year cycle

529 **14.15 FOLLOW-UP EVALUATION**

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

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

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

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

544 **14.16 CHECKLIST OF EVALUATIONS ROLES**

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

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

- 551 1. Confer with the department chair at the beginning of each semester to determine if the  
552 department chair and/or the supervising administrator plan to observe.
- 553 2. Create an evaluation file, maintaining in a confidential manner all evaluations reports  
554 and materials.
- 555 3. Observe instructional or allied student contact, distribute and collect student  
556 evaluation forms, and prepare an *Observation Report*. The supervising administrator  
557 may choose to waive the right to observe.
- 558 4. Report evaluation team membership to the Dean of Curriculum and Educational  
559 Support Services
- 560 5. Track all adjunct faculty evaluations on a form determined by Academic Affairs.
- 561 6. Verify completion of evaluation documentation, including all signatures and dates,  
562 prior to submission of the file to the Dean of Curriculum and Educational Support  
563 Services.

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



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- 565 1. Confer with the supervising administrator at the beginning of each semester to  
566 determine if the chair and/or the supervising administrator plan to observe.
- 567 2. Send copies of the syllabus and class/activities schedule to the other team members.
- 568 3. Observe instructional or allied student contact, distribute and collect student  
569 evaluation forms, and prepare an *Observation Report*. The department chair may  
570 choose to waive the right to observe.
- 571 4. Prepare the summary of student evaluations and destroy original materials in a  
572 confidential manner at the conclusion of the evaluation cycle each semester, except in  
573 cases where the evaluatee or AFA has challenged the evaluation. Student workers may  
574 not perform any aspect of this work.
- 575 5. Assign a rating to other required duties on the *Final Report* in consultation with the  
576 supervising administrator.

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

- 579 1. Observe instructional or allied student contact, distribute and collect student  
580 evaluation forms, and prepare an *Observation Report*.
- 581 2. Meet with the evaluatee to review and sign off on the *Observation Report*.
- 582 3. Confer with other members of the team on the student contact or allied duties  
583 ratings in the *Final Report*.
- 584 4. Review and sign the *Final Report*
- 585 5. Meet with the evaluatee to review and sign the *Final Report*, except in the case  
586 where a “needs improvement” rating has been given.

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

- 589 1. Serve as administrative co-chair of DTREC and maintain and archive the following  
590 items: evaluation forms, committee minutes, committee clarifications of Contract  
591 procedures, and committee recommendations to the Vice President of Academic  
592 Affairs.
- 593 2. Report to DTREC any changes to team composition during the evaluation cycle.
- 594 3. Provide centralized tracking for all faculty evaluations.
- 595 4. Notify evaluatees that are due for evaluation.
- 596 5. Notify evaluatees if they have not submitted all evaluation materials by the established  
597 deadline.
- 598 6. Collect evaluation files and convey them to Human Resources at the completion of  
599 the evaluation cycle.

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

- 601 1. Serve as a resource for evaluation teams. Differences regarding interpretation of this  
602 article are to be referred to DTREC. Queries requesting clarification of matters not  
603 clearly explained or not covered in this article are to be referred to DTREC.
- 604 2. Make recommendations to the Vice President of Academic Affairs for final action.
- 605 3. Approve all evaluation forms and classified staff questionnaires.

606 **F. Duties of the Vice President of Academic Affairs.** The Vice President of Academic  
607 Affairs will:

- 608 1. Appoint a different administrator, if necessary, to serve as the supervising  
609 administrator on a late or incomplete evaluation.
- 610 2. Consider recommendations from DTREC. If the Vice President of Academic Affairs  
611 agrees with the DTREC recommendation, that recommendation will constitute an  
612 official interpretation of the Contract. If the Vice President of Academic Affairs does  
613 not agree with the DTREC recommendation, the matter will be referred to AFA and  
614 the District for resolution.
- 615 3. Communicate in writing to DTREC, AFA, and others as appropriate, within five (5)  
616 working days of receipt of the DTREC recommendation.

617 **14.17 IDENTIFICATION OF DEPARTMENT CHAIR**

- 618 A. The individual currently serving as department chair at the time of the evaluation will  
619 fulfill the department chair role. When another person is elected as department chair, the  
620 membership of the evaluation team will reflect that change.
- 621 B. For Health Sciences and Public Safety, the Director or Program Coordinator of the  
622 various disciplines will serve in the department chair role for a particular discipline. If  
623 there is no Director or Coordinator, DTREC will recommend who performs the role.
- 624 C. For other departments with no elected department chair, DTREC will be consulted and  
625 will make a recommendation about who should serve in the department chair role.

626

627 **14.19. IDENTIFICATION OF SUPERVISING ADMINISTRATOR**

628 Because adjunct faculty members can be assigned to various sites in different semesters, the  
629 supervising administrators are identified by **area of supervision** rather than by location, as  
630 follows. If the supervising administrator changes, the membership of the evaluation team will  
631 reflect that change.

- 632 1. Instructional faculty members at all sites: the administrator to whom the  
633 discipline/department reports.
- 634 2. Counseling faculty members: the Dean of Counseling and Student Services.

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- 635 3. DRD faculty members: the Dean of the Disabilities Resources Department.  
636 4. EOPS faculty members: the Director of EOPS.  
637 5. Learning Resources faculty members: the Dean of Learning Resources and  
638 Educational Technology  
639 6. If the supervising administrator changes, the membership of the evaluation team will  
640 reflect that change. If the supervising administrator is not able to complete the full  
641 process due to absence or removal from the team, the Vice President of Academic  
642 Affairs will appoint a replacement to take his/her place.

643 **14.19 IDENTIFICATION OF APPROPRIATE VICE PRESIDENT**

644 Because adjunct faculty may serve in multiple locations, the “appropriate” Vice-President  
645 is based on reporting relationships, not location.

- 646 A. For instructional faculty members the Santa Rosa campus and related sites, the Vice-  
647 President of Academic Affairs.  
648 B. For instructional faculty members whose assignment is at the Petaluma campus and  
649 related sites, the Vice-President of the Petaluma Campus, in consultation with the Vice  
650 President of Academic Affairs.  
651 C. For Counseling, Extended Opportunity Programs and Services (EOPS), and  
652 Disabilities Resources Department (DRD) the Vice President for Student Service. For  
653 adjunct faculty with an assignment at the Petaluma Campus, the Vice President of the  
654 Petaluma Campus in conjunction with the Vice President of Student Services.

655

656

657 **14.20 ESTABLISHING AND IMPLEMENTING ROTATION LISTS**

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

- 661 1. At a regularly scheduled department meeting, to which all regular, probationary,  
662 and adjunct faculty members are invited, the department will determine the  
663 method to be used to organize the rotation list by consensus or by majority vote of  
664 all of those attending. If a department later wants to changes its procedures, this  
665 same process must be followed.  
666 2. All regular faculty members will be included on the list as performing evaluations  
667 is a required college service. Probationary faculty in years two, three, and four of  
668 tenure review may be included on the list with their consent.  
669 3. Adjunct faculty members will not be included on the rotation list.

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670 4. Departments may determine if the rotation lists will be organized by department  
671 or by disciplines within the department. By default, rotation lists will be  
672 departmental unless the department goes through the process described in item  
673 one above.

674 **B. Implementing the Rotation List**

- 675 1. The department chair will review and update the rotation list every spring  
676 semester in preparation for the following year's appointments.
- 677 2. A copy of the rotation list will be sent Vice-President for Academic Affairs each  
678 spring semester, and the Vice President's office will send a copy to AFA to be  
679 posted on the AFA Website.
- 680 3. Each semester or term, the department chair or evaluations committee will select  
681 a department peer from the rotation list for each evaluation team.
- 682 4. If there is a conflict with the selected evaluator's teaching schedule, the chair or  
683 committee will return to the rotation list and select the next available name.
- 684 5. Evaluators are expected to participate in evaluations at all sites in the District,  
685 including online. The evaluator is responsible for his/her own transportation.  
686 Mileage reimbursement will be paid by the District for round trips of greater than  
687 fifty (50) miles.

688 **14.21 SPECIAL SITUATIONS AND OTHER PROVISIONS**

689 **A. Assignment in More than One Department:** Adjunct faculty who provide instructional  
690 or allied services in more than one department will have a separate evaluation cycle for  
691 each department. Because adjunct assignments vary from semester to semester, the  
692 evaluation cycle may be different in each department.

693 **B. Summer Evaluations.** For adjunct faculty members that are evaluated during the  
694 summer, the following timeline will be used:

- 695 1. **Week one** (recommended): Notification of evaluatee and identification of evaluation  
696 team.
- 697 2. **Weeks two through five** (recommended): Observation, distribution, and collection  
698 of student evaluations.
- 699 3. **Week six** (recommended) Team confers to discuss *Final Report* and any *Minority*  
700 *Report(s)* and meeting with evaluatee.
- 701 4. Because many regular faculty members do not work in the summer, for adjunct faculty  
702 being evaluated during the summer term, the department chair will serve as the  
703 department peer, and the supervising administrator will assign the chair of a different  
704 department to serve in the chair role.

705