ACADEMIC SENATE

GUIDELINES
FOR IMPLEMENTATION
OF THE TENURE PROCESS

January 2013

College of the Canyons
This paper is intended as a reference for all members of a faculty Tenure Review Evaluation Committee. Its purpose is to assure consistency and clarify the procedure for the tenure process.

PHILOSOPHICAL PRINCIPLES AND ETHICAL CONSIDERATIONS

Tenure constitutes a basic principle of professionalism in higher education. The purpose of the evaluation process is to “improve instruction, counseling, and other educational services through the periodic evaluation of contract and regular faculty.” (COCFA Contract, Article 7) Contract faculty is defined as probationary contract or temporary. Hiring does not guarantee tenure; contract faculty must undergo a rigorous four-year process, which demands proof of performance. The primary responsibility for quality performance and improvement rests with the contract faculty member being evaluated.

The contract faculty member and the Tenure Review Evaluation Committee will adhere to the ethics of the profession as iterated in Board Policy 3050 Statement of Professional Ethics (Appendix A) throughout the tenure process.

TENURE REVIEW EVALUATION COMMITTEE

I. Composition
Each contract faculty member will be assigned an Evaluation Committee consisting of three (3) members. The committee will consist of a faculty member appointed by the Academic Senate President from within the contract faculty’s division who will serve as the Chair of the Committee; a second faculty member appointed by the Academic Senate President from outside the contract faculty’s division who will serve as the Peer Evaluator; and the CIO or his/her designee who will serve as the Administrator Evaluator, generally but not always the contract faculty’s Division Dean.

II. Term of Committee Members
The members of the Evaluation Committee will serve on the committee until the contract faculty member has been granted tenure or until the contract has not been renewed.

If a faculty member wishes to be removed from the Evaluation Committee, he/she must petition the Academic Senate President, stating the reason for wishing to be released. If the reason has merit, and if there is no objection by the contract faculty member, then the faculty member may be released from the Tenure Review Evaluation Committee. Another faculty member will be appointed by the Academic Senate President to fill the vacancy.
A contract faculty member has the right to make one challenge, without cause, to remove a member of the Evaluation Committee. This challenge may be made at any time in the tenure evaluation process, but can be exercised only once during the entire tenure evaluation process. The challenge must be delivered in writing to the Academic Senate President or the CIO. The challenged committee member will be replaced by a new faculty member appointed by the Academic Senate President or CIO as appropriate. The replacement shall be effective at the beginning of the next regular semester.

III. Responsibilities of Evaluation Committees
The tenure process is an extension of the search and selection process and attempts to determine a contract faculty's knowledge and abilities to perform the job duties as outlined in the job announcement and the COCFA collective bargaining agreement. The Evaluation Committee will follow the tenure review requirement and use the negotiated evaluation forms as outlined in the COCFA collective bargaining agreement. If required, strategies for remediation should be discussed as soon as appropriate.

IV. A. Semester Timeline for Evaluation Committees of Instructional Faculty

1. Initial Conference (To be held as close to the first 3 weeks of the semester as possible)
   The purpose of the initial conference for teaching faculty is to familiarize the other members of the committee with the objectives of the courses to be evaluated, non-classroom responsibilities, and teaching methods. (Appendix B) The contract faculty member will
   a) Submit for evaluation two (2) of the course that he/she is currently teaching.
   b) Present a copy of the course objectives to the other members of the committee and explain the nature of the course and discuss his/her teaching methods, examinations, assignments, etc. as they relate to the stated objectives.
   c) Explain the nature of the course and discuss his/her teaching methods, examinations, assignments, etc. as they relate to the stated objectives.
   d) Identify other non-classroom-related responsibilities as listed on the official job announcement

2. Student Evaluations
   The Student Evaluation of Faculty Questionnaire will be administered in each class taught by the contract faculty member by a person other than the contract faculty member. The standardized student evaluation instrument (Appendix C) as developed by a faculty/administrator committee and approved by COCFA and the CIO shall be used. Completed forms will be delivered to the Instruction Office. Only tabulated scores will be sent to the individual contract faculty member,
his/her Evaluation Committee and the CIO prior to the submission of the final grades. To ensure the anonymity of student comments, written student responses on the evaluation form will be sent to the individual contract faculty member, his/her Evaluation Committee and the CIO after the final grades have been submitted.

a) Printouts for each section will be provided to the contract faculty member.

b) The contract faculty member will review the printouts with the Evaluation Committee and identify methods proposed to remedy any deficiencies reported. The contract faculty member will retain possession of written student comments and a copy of tabulated scores.

c) Student evaluation will be used to improve instruction, not as a determinant of employee status and will remain confidential to those outside of the tenure process.

3. Self-Evaluation (Due one week before the Semester Review Conference)
The contract faculty member will prepare a written self-evaluation report and present copies to all committee members one week before the review conference. The report shall include, but may not be limited to:

a) Objectives for the continued improvement of instruction based on the relationship of instruction to the course objectives, the tabulated scores of the student evaluations, student achievement, and additional criteria the contract faculty member deems relevant to his/her current assignment.

b) Participation in non-classroom related activities, which may include professional growth and FLEX activities, committee assignments, relevant community involvement, and/or student activities plus objectives for continued involvement in these areas.

c) A professional development plan including but not limited to FLEX activities that aligns with departmental goals.

d) To what extent the objectives for the improvement of instruction, participation in professional development activities, relevant community involvement and committee assignments stated in the contract faculty member’s last report (if applicable) have been met.

4. Classroom Visitations (Reports due three days before the Semester Review Conference)
The members of the Evaluation Committee will, individually, visit the contract faculty member’s classes. The classroom visitations/observations will be for at least one contact hour of that particular session. Written reports (Appendix D)
of the visitations/observations will be made independently by the committee members and copies will be given to the contract faculty member before the Semester Review Conference.

It is recommended that the evaluation of online instruction will follow the guidelines developed by the Academic Senate and approved by the Association and the CIO Checklist for Online Instructor Evaluation. (Appendix E). The visitation date for an online class should be established during the initial conference and consist of at least one contact hour. If applicable, the contract faculty member should make him/herself available to demonstrate the online class to the committee member evaluating the class.

5. Semester Review Conference (Generally held at end of semester)
The Evaluation Committee will meet for the Semester Review Conference following completion of the evaluation reports. The purpose of the review conference is to discuss the visitation reports, self-evaluation, and student evaluation scores with the contract faculty member. The contract faculty member may respond in writing to any of the visitation reports after the review conference. The contract faculty member or any member of the committee may submit a written, signed statement of a dissenting opinion, which shall include reasons for the disagreement no later than the end of the fourth week of the following semester.

6. Written Committee Summary (Due by second week of following semester)
The committee will compose a written report. (Appendix F) The report shall include the following:

a) A descriptive summary of the contract faculty member’s effectiveness in teaching and non-teaching assignments, which may include elements of the current assignment, based on the evaluation methods.

b) A descriptive summary of the contract faculty member’s participation in activities, including but not limited to professional growth and FLEX, relevant community involvement, committee assignments, and student activities related to the faculty member’s professional responsibilities.

c) References to student evaluations (but not the student evaluation documents themselves), appended documents of all classroom visitation reports, self-evaluations and signed summary forms will be submitted to HR and become part of the contract faculty member personnel file.

d) Accurate references to the review conference discussions between the Evaluation Committee and the contract faculty member.
B. Semester Timeline for Evaluation Committees of Non-Teaching Faculty

1. Initial Conference (To be held as close to the first 3 weeks of the semester as possible)
   The Evaluation Committee will meet with the contract non-teaching faculty member for an initial conference (Appendix B) as close to the third week of the start of the semester as possible. The purpose of the initial conference for faculty whose primary assignment is non-teaching is to familiarize the other members of the committee with his/her methods and philosophy and to select appropriate evaluative procedures and instruments. In addition, the contract faculty member will identify other activities in which he/she is participating or intends to participate; e.g., committee work, student activities, and professional growth.

   a) Present a copy of objectives for contribution to departmental or service area goals
   b) Identify other activities in which he/she intends to participate including but not limited to professional growth, committee assignments, community involvement and student activities.
   c) Extent to which the above objectives have been met since the contract faculty member's last report, if applicable.
   d) Establish the dates of observations of primary responsibilities by individual other members of the committee.

2. Student Evaluations
   A standardized student evaluation instrument developed by a faculty/administrator committee and approved by COCFA and the CIO or CSSO, where applicable, may be used if the Evaluation Committee agrees that it is applicable and appropriate in the evaluation process. Such an instrument is used for Counseling Faculty, Student Evaluation Survey of Counseling Faculty. (Appendix G) If a student evaluation was used and any printouts were generated, the contract faculty member will review the results with the Evaluation Committee and propose methods to remedy any deficiencies identified in the student evaluation and/or printouts. The contract faculty member will retain possession of the student evaluation and printouts.

3. Self-Evaluation (Due one week before the Semester Review Conference)
   The contract non-teaching faculty member will prepare a written self-evaluation report and present copies to all committee members one week before the Semester Review Conference. Counseling faculty developed and agreed to use the Counselor Self-Evaluation form (Appendix H) The self-evaluation report shall include, but may not be limited to:
a) Objectives for contribution to departmental or service area goals and additional criteria the contract faculty member deems relevant to his/her current assignment.

b) Participation in activities including, but not limited to, professional growth and FLEX activities, committee assignments, relevant community involvement, and student activities, if applicable, and plans for continued involvement in these areas.

c) A professional development plan including but not limited to FLEX activities that aligns with departmental goals.

d) To what extent the objectives have been met since the contract faculty member’s last report, if applicable.

4. Observation of Primary Responsibilities (Reports due three days before the Semester Review Conference)
The members of the Evaluation Committee will, individually, visit and observe the non-teaching faculty member dispense his/her primary responsibility. The visitations/observations will be for at least one contact hour of that particular visit. Written reports of the visitations/observations will be made independently by the committee members and copies will be given to the contract faculty member at least three days before the Semester Review Conference. Counseling faculty developed and have agreed to use the Evaluation Report for Full-time Counseling Faculty. (Appendix I)

It is recommended that the evaluation of online instruction will follow the guidelines developed by the Academic Senate and approved by the Association and the CIO Checklist for Online Instructor Evaluation. (see Appendix E). The visitation date for an online class should be established during the initial conference and consist of at least one contact hour. If applicable, the contract faculty member should make him/herself available to demonstrate the online class to the committee member evaluating the class.

5. Review Conference (Generally held at the end of the semester)
The Evaluation Committee will meet for a review conference following completion of the evaluation reports. The purpose of the review conference is to discuss the visitation reports, self-evaluation, and student evaluation scores with the contract faculty member. The contract faculty member may respond in writing to any of the visitation reports after the review conference. The contract faculty member or any member of the committee may submit a written, signed statement of a dissenting opinion, which shall include reasons for the disagreement no later than the end of the fourth week of the following semester.
6. Written Committee Summary (Due by second week of following semester) The committee will compose a written Committee Summary report. (Appendix F) The report shall include the following:

a) A descriptive summary of the contract faculty member’s effectiveness in his/her non-teaching assignment, which may include elements of the current assignment, based on the evaluation methods.

b) A descriptive summary of the contract faculty member’s participation in activities, including but not limited to professional growth and FLEX, relevant community involvement, committee assignments, and student activities related to the faculty member’s professional responsibilities.

c) References to student evaluations (but not the student evaluation documents themselves), appended documents of all classroom visitation reports, self-evaluations and signed summary forms will be submitted to HR and become part of the contract faculty member personnel file no later than the end of the second week of the following semester.

d) Accurate references to the review conference discussions between the Evaluation Committee and the contract faculty member.

SCHEDULE OF RECOMMENDATIONS TO THE BOARD OF TRUSTEES

The Evaluation Committee completes a Report of Tenure Review Committee (Appendix J) with its recommendation at the end of each evaluation review conference. The committee forwards this document to Human Resources. The Evaluation Committee’s recommendations to the CEO for forwarding to the Board of Trustees are based on the following schedule as outlined in the COCFA contract:

<table>
<thead>
<tr>
<th>Semester</th>
<th>Evaluation Requirement</th>
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<tbody>
<tr>
<td>1st</td>
<td>Full evaluation – Recommendation to maintain or terminate employment</td>
</tr>
<tr>
<td>2nd</td>
<td>Full evaluation – Recommendation to maintain or terminate employment</td>
</tr>
<tr>
<td>3rd</td>
<td>Full Evaluation</td>
</tr>
<tr>
<td>4th</td>
<td>*Optional evaluation-Recommendation to hire for 2 years or not to hire</td>
</tr>
<tr>
<td>5th</td>
<td>Full evaluation</td>
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<tr>
<td>6th</td>
<td>*Optional evaluation</td>
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<tr>
<td>7th</td>
<td>Full evaluation</td>
</tr>
<tr>
<td>8th</td>
<td>*Optional evaluation</td>
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Written recommendations to terminate employment or re-employ will be presented to the CEO for forwarding to the Board of Trustees. These recommendations must show the rationale for the Evaluation Committee's decision.

Notification of termination must be delivered by the District to the contract faculty member by March 15, as per Education Code. Failure to deliver notification by that date will be deemed as intent to rehire.

Note: This schedule is designed for a new faculty member hired to begin working at the college in the fall. Should the new faculty member begin in the winter or spring term, the first year of the new hire will become a three-semester process. The probationary faculty member will be evaluated for four and a half years.

**CHALLENGE PROCESS**

If the contract faculty member feels that his/her Evaluation Committee has failed to follow the guidelines and procedures of the tenure evaluation procedure, the faculty member may request that a board be appointed to review the faculty member's tenure evaluation procedure. Such requests must be made within twenty (20) contract service days of signing the final tenure summary ("day" as defined in Article 6.a.3 of the COCFA contract.)

The contract faculty member may request the meeting of the review board through the Association President and the Academic Senate President. The review board will consist of the Chief Human Rights Officer (CHRO), the Association President or designee, and the Academic Senate President or designee.

After completing its investigation, the review board will submit a detailed report of its findings to the contract faculty member and committee members as well as to the Association President and the Academic Senate President. If an acceptable resolution cannot be reached, the review board will forward its report to the CEO.

**Note: Reduction in Force (RIF)**

Should there a RIF, the contract faculty member does NOT have bumping rights over tenured faculty, notwithstanding any provisions of the contract faculty member’s contract.

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