

**PALO ALTO COLLEGE
COLLEGE PROCEDURE**

Procedure Number: I 12.0
Procedure Title: Faculty Performance Evaluation Guidelines
Relevant Board Policy: [D.7.1 Employee Evaluations](#)
Relevant Board Procedure: [D.7.1.1 Employee Evaluations](#)
Originating Unit: Vice President for Academic Affairs
Maintenance Unit: Vice President for Academic Affairs

I. Purpose: To describe the performance evaluation process and procedures through which we assess the performance of all faculty members (tenured, tenure-track, and adjunct) For this procedure, full-time temporary faculty are considered to be adjunct faculty employed on a full-time basis semester by semester. Performance evaluations of faculty members are for the following purposes:

- To provide information to individual faculty members concerning job performance, thus contributing to professional growth and development.
- To provide information for use in recommendations concerning other institutional personnel actions such as tenure decisions and promotions in academic rank.

This procedure is not intended to supersede any other existing policies. While it supplements existing district policy and procedures related to evaluation of faculty, it does not attempt to provide for those district procedures required by the Alamo Colleges district board of trustees that may not yet have been implemented.

II. Procedure Statement:

A. Overview

1. The basic criterion on which all faculty members will be evaluated is the description of the job for which they are currently employed along with specific duties, which may be assigned. Major specific duties should be documented in writing at the time of assignment. An accurate and updated position description and lists of specific duties must be available to both the faculty member and the chairperson/supervisor prior to the evaluation process. Since faculty are professional educators, it is impossible to create an exhaustive list of all duties and expectations of faculty members, thus the chairperson/supervisor's judgment of the items to be considered is final, subject to an appeal to the respective Dean.

2. A formal session between the faculty member and the chairperson / supervisor will be held annually for the purpose of discussing mutual expectations and progress of the faculty member. Informal sessions between the faculty member and chairperson/supervisor are encouraged, especially when reservations about performance exist.
3. All full-time faculty members shall receive an annual written evaluation from the appropriate chairperson/supervisor. Chairperson/supervisors shall receive an annual written evaluation from their Dean.
4. Prior to the annual faculty evaluation, each faculty member shall be given an opportunity to submit all materials he or she deems relevant to their performance. This is accomplished by completion of the faculty member's Annual Report (See below).
5. Faculty members may add items pertaining to duties or job performance to their official personnel file at any time. Such items must be submitted through the appropriate chairperson/supervisor. Additionally, chairpersons/supervisor will be required to secure the signature and date of signature of the faculty member (to acknowledge receipt of a copy) on an item being made a part of the file. During the evaluation process, a faculty member may add comments, in support or defense of performance, to the evaluation form.
6. A written evaluation of the performance of faculty members (to include chairperson) will be made at times designated below. Copies of the various forms used in the faculty evaluation process will be provided to the faculty member. Originals will be maintained by the chairperson / supervisor after required reviews are accomplished.
7. The evaluation forms shall utilize the following rating designators with their associated definitions:
 - a. **Outstanding** – Performs very well: a model for other faculty.
 - b. **Very good** – performs well: demonstrates above average performance.
 - c. **Satisfactory** – performs in middle range: demonstrates average performance.
 - d. **Marginal** – demonstrates minimally acceptable performance: some changes must be made to improve performance.
 - e. **Unsatisfactory** – does not meet minimum requirement: major changes must be made to improve performance.
 - f. **Not Applicable** – not able to observe/not relevant.

8. The following elements will be included in the performance evaluation:
 - a. Evaluation of the faculty member by the chairperson/supervisor, including on-the-job observation, classroom observation, and personal interviews.
 - b. Evaluation of the chairperson/supervisor by the faculty supervised. No formal forms have been developed for this process. Input by the faculty supervised is accomplished through the decision to hold a department election for the purpose of selecting a new chair or by mean of the process discussed in district procedures.
 - c. Evaluation of faculty by students. This is accomplished through the use of the approved district Student Survey form.
 - d. Annual Report: Self-evaluation
 - e. Peer reviews
9. Completed forms must be signed by both the faculty member and the chairperson/supervisor and forwarded, if required, to the reviewing official. Additional comments may be added at any level, provided these are made known to the employee and the chairperson/supervisor involved.
10. If a faculty member is not satisfied with an evaluation, he or she may utilize the official grievance procedure as provided for in district board policies and procedures.
11. Each faculty member will be asked to sign and date the completed evaluation form to acknowledge that he or she has read the form. Each person shall also have the opportunity to indicate agreement or disagreement and to add comments to the evaluation.

B. EVALUATION GUIDELINES

All full-time faculty members will receive a written annual performance evaluation based on three areas: teaching, service, and professional growth. While the primary responsibility of faculty is teaching, service and professional development are also areas of professional responsibility and must be a part of the performance evaluation. The following guidelines are provided to facilitate coordination among institutional processes for faculty performance evaluation, tenure review and promotion in rank.

1. Evaluation by chairperson/supervisor:

The chairperson/supervisor will conduct an annual written evaluation for all full-time faculty members each year. The evaluation will be based on criteria outlined below.

2. Student Surveys:

Student evaluations of all faculty will be conducted according to the following guidelines:

- a. Adjunct faculty will be evaluated in all classes each semester. For the purposes of student surveys, the academic year is defined to be the Fall and Spring semesters. Student surveys do not need to be accomplished during the Summer terms, but may be accomplished should the chairperson/supervisor and/or the faculty member to be surveyed desire to do so.
- b. Probationary (tenure-track) faculty will be evaluated in all classes in their first and second year and in at least 50% of classes during the academic year from year three through year six.
- c. Tenured faculty will be evaluated in at least 50% of their classes during each academic year.
- d. Counselors and librarians, each by an elected committee, will establish criteria for administration and development of student surveys to be used in the Counseling and Learning Resources areas. Both the counselors and librarians will elect a committee to develop a form to serve as the equivalent of a “student survey” for evaluating the services provided by Counseling and the Learning Resources Center to students. This committee is to be elected every odd fiscal year. The committee will forward their recommended form through their supervisor to the Vice President for Academic Affairs by the end of October in the year of election. The approved form will typically be used for a two-year period.
- e. Department chairpersons will be evaluated according to the same guidelines as faculty members.
- f. The approved Alamo Colleges Student Survey form will be used. Departments have the option of adding additional evaluative statements specific to the department. (The current Alamo Colleges Student Survey form has provisions for up to 33 additional statements.) Should additional evaluative statements be added by a department, then the same additional statements will be employed in evaluating all faculty-teaching sections within that department.

- g. A person other than the instructor being evaluated will administer the student surveys of faculty. Said person will initial and date the survey packet. The phrase “person other than the instructor being evaluated” is interpreted to permit a student to proctor the student survey. Typically the instructor will introduce the process to the students, pass out the forms, and then leave the room. A student will be selected to proctor the surveys. The student proctor will then collect the forms, place them in the envelope provided, and return the sealed envelope containing the forms to the departmental administrative area or the evening monitor upon completion of the survey.
- h. Student surveys will be given to the departmental chairperson/supervisor or designee or in the case of the chairperson, to the respective Dean. Once reviewed, surveys will be given to the faculty member after final grades have been submitted. Administration and results of student surveys will be acknowledged in the written Annual Performance Evaluation.

3. Classroom Observations:

On-the-job observations will be used for counselors and librarians. On-the-job observations must be documented in a memorandum signed by both the chairperson/supervisor or designee and the faculty member being observed. Sufficient details must be provided to justify the rating designators awarded. Rating designators to be used are contained within paragraph II.A.7 of this procedure.

The following guidelines will be used for classroom observation.

- a. Adjunct faculty will be observed by the chairperson/supervisor the first two semesters of employment in at least one class each semester. Thereafter, adjunct faculty will be observed at least once a year by the chairperson/supervisor or designee.
- b. Probationary (tenure – track) faculty will be observed by the chairperson/supervisor every Fall from year one through year six.
- c. Tenured faculty will be observed at their request or at the request of the chairperson/supervisor but must be observed in the year in which they have requested consideration for promotion.
- d. Department chairpersons will be observed according to the same guidelines as faculty members.
- e. Approved classroom observation forms will be used (attached)

- f. A copy of the completed form will be provided to the faculty member and the original will be placed on file in the office of the chairperson/supervisor.
- g. Observations will be scheduled at the mutual convenience and consent of affected persons.
- h. Any faculty member may request additional classroom observations by chairperson/supervisor or peers at any time. Additional observations may be requested by the chairperson/supervisor in writing, stating the reasons for the request. If the faculty member is unwilling to undergo additional observations, then he or she may appeal to the appropriate dean.
- i. A videotape of classroom performance may be substituted for an in-class observation.

4. Peer Reviews

Peer reviews will be conducted according to the following guidelines:

- a. Probationary (tenure-track) faculty will have at least one peer review each Spring in years one through six.
- b. Tenured faculty may request peer review at any time but must have a peer review in the Spring semester of the year prior to the year in which consideration for promotion is requested.
- c. Peer reviews will be accomplished by a committee of no fewer than three tenured faculty members mutually agreed upon by the chairperson/supervisor and the faculty member being evaluated. The committee will be selected from within the department or related departments.
- d. Included in the Peer Review:
 - i. Classroom visitations and/or other on-the-job observations (to be scheduled at the mutual consent and convenience of all affected persons);
 - ii. Review of Materials prepared by the faculty member to accomplish teaching/professional goals. Because of the uniqueness of individual disciplines, each department will establish guidelines for review of such materials. The department guidelines for Peer Reviews will be submitted to their respective Dean for review and approval. In addition, at least once every five years the department will submit a copy of the department's guidelines to their respective Dean for review and approval. Materials to be reviewed should include a review and evaluation of the following:

Course syllabi/course outline – observing such areas as currency of the text, pace of the course, thoroughness and currency of the bibliographies, and quality of additional required or suggested readings.

Examination – reviewing questioning strategies and the appropriateness and use of critical thinking skills.

Homework or other assignments – examining appropriateness of the assignment.

Faculty graded assignments – examining the quality of the grading.

Other material indicative of teaching or professional skills that the department or faculty members feel reflects their performance.

5. Review of the faculty member's Annual Report: Self-Evaluation.
 - a. Approved Peer Review Summary will be completed and a copy provided the faculty member and the chairperson/supervisor.
 - b. Department chairperson will observe the same guidelines as faculty.
 - c. Approved observation forms and appropriate materials as established under Review of Materials will be used.

6. Annual Report: Self-evaluation:

Each faculty member will complete an Annual Report: Self Evaluation. Information provided within the Annual Report will be incorporated into the faculty evaluation by chairperson/supervisor and will be considered as a factor in tenure and promotion decisions and annual faculty evaluation by the chairperson/supervisor.

7. Faculty Evaluation by chairperson/supervisor:

It is the full-time faculty member's responsibility to see that all appropriate evaluation materials are available to the chairperson/supervisor in a timely manner prior to the formal session designed to review the annual faculty evaluation. The annual faculty evaluation will be reviewed in a personal and formal session between the faculty member and chairperson/supervisor. The faculty member will have the opportunity to add comments to the annual faculty evaluation.

Procedure Number I 12.0 (continued)

Attachments:

Annual Report: Self-Evaluation
Faculty Observation for Counselors & Librarians
Faculty Evaluation by Chairperson
Classroom Observation
Faculty Course Approval Form
Office Hours
Peer Review Summary
Evaluation for Temporary Faculty

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Evening/Weekend Office