

ARTICLE X - PERFORMANCE APPRAISAL

The Committee on Faculty Job Specifications/Faculty Evaluation is tasked with reviewing this Article of the Agreement yearly for the purpose of creating a performance appraisal process or reviewing the job specifications to meet the mission of the College. This performance appraisal process will be reviewed, assessed, and modified as needed by the Committee.

This Committee, as agreed upon in the Spring 2010 Negotiations, shall meet in the Fall of 2010 or sooner, to review the newly implemented evaluation process in order to finalize this article.

Definitions:

Evaluator: For purposes of this article, evaluator is defined as Dean or Associate Dean.

Academic Year: The Academic Year includes the Fall and Spring semesters as specified in the Academic Year Calendar. It may also include the summer prior to the forth-coming Fall Semester for some activities.

A. PURPOSE

An on-going, effective, and systematic faculty performance appraisal process that focuses on the objectives in the order listed below:

1. To improve the quality of services rendered to the College by its faculty members through:
 - a. Discussion and mutual understanding between the evaluator and faculty member of the objectives and expectancies to be achieved;
 - b. Identification of the faculty member's strengths and weaknesses, and making plans to strengthen weaknesses and build on strengths;
 - c. Measuring improvements of the faculty member's performance on a given job; and
 - d. Identifying the faculty member's special abilities and potentials, and utilizing them to the mutual benefit of the faculty member and the College.
2. To improve work skills of faculty members through professional development programs by:
 - a. Determining what professional development training programs are needed;
 - b. Evaluating the effectiveness of said training programs, and making changes or replacements as may be necessary; and
 - c. Providing feedback to faculty members, informing them of how they are doing and suggesting modifications of work performance as needed.
3. To improve resource data for making personnel decisions related to:
 - a. Salary Increment
 - b. Advancement-In-Rank
 - c. Sabbatical Leave
 - d. Transfer
 - e. Layoff; or
 - f. Adverse action

B. PERFORMANCE TO BE APPRAISED

1. Duties and Responsibilities

The Faculty Job Specifications (Appendix A-1) identifies duties and responsibilities unique to faculty. These duties and responsibilities are listed under "Nature of Work in This Class" and "Illustrative Examples of Work" contained in the Faculty Job Specifications and as specifically cited in the job specifications of the rank occupied by the faculty member. Any duty or responsibility to be rated shall be consistent with the Faculty Job Specifications.

The Faculty Evaluation Form (Appendix A-3) identifies general performance criteria for performing the duties and meeting the responsibilities identified in the Faculty Job Specifications.

2. **Non-Instructional Faculty**
Recognizing the uniqueness of the functions of various non-Instructional faculty, a Non-Instructional Individual Plan (N.I.I.P.) Appendix A-4 is required to be presented along with the percentages on the Evaluation Form. The Items on the N.I.I.P. should reflect core responsibilities unique to both the specific job and to the department plan.
3. **Instrument to Be Used**
The Faculty Evaluation Form shall be the Instrument used to rate performance. In completing this form, the evaluator shall take into consideration the Record of Classroom Observation (Appendix A-5), Needs to Improve Form (Appendix A-6), and other documentation pertaining to work performance. The percentages on the form shall be formalized no later than the last duty day in September for each academic year. However, if any changes in any of the agreed upon percentages are desired, it is recommended that the faculty member communicate with the evaluator at the earliest reasonable opportunity and no later than the last duty day in February.
4. **Activities to Be Evaluated**
Adjunct, Special Projects, and any activities outside a regular full time assignment for which additional compensation is received shall not be considered for evaluation.
5. **Presentation of Evidence**
Evidence shall be presented in a binder that shall contain documentation appropriate to the level of evaluation the faculty is seeking. There shall be only one binder used for this purpose.

C. WORK PERFORMANCE APPRAISAL

1. **Work Progress Review**
 - a. The evaluator should meet with the faculty member during the first three months of the rating period. This meeting will provide an opportunity to find out how the faculty member is progressing and to solve any concerns which may have developed. This endeavor should be a joint effort of the faculty member and the evaluator working together to achieve the desired results.
 - b. Work progress reviews may be held periodically. The frequency of these progress reviews will vary from one individual to another, depending on concerns encountered and individual needs. Ideally, however, progress reviews should be held every three months. Discussions held during the progress review sessions are not to be considered formal performance appraisal.
2. **Record of Classroom Observation**
 - a. For this section, formal observation means an observation in which the faculty is informed prior to the date of observation. An informal observation may be unannounced. Both informal and formal observations may be used as evidence by the evaluator.
 - b. The evaluator shall notify the faculty member no less than one week prior to the date proposed for the formal observation(s).
 - c. A Record of Classroom Observation form shall be completed by the faculty members' assigned evaluator for each classroom observation.
 - d. Using the Record of Observation form, the evaluator shall provide feedback on the observation to the faculty member within two weeks. Should the faculty member or evaluator wish to discuss the results, a meeting may be scheduled.
 - e. A minimum of two (2) informal classroom observations shall be conducted each semester for a faculty member receiving a Needs to Improve rating in Section 1 in the Faculty Evaluation Form.
 - f. A minimum of two (2) informal observations shall be conducted per Academic Year for each faculty member.
3. **Annual Performance Appraisal/Evaluation Period**

- a. The annual performance appraisal shall be held at least one month before the end of the spring semester. (In the event of natural disasters or medical emergencies other arrangements may be made.)
 - b. Rating in Special Situations
 - (1) A permanent faculty member may elect to be rated or not to be rated for work performed in a detail assignment, provided the detail assignment is at least two consecutive months. The faculty member may elect to include said rating in the overall annual performance rating.
 - (2) A permanent faculty member who serves under more than one evaluator during a rating period shall be entitled to receive a rating from each evaluator under whom the faculty member serves at least two months. The ratings shall be a weighted average of such ratings and shall constitute the faculty member's final rating. If the evaluator fails to give a rating, the faculty member shall be presumed to have rendered no less than "strong" for service under said evaluator.
 - (3) A permanent faculty member on approved leave of absence for no less than fifty percent (50%) of the academic year may earn no higher than a "strong" evaluation rating.
 - (4) A permanent faculty member on approved leave of absence for seventy five percent (75%) or more of the entire academic year may earn no higher than a "satisfactory" evaluation rating.
 - (5) A faculty member on military leave for portions of the academic year shall be covered under the provisions of prevailing federal law; subject to review.
 - c. Performance Appraisal for Probationary Faculty Members
 - (1) Every new faculty member shall be required to serve a probationary period. Service in probationary status is an extension of the selection and screening process and constitutes a test of the faculty member's merit and fitness for the job.
 - (2) Faculty members shall serve one (1) academic year in probationary status if appointed at the beginning of the academic year. Otherwise, the employee shall be on probationary status for a twelve-month period from the date of initial employment notwithstanding the fact that summer vacation is included in the twelve-month period. The probationary period may be extended one semester in consultation with the Human Resources Administrator and the Vice President for Academic Affairs.
 - (3) The evaluation of the faculty member's probationary period shall be completed and issued by the evaluator before the end of that period. The evaluation shall specifically recommend one of the following:
 - i. Continuance of the faculty member in the service of the College, with a rating of Satisfactory; or,
 - ii. Terminate the service of the faculty member for reasons specified in the evaluation letter of notice.
 - iii. In the event that a recommendation rating is not issued to the faculty member by 5:00 pm on the last duty day of the probationary period, it shall be presumed that the employee had achieved a "Satisfactory rating" and the faculty member, therefore, shall be continued in the service of the College.
4. Guidelines for Evaluators
- The College shall ensure that evaluators are trained on what they are to rate and how they are to rate. Reasonable effort will be made to ensure that faculty and evaluators thoroughly understand the performance appraisal system.
- a. All permanent faculty are to be rated on the Faculty Evaluation form as Superb, Stellar, Strong, Satisfactory, or "Improvement Needed" using the developed rubrics (Appendix A-2).
 - b. Evaluators should establish a system for keeping written records of direct observations, reports from other employees or administrators, and any information related to the work performance of faculty members. These records should include dates, times, places, persons involved, descriptions of behavior involved, and other specific data for future reference. Both positive and negative information should be recorded and the faculty member shall be

informed of this information within a reasonable amount of time (See Section C-1a). The evaluator's written record should be the basis for the annual evaluation in addition to evidence presented in the binder. This written record, within thirty days of the completion of the Faculty Evaluation Form shall either be destroyed or made part of the official personnel file, except in cases where the annual evaluation results in "Improvement Needed" or a grievance of the performance appraisal process is filed.

- c. "Improvement Needed" ratings shall not be given unless the evaluator can cite specific instances of poor performance.

D. PERFORMANCE EVALUATION REVIEW

1. The evaluator must set a specific time and place to meet with the faculty member to discuss the ratings given to the faculty member on the Faculty Evaluation Form.
 - a. The faculty member should be given the opportunity to discuss freely and make comments on the ratings given by the evaluator.
 - b. The evaluator and the faculty member should concentrate on working together to improve performance in the future. Any action to be taken by the evaluator as a result of or relating to the evaluation must be made known to the faculty member at the conclusion of this meeting.
 - c. The Faculty Evaluation Form must be signed by both the evaluator and the faculty member. If the faculty member disagrees, in whole or in part, with the evaluation results, he/she is free to note his/her specific disagreement on the evaluation form at that time.
 - d. The affected faculty member has the right to file a grievance if he/she alleges incorrect application of evaluation rating procedure or if the faculty member alleges that rating was arbitrary, capricious, or under other circumstances which reflect bad faith on the part of the rater.

E. CRITERIA FOR RATINGS

1. Faculty will be rated based on their faculty classification and criteria met in the developed rubrics (Appendix A-2). Faculty classifications include Instructional, Non-Instructional, Department Chair, and each sub-section on a scale of 1 – 5.
 - 1 – Improvement Needed
 - 2 – Satisfactory
 - 3 – Strong
 - 4 – Stellar
 - 5 – Superb
2. The faculty evaluation form is divided into seven sections. For Section 1, the criteria will differ for the following categories: Department Chair, Instructional Faculty and Non-Instructional Faculty. Sections 2 – 7 are comprised of the following categories: Enrollment Management, Professional Development, Scholarly Activity, Institutional Involvement, Community Service, and Professional Standards. The specific percentages and criteria are defined in the rubrics located in Appendix A-2d-j.
3. Evidence to verify work performance in the seven sections shall be compiled and presented in a binder. Each action, activity, certification, justification, etc. shall be used only in one section and in one element of the section. Re-submission of any action, activity, certification, justification, etc. for use in another section is not allowable.
4. The Total Evaluation Score will be determined by applying the score for each section to its respective percentage chosen by the Faculty, totaled and entered.
5. Any adverse action received during the Annual Performance Appraisal/Evaluation Period will result in a one point deduction from the Total Evaluation Score.

F. PERFORMANCE IMPROVEMENT PLAN

1. As a result of an overall "Improvement Needed" Total Evaluation Score rating, the faculty member and the evaluator will jointly develop a written performance improvement plan within thirty (30) duty days. This plan shall specify the actions and responsibilities for each party to be undertaken to bring about such improvements or performance necessary to achieve a rating of satisfactory. The plan shall identify a time line for achieving satisfactory performance and dates for review and

re-appraisal. Failure on the part of the faculty member to improve such performance to a satisfactory level shall cause a second rating of "Improvement Needed" to be assigned at the time of re-appraisal.

2. If the faculty member perceives that improvement of his/her performance would be significantly impaired by the evaluator/faculty relationship, the faculty member may provide justification and request that an alternative evaluator be appointed by the Dean or Vice President for Academic Affairs for the purpose of planning and implementing activities to improve performances.
3. In the event a faculty member, whose appraisal indicates "Improvement Needed" refuses to work with either the evaluator or an alternate to develop a performance improvement plan, the evaluator shall proceed to adverse action procedures, citing the reasons for doing so.
4. It is the faculty member's right to file a grievance if he/she alleges unreasonable requirements in the performance improvement plan.

