

## ARTICLE XVI - PERFORMANCE APPRAISAL

Definitions: Evaluator: Any Administrator assigned to observe and evaluate faculty.

Evaluation Period: The Fall and Spring semesters as specified in the academic year calendar. It may also include the period after the faculty's evaluation and prior to the upcoming Fall semester.

### 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 potential, 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 adjustments (subject to funding availability and/or legislative action)
  - b. Advancement-in-Rank
  - c. Sabbatical Leave
  - d. Transfer
  - e. Layoff
  - f. Adverse action

### B. PERFORMANCE TO BE APPRAISED

1. Duties and Responsibilities  
The Faculty Job Specifications (Appendix A) 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 evaluated shall be consistent with the Faculty Job Specifications. Department Chairpersons' duties and responsibilities are reflected in Article VI-Departments.
2. Instrument to Be Used  
The Faculty Evaluation Plan (Percentage Forms) (Appendix C) and the Faculty Evaluation Rubrics (Appendix B) identify general performance criteria for performing the duties and meeting the responsibilities detailed in the Faculty Job Specifications (Appendix A).

In completing the appropriate forms above, the evaluator shall take into consideration the *Record of Classroom Observation* (Appendix C) for instructional faculty, the

Improvement Needed Plan (INP) Form (Appendix C), 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.

#### 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.

#### 3. Presentation of Evidence

Evidence, inclusive of the reflection narrative, 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 (1) 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 (3) months of the evaluation period. This meeting will provide an opportunity to find out how the faculty member is progressing and to solve any concerns in line with Article IV- Faculty Rights to Academic Freedom. 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

Evaluators shall conduct a minimum of one (1) informal classroom observation per semester for each assigned faculty and provide written feedback within one (1) week. A subsequent observation may be conducted by the evaluator at the request of the faculty.

#### 3. Annual Performance Appraisal/Evaluation Period

- a. The annual performance appraisal shall be held no later than one (1) month before the end of the academic year for postsecondary faculty and no later than one (1) month before the end of the school year for secondary faculty (as described in section D of this Article). Other arrangements may be made ahead of the established deadline for extenuating circumstances or other reasons as mutually agreed upon.
- b. Evaluation in Special Situations
  - (1) A permanent faculty member may elect to be evaluated or not to be evaluated for work performed in a detail assignment, provided the detail assignment is at least two (2) consecutive months. The faculty member may elect to include said evaluation in the overall annual performance evaluation.
  - (2) A permanent faculty member who serves under more than one (1) evaluator during an evaluation period shall be entitled to receive an evaluation from each evaluator under whom the faculty member serves at least two (2) months. The evaluations shall be a weighted average of such evaluations and shall constitute the faculty member's final evaluation. If the evaluator fails to conduct an evaluation, the faculty member shall be presumed to have rendered no less than "strong" for service under said evaluator.
  - (3) If the evaluator fails to conduct an evaluation, the faculty member may request to reschedule their evaluation or be assigned an alternate evaluator.

- (4) If the faculty fails to attend their evaluation meeting, the faculty member shall render no more than a "satisfactory" rating.
  - (5) 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.
  - (6) 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.
  - (7) 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.
4. Guidelines for Evaluators
- The College shall ensure that evaluators are trained on what they are to evaluate and how they are to evaluate. Reasonable effort will be made to ensure that faculty and evaluators thoroughly understand the performance appraisal system.
- a. All permanent faculty are to be evaluated as Satisfactory, Strong, Stellar, Exceptional or Needs Improvement using the appropriate Faculty Evaluation Plan (Percentage Form) (Appendix C) and Faculty Evaluation Rubric (Appendix B).
  - 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 of this Article). 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 (30) days of the completion of the appropriate Faculty Evaluation Plan (Percentage Form) (Appendix C) shall either be destroyed or made part of the official personnel file, except in cases where the annual evaluation result is "Needs Improvement" or a grievance of the performance appraisal process is filed.

#### **D. PERFORMANCE EVALUATION REVIEW**

The evaluator must set a specific time and place to meet with the faculty member to discuss the evaluation given to the faculty member on the appropriate Faculty Evaluation Plan (Percentage Form) (Appendix C).

1. The faculty member should be given the opportunity to discuss freely and make comments on the evaluation given by the evaluator.
2. 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.
3. The Faculty Evaluation Plan (Percentage Form) (Appendix C) 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, they are free to note their specific disagreement on the evaluation form at that time.
4. The faculty member will have three (3) duty days to provide additional evidence.
5. The affected faculty member has the right to file a grievance if they allege incorrect application of the evaluation procedure or if the faculty member alleges that the evaluation was arbitrary, capricious, or under other circumstances which reflect bad faith on the part of the evaluator.

#### **E. CRITERIA FOR EVALUATIONS**

1. Faculty will be evaluated based on their classification and criteria defined in the Faculty Evaluation Plan (Percentage Form) (Appendix C) and the Faculty Evaluation Rubrics (Appendix B). Faculty will receive an evaluation of one (1) of the following:
  - Satisfactory
  - Strong
  - Stellar
  - Exceptional
  - Needs Improvement

Evidence to verify work performance shall be compiled and presented in a portfolio format.

2. The Total Evaluation Score will be determined by applying the score for each section in the Faculty Evaluation Plan (Percentage Form) (Appendix C) to its respective percentage chosen by the faculty member and approved by the evaluator, totaled and entered.
3. Any adverse action received during the Annual Performance Appraisal/Evaluation Period will result in a reduction of one (1) level from the Total Evaluation (i.e., a level of Strong will be reduced to a level of Satisfactory).

#### **F. PERFORMANCE IMPROVEMENT PLAN**

1. As a result of an overall evaluation of "Needs Improvement," the faculty member and the evaluator will jointly develop a written Improvement Needed Plan (INP) (Appendix C) 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 timeline 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 "Needs Improvement" to be assigned at the time of re-appraisal.
2. If the faculty member perceives that improvement of their 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 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 "Needs Improvement" 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 they allege unreasonable requirements in the performance improvement plan.
5. If the faculty has been placed on disapproved leave without pay, the effective date of the salary adjustment shall be extended by that same number of days.