Associate Member

Performance Appraisal

108.1 Introduction

The primary goal of performance appraisal is the improvement of the quality of the educational program. The process should promote professionalism, enhance performance, recognize exemplary performance, and be effective in yielding a genuinely useful and substantive assessment of performance. To achieve this goal, it is necessary to identify, recognize and nurture competence; to identify standard performance and indicate areas where improvement is desirable; to identify performance that requires improvement; and to identify performance so unsatisfactory that termination may be recommended.

Excellence in performance is crucial to maintain and extend the learning presently shown by students at Mission and West Valley Colleges.

The appraisal system focuses on the following, in support of the member maintaining employment status: measuring performance in an objective, unbiased manner while providing useful feedback. The appraisal ensures that appropriate recognition occurs, encourages continued participation in professional development, and recommends appropriate training opportunities are recommended for members as needed.

108.1.1 Procedural Overview

1. Team Formation (Article 108.6.1)
   Related form is: Form A - Appraisal Team Membership

2. Pre-Appraisal Conference (Article 108.6.2)
   Related form is: Form B - Pre-Appraisal Conference

3. Observations (Article 108.6.3)
   Related form is: Form C - Observations/Visitation Report

4. Appraisal (Articles 108.6.4.A & B, and Article 108.4)
   Related forms are:
   - Student Surveys:
     - Form E1 - Student Survey
     - Form E2 - Student Survey for Distance Education
Student Survey Summary

- Form H2 - Professional and Collegial Responsibility Criteria for Associate Faculty (completed by Appraisal Team Leader in consultation with the Division Dean and Department Chair)

**Forms required only for Reassigned Time assignments of at least 20% per semester during the appraisal cycle (Article 108.4):**

- Form F - Reassigned Time Faculty Appraisal Peer Survey
- Reassigned Time Peer Survey Summary Form(s)
- Form G - Reassigned Time Faculty Appraisal

5. **Post-Appraisal Conference** (Article 108.6.5)
   
   Related forms are:

   - Form J - Appraisal Summary Conference/Recommendation
   - Form K - Sign-Off Sheet

By mutual consent, videotapes or other recording devices may be used. Anonymous letters or materials, excluding student survey data, will not be used in the process.

108.2 **Definitions**

A. The Academic Year begins July 1 and ends June 30.

B. Faculty under this article is any bargaining unit member who is a part-time employee hired semester-to-semester.

C. Performance Appraisal is a written review of the member’s performance.

D. Satisfactory: Member is meeting the criteria as outlined in Article 108.4.

E. Needs-to-Improve: Member is consistently not meeting the preponderance of the criteria listed in one or more of the criteria categories outlined in Article 108.4. It is anticipated that the behavior(s) can be improved and the member will be given the opportunity to return to Satisfactory status by means of a follow-up appraisal during the next semester of assignment, if offered.
F. Unsatisfactory: Performance is judged to be so far below expectations that member will not be given further assignment.

108.3 **Frequency of Appraisals**

108.3.1.1 **Associate Faculty during first 6 semesters of employment**

All new associate faculty will be appraised during the first primary semester in which they teach and two additional times thereafter within the first six semesters of employment, consistent with the process set forth in Article 100.9.1. Associate faculty who do not achieve REP during this cycle shall continue to be appraised.

108.3.1.2 **Infrequently Employed Associate Faculty**

Associate faculty who do not achieve REP after the first six (6) semesters of employment due to infrequency of employment shall continue to be appraised every 6th semester of employment so long as their appraisals are satisfactory. The District may schedule additional appraisals for any member who receives a Needs-to-Improve appraisal.

108.3.3 **Associate Faculty with REP**

Once an associate faculty member has been granted Re-Employment Preference, he/she shall be appraised once every six semesters. See Article 100.10 for obtaining and maintaining Re-Employment Preference (REP).

Student Surveys shall be conducted in one section each year during the years between regular appraisals following the granting of REP to an associate faculty member.

Additional appraisals may occur if one or more of the following occurs:

A. Complaints are received which are of a serious nature that relate to the criteria for appraisal as set forth in Article 108.5.

B. Appraisal surveys indicate that a problem may exist.

C. An associate faculty member reverts to behaviors that formerly placed him/her on Needs-To-Improve.
D. An associate faculty member consistently fails to meet a significant number of the criteria for performance appraisal of regular members as outlined in Article 108.5.

E. An associate faculty member consistently fails to meet usual Record-Keeping obligations and timelines (grade, census roster, early progress reports, or SLO assessment results, etc.).

F. An associate faculty member is given a new assignment that is significantly different from prior assignments.

These additional appraisals will have appropriate timelines developed as they occur.

108.4 Reassigned Time

Associate faculty who are reassigned with at least 20% Reassigned Time during any semester except if funded and supervised outside the District (e.g. WVMFT, AFT 6554 and State Academic Senate) will be appraised on the performance of Reassigned Time activities during the term of the assignment. If the Reassigned Time assignment continues for more than one academic year, the appraisal shall be on an annual basis. At the beginning of the semester when the Reassigned Time has been assigned, the member shall meet with the appropriate administrator to establish written goals for the Reassigned Time and set a date (or dates) for meeting to assess progress toward those goals. When a member is given Reassigned Time for a specific department, the member shall meet with the appropriate administrator and the Department Chair to establish written goals for the Reassigned Time and set a date (or dates) for meeting to assess progress toward those goals.

The Reassigned Time Appraisal shall include a Peer Survey. When the Reassigned Time is in the position of Department Chair, the survey shall be administered to all academic and classified members of the Chair’s department. For all other Reassigned Time positions, the Peer Survey shall be administered to all division deans and department chairs that work with the member in that assignment. Results of any Reassigned Time appraisals shall be forwarded to the appropriate Vice President for inclusion in the next full performance appraisal of the member.

Outcomes of the appraisal of the Reassigned Time assignment may be:
A. Satisfactory. If the outcome is Satisfactory, the assignment will continue.

B. Needs-To-Improve. If the outcome is Needs-To-Improve, the appropriate administrator/faculty member will work with the member to develop a Plan for Corrective Action.

C. Discontinuance. If the outcome is not Satisfactory, the Reassigned Time may be discontinued at the option of the appropriate administrator.

108.5 Criteria for Appraisal of Associate Faculty

All criteria appropriate to the associate faculty member’s assignment included in this section will be used in the Performance Appraisal Process.

108.5.1 Professional Criteria Category

Each member shall:

a. Demonstrate currency and depth of knowledge of the field in the performance of assignment.

b. Demonstrate the ability to communicate subject matter clearly, correctly and effectively.

c. Demonstrate an ability to achieve objectives in area of assignment.

d. Demonstrate an ability to adapt methodologies for students/clientele with special needs and different learning styles.

e. Demonstrate regular substantive student contact for courses offered either fully or partially through distance education.

f. Utilize methods and materials appropriate to the subject matter.

g. Demonstrate evidence of careful preparation and organizational skills in area of assignment.

h. Implement the Course Outline of Record

i. Provide clear assignments or directives to students and regularly inform students of academic standing in class.
j. Provide for each student a current course syllabus as required by Title 5 that includes SLOs, classroom procedures, requirements, and grading policies and provide a copy to the Division Office.

k. Demonstrate a commitment to student learning by beginning and ending classes according to schedule, holding regular office hours, and meeting student needs as professionally required.

l. Evidence currency in the field through participation in activities such as professional conferences, workshops, seminars, webinars, presentations, professional activities, exhibitions, or publications. Currency in the field may also be demonstrated by the currency of course materials and teaching methods.

m. Meet Record-Keeping obligations on time, e.g., grades, requisitions, schedules, textbook orders, rosters.

n. Work with classified personnel in an effective manner in those areas related to instruction and institutional goals.

o. Participate in the process of SLO assessment and evaluate and use the results of these assessments in the process of continuously improving student learning.

p. Participate in the process of SLO assessment and evaluate and use the results of these assessments in the process of continuously improving student learning.

108.5.2 Collegial Criteria Category

Each member shall:

a. Work cooperatively within the college community.

b. Foster an environment that protects academic freedom within the college community.

c. Foster a positive working environment that is free from harassment, prejudice and/or bias.
d. Demonstrate positive communication skills within the college community.

e. Demonstrate a respect for the dignity of each individual.

f. Foster an environment that promotes equity, inclusion, and equal opportunity for students and employees of the district.

108.6 Appraisal Process

108.6.1 Team Membership

The Appraisal Team will consist of the Department Chair or designee within the faculty member’s discipline or related discipline, so long as the Chair’s designee is a regular faculty member. The Department Chair, Division Dean or appraisee may each request one additional faculty member or administrator to serve on the team. An additionally-appointed faculty member must be a district employee within the appraisee’s discipline or related discipline, and may be an associate faculty member in REP status.

If the appraisee has sufficient concern that a member of their Appraisal Team will not be able to serve on the team in an equitable and collegial manner, or if a team member has evidenced their inability to do so, the appraisee may contact their WVMFT, AFT 6554 representative. The WVMFT, AFT 6554 will arrange and attend a conference with the appraisee and the Director of Compliance or their designee, after which the Director of Compliance shall issue a formal recommendation on team membership.

For the purposes of this section “equitable” means able to appraise the appraisee without regard to factors that do not pertain to the contractually-established appraisal criteria and in a manner consistent with standards and expectations applied to other faculty. Collegial has the same meaning as in 108.5.2.

The Professional and Collegial Responsibility form will be completed by the Appraisal Team Leader in consultation with the Division Dean and the Department Chair if the Chair is not the Appraisal Team Leader, or the appraisee.

The Appraisal Team Leader is responsible for insuring that the appraisal process is completed in accordance with the appropriate provisions and
timelines of the contract. The responsibilities of the team leader will include at least the following items:

A. Obtaining a copy of the list of recommendations form, if one is available, from prior appraisal(s) from the appropriate Vice President’s office.

B. Scheduling and conducting the Pre-Appraisal Conference.

C. Coordinating appraisal observations from all members of the Appraisal Team and completing a Professional & Collegial Responsibility form will be completed by the Appraisal Team Leader in consultation with the Division Dean, and the Department Chair.

D. Ensuring that the Student Surveys are completed in a timely manner.

E. Reviewing the results of the Pre-Appraisal Conference, observations, Student Surveys and the Professional & Collegial Responsibility Form, course syllabi and drop/retention rates with the team.

F. Conducting the Post-Appraisal Conference.

G. Completing the Performance Appraisal Summary Form

108.6.2 Pre-Appraisal Conference

By the end of the 5th week of the semester, the Appraisal Team will meet with the member to discuss elements of the appraisal, and other information such as commendations, Record-Keeping documents, attendance, course syllabi and drop/retention rates, and establish expectations as defined in the job description. Documents related to the appraisal process will be distributed.

108.6.3 Observations

There will be a minimum of one observation by each member of the Appraisal Team. Observations which may be conducted without advanced notice, except that at least one observation per appraisal cycle shall be scheduled with the approval and coordination of the appraisee. Observations should be completed no later than Week 13 of the semester. Observations will include activities appropriate to the member’s service area(s).
If the class section observed is a distance education section, the Appraisal Team member will have access to, and will review instruction and faculty-student interaction through the course content management system, which shall include at least one three-week period identified by the appraisee. Appraisal Team access to the course shell shall be terminated upon completion of the appraisal. In addition, the Appraisal Team member and the appraisee may arrange for on-campus observation, Skype or video conference of that section. If a work experience instructor is being observed, the Appraisal Team member and the appraisee shall arrange for on-campus or off-campus observation as appropriate.

108.6.4 Appraisal Surveys

A. Classroom Activities

Student Surveys will be conducted using official District/WVMFT, AFT 6554 forms in each class section at least once each year.

Surveys will be completed between Weeks 6 and 13. When administering student surveys, a member of the Appraisal Team or its designee shall read the written instructions to the class and pass out the appraisal forms. That person will inform the students that ratings and written comments will be used in the appraisals and that the instructor will not have access to the written comments until after grades are recorded. That person will collect the completed appraisal forms and return them to the Division Office or appropriate collection point in a timely fashion. The appraisee will leave the room while students fill out the appraisal surveys. For Distance Education Courses, the Student Surveys will be administered by the Office Instruction electronically. Student Surveys will be sent to the students to complete for at least a two-week window between Weeks 6 and 13.

B. Non-classroom Activities

Appropriate Student Surveys will be conducted using official District/WVMFT, AFT 6554 forms during one semester of every year. These surveys will be processed regularly with results going to the appropriate Vice President’s office and to the member. During appraisal semesters the Appraisal Team leader will gather together the results of appraisal surveys spanning the 3-year appraisal period and incorporate them into the appraisee’s summary report.
For all Student Surveys, the Office of Instruction will ensure that the students’ written comments are separated and forwarded only to the Appraisal Team Leader, who shall give them to the appraisee only after grades are submitted.

108.6.5 Post-Appraisal Conference

At the conclusion of the appraisal, there will be a conference with the appraisee and the Appraisal Team to discuss the outcomes of the appraisal and other information such as commendations, Record-Keeping documents, attendance, course syllabi and drop/retention rates, as well as a discussion of performance on professional, collegial, and institutional responsibilities.

If a preliminary indication from the Appraisal Team is that the result of the appraisal will be Needs-To-Improve in any of the criteria then the faculty member will be informed of that fact.

If the Department Chair or Division Dean is not a member of the Appraisal Team, he/she may be included in this Post-Appraisal Conference at the request of the team leader or appraisee.

The Post-Appraisal Conference shall be completed the Performance Appraisal Summary Form will be signed by all team members. At the Post-Appraisal Conference, the Performance Appraisal Forms shall be present to the appraisee. This form, along with the forms listed in Article 108.1.1 will forwarded to the appropriate Vice President prior to Finals Week.

108.6.6 Outcome

The possible outcomes are:

A. Satisfactory: If the recommendation is Satisfactory in all areas, the appraisal is completed.

B. Needs-To-Improve: If the appraisal recommends that the member needs to improve in any of the criteria categories listed in Article 108.5 the appraisee will be re-appraised during his/her next semester of assignment. According to the stated process in Article 108, the Needs-to-Improve appraisal process team must include an administrator. Re-employment preference shall be withdrawn if the appraisal of an associate member’s performance is Needs-to-Improve a second time.
C. Unsatisfactory. If the appraisal outcome is unsatisfactory the appraisee will lose REP and will not be given another assignment.

108.7 **Authorization**

Education Code Sections §87660 et seq. set forth the requirements for the performance appraisal of members. The legislative intent, as stated in AB 1725, provides that an associate faculty member’s students, administrators and peers should all contribute to the appraisal but the faculty member should play a central role in the appraisal process and, together with appropriate administrators, assume principal responsibility for the effectiveness of the process.

108.8 **Negotiability**

Any changes in the District Tenure Review or Performance Appraisal Process shall be subject to the negotiation process. WVMFT, AFT 6554 shall consult with the Academic Senate prior to engaging in collective bargaining procedures regarding this article (Education Code Sections §87610.1 and §87663).

108.8 **Grievability**

Only compliance with the Performance Appraisal process is grievable. Outcomes or results of this article are not grievable.