FOOTHILL-DE ANZA
COMMUNITY COLLEGE DISTRICT

Tenure Review Handbook
2025-2028

A Guide for Faculty and Administrators

Table of Contents

INTRODUCTION 3

THE *AGREEMENT* 5

DEFINITIONS OF KEY TERMS 7

TENURE REVIEW PHASES AND YEARS 9

Year 1: 9
Year 2: 9
Year 3: 9

OVERVIEW OF THE TENURE REVIEW PROCESS 11

ACADEMIC FREEDOM 19

STATEMENT ON PROFESSIONAL ETHICS 21

EVALUATION GOALS AND CRITERIA 23

ACTIVITIES AND TIMELINES 27

TENURE, PHASE I 27
TENURE, PHASE II 33
TENURE, PHASE III 41

ARTICLE 6A EVALUATION OF PROBATIONARY (CONTRACT) FACULTY EMPLOYEES FOR TENURE 51

PURPOSE AND OVERVIEW OF THE PROBATIONARY PERIOD 51
TENURE REVIEW COORDINATOR 55
TENURE REVIEW COMMITTEES 56
RESPONSIBILITIES OF TENURE REVIEW COMMITTEE MEMBERS 57
COMPLETION OF SERVICE ON A TENURE REVIEW COMMITTEE 58
EVALUATION CRITERIA USED BY THE TENURE REVIEW COMMITTEE 60
EVALUATION OF PROBATIONARY FACULTY EMPLOYEES 61
RECOMMENDATION FOR CONTINUED EMPLOYMENT OF PROBATIONARY FACULTY EMPLOYEE 65
RE-OPENER 66

INTRODUCTION

The period during which prospective members of the permanent Foothill-De Anza faculty are reviewed for tenure is best understood as a continuation of our District's search and selection processes. Indeed, the recommendation we make to the Board of Trustees to grant tenure is, perhaps, a more important recommendation than the initial decision to hire. When tenure is granted, the Candidate becomes a permanent member of our community.

Thus, the review period for tenure becomes that crucial interval within which we create the future of our colleges, expand our vision of that future, and enhance the quality of the educational opportunity provided to students when they enter our doors.

Foothill-De Anza's approach to this period is based on the premise that the tenure recommendation is best formed by collaboration among faculty, administrative colleagues, and students; a collaboration in which the perceptions of each inform the others.

The Tenure Review Handbook was developed by representatives of the Academic Senates, the Faculty Association, and the administration. To make this process explicit, equitable, and fair for all candidates, this Handbook articulates the phases of the tenure review process, the evaluation and recommendation procedures, and the timelines.

Article 6A: Evaluation of Probationary (Contract) Faculty Employees for Tenure in the ***Agreement*** between the District and the Faculty Association is included at the end of the Handbook for reference, as it provides the contract language that informs this handbook.

This Handbook serves to:

1. implement **Article 6A** of the *Agreement* between the Faculty Association and the Board of Trustees concerning tenure review;

2. provide a framework for tenure review committees so they can:
    a. perform the crucial task of evaluating a candidate for permanent faculty status; and,
    b. assist the candidate in understanding the process and the performance expectations to successfully complete the process.

THE *AGREEMENT*

Faculty compensation, benefits, and working conditions are established through the collective bargaining process and memorialized in the *Agreement between Foothill-De Anza Community College District and the Foothill-De Anza Faculty Association* (the "*Agreement"*). Each faculty employee is provided with either a hard copy of this document or a link to an electronic copy of this document.

The Tenure Review Process is fully defined by **Article 6A** of the *Agreement* (included in this Handbook). In addition, the terms of employment that pertain to Candidates as contract faculty are contained in other articles, the appendices, and the memoranda of understanding.

Advancement on the Salary Schedule

Criteria for advancement on the salary schedule (both step and column advancement) are described under "Professional Growth Activities" in **Appendix A** of the *Agreement*, from which the following is excerpted:

> "Step advancement for regular and contract faculty operates on a four-year cycle. This means that step advancement begins with the commencement of probationary employment and occurs automatically for the next three years; by the end of the fourth year, in order to continue advancement on the salary schedule, the faculty employee shall have completed nine (9) quarter units of professional growth activity (PGA). At the end of the fourth year, if the faculty employee has not met the nine-unit PGA requirement, no additional step advancement shall occur. In order to resume advancement, the faculty employee shall meet the nine-unit PGA requirement within the immediately preceding four-year period. Once this requirement is met, the faculty employee shall be advanced to the next step at the beginning of the subsequent academic year, and a new four-year cycle shall begin; the process shall continue until the faculty employee reaches the top step of the salary schedule."

The faculty employee has the responsibility to file professional growth activities with the Campus Personnel Office. Forms for filing PGA are contained in **Appendix O**.

The PGA requirement applies to the Candidate's advancement on the salary schedule (see **Appendix A**); it is not a condition of tenure.

DEFINITIONS OF KEY TERMS

Candidate: The probationary faculty employee.

Chair: The person elected by majority vote of the Core Committee to lead the Tenure Review Committee. Any member of the Core Committee may serve as Chair, but any faculty member who wishes not to serve as Chair is free to decline. The Chair prepares a written schedule of committee meetings and evaluative activities for the Candidate and the committee.

Closed Session: Meeting of the Tenure Review Committee without the Candidate present.

Complete Probationary Contract Year: The amount of service required for the academic year to be included in the tenure review process. A probationary faculty employee shall be deemed to have completed a probationary contract year if they provide service of 75% of both "days" and "load" during the academic year (**Article 6A.1.2.1**).

Core Committee: The three-member Tenure Review Committee—the Division Dean or appropriate administrator, and two tenured faculty members from the division, at least one of whom, whenever possible, shall be from the department—who provide continuing evaluation and guidance during all three phases of the Candidate's tenure review period.

Consultative Evaluation: A probationary evaluation of the Candidate during Phase III by the Vice President, using Appendix J1.

Criteria: Information used in the evaluation process are specified in **Article 6A.** and elaborated upon in the "Criteria for Evaluation" section of this Handbook. Exceptional criteria as specified in **Article 6A.8** shall not be used in the evaluation process or as part of the Tenure Review Committee's recommendation unless such additional criteria have been discussed with and mutually agreed upon in writing by the Candidate.

Dual Assignment: A primary assignment for instruction, counseling, or learning resources that also includes program coordination or direction.

Due Process Complaint: An allegation by the Candidate, a member of the Tenure Review Committee, the Tenure Review Coordinator, or other district employee that the Candidate is being subjected to biased treatment during the tenure review process, and/or that the procedures, guidelines, and timelines established in **Article 6A** and the Tenure Review Handbook have been violated. The Due Process complaint is described in **Article 6A.18** through **6A.21** of the *Agreement*.

Evaluative Activity: Refers generically to probationary evaluation (using **Appendix J1**) and student evaluation (using **Appendix J2**) described below. Evaluation of a Candidate shall be performed only on negotiated evaluation instruments. A committee shall not develop independent forms for its own use in evaluating the Candidate.

Job Description: The duties and responsibilities as defined in the Announcement of Employment Opportunity for the Candidate's position. These duties and responsibilities, and no other, shall be subject to evaluation by the tenure review committee members using **Appendix J1**. In the event of changes in the Candidate's assignment, duties, or responsibilities, the Vice President, or designated AVP and the Dean shall notify the Tenure Review Committee. All such changes must be mutually agreed upon by the Candidate and the appropriate administrator.

March 15th Notice: The notification by the Board to the probationary employee that their employment contract shall not be renewed for the following academic year.

Part A: The objective portion of the student evaluation form. It is summarized on a (Scantron) tally sheet and attached to **Appendix J3**-Tabulation of Student Evaluations.

Part B: The narrative section of the student evaluation form, **Appendix J2**. This anonymous material is shared between the Candidate and the committee but does not become part of the Candidate's personnel file. Part B responses are not forwarded to the Tenure Review Coordinator. After they have been reviewed and discussed by the Candidate and the committee, they are given to the Candidate after grades have been submitted for the quarter.

Prob-Zero Year: An academic year in which the probationary faculty employee provides service for less than 75 percent of either "days" or "load" during the academic year. This year shall not count toward eligibility for tenure (**6A.1.2.6**).

Probationary Evaluation: A first-hand evaluation of the Candidate by a member of the Candidate's Tenure Review Committee. All evaluations shall be performed on the administrative/peer evaluation form contained in **Appendix J1** as it applies to the Candidate's job description.

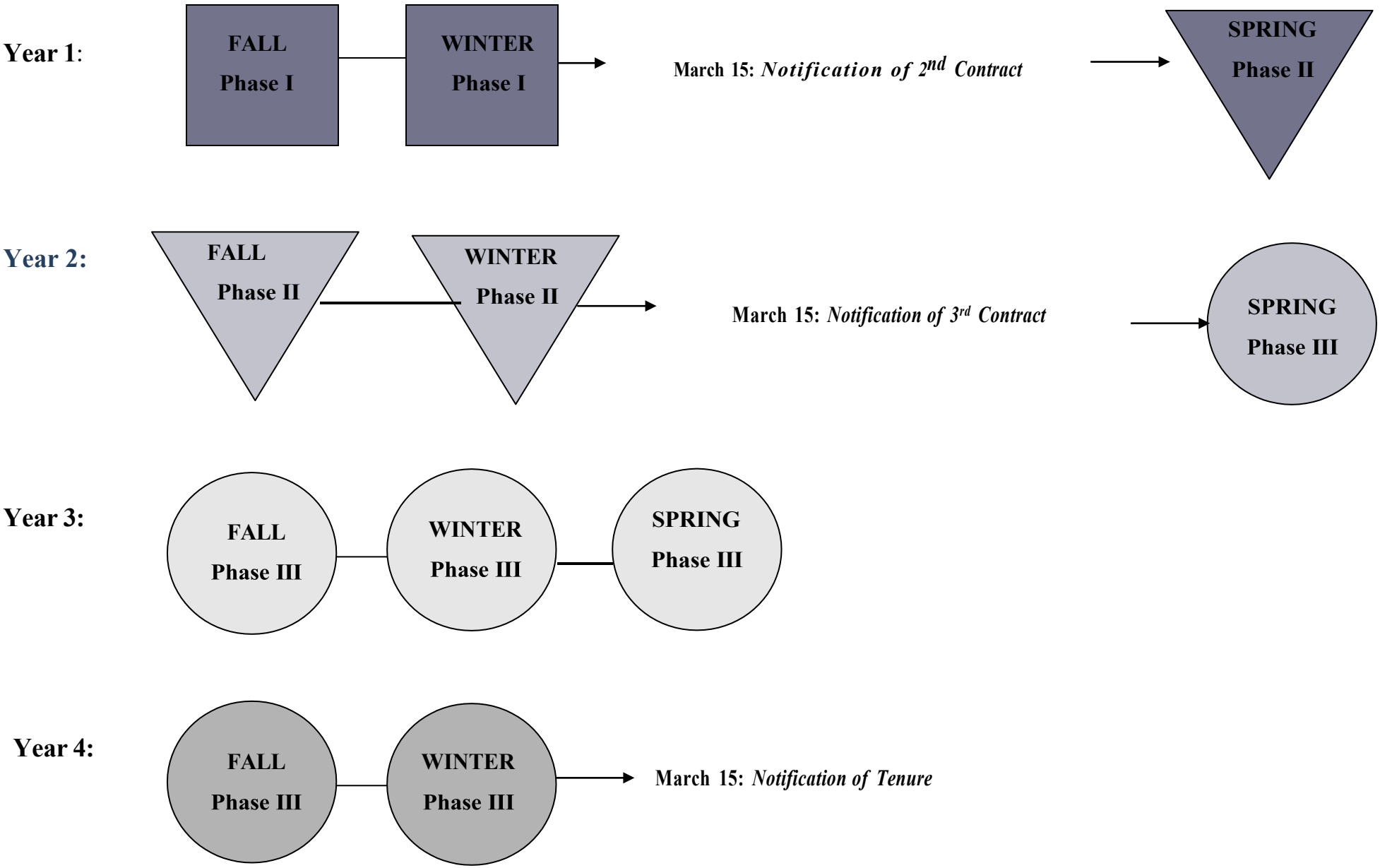
Self-Evaluation: A written statement (of one to two pages) by the Candidate including self-assessment and plans for future professional growth.

Split Assignment: An assignment in more than one division or program, or an assignment in one division that serves a special student population in another division.

Student Evaluation: An assessment of the Candidate by their students. A student evaluation is distributed and processed by a committee member. All student evaluation must be performed on the appropriate document contained in **Appendix J2**. Corresponding tabulation forms are located in **Appendix J3**.

Tenure Review Coordinator: A faculty member appointed by the President of each campus, with the concurrence of the Faculty Association and the campus Academic Senate, to coordinate tenure review activities for all of the candidates on that campus. The duties and responsibilities of the Tenure Review Coordinator are specified in **Article 6A.2**.

TENURE REVIEW PHASES AND YEARS



OVERVIEW OF THE TENURE REVIEW PROCESS

The Tenure Review Committee

1. The Tenure Review Committee for each candidate shall be composed as follows:

    a. For all phases, the Core Committee consists of **(6A.3.1 and 6A.3.1.1)**:
        i. the Division Dean (or appropriate administrator)
            1. for a Candidate who has a "split assignment" (performs service in more than one division or program), the Division Dean will be from the primary service area **(6A.3.1.3).**
        ii. two tenured faculty from the division, when practicable **(6A.3.1.1).**
            1. at least one should be from the department, when possible.
            2. for a Candidate who has a "split assignment" (performs service in more than one division or program), there will be one tenured faculty member from each of the two assignment areas **(6A.3.1.3).**

    b. For Phase I and II only **(6A.3.1)**:
        i. the Vice President or Associate Vice President
            1. In Phase III, The Vice President, or Associate Vice President designated by the Vice President, provides input and consultation to the committee, though they shall not be a voting member **(6A.3.4).**
        ii. a third tenured faculty member appointed by the Academic Senate from the faculty at large, outside the division **(6A.3.1.2).**

    c. The Chair of the Tenure Review Committee
        i. The Chair is a member of, and elected by, the Core Committee. Faculty may serve as committee Chair if elected, but any faculty member who wishes not to serve shall be free to decline **(6A.3.1.4).**

2. Responsibilities of the Tenure Review Committee

    a. The Tenure Review Committee and the Candidate shall comply with **Article 6A** of the *Agreement*, the Tenure Review Handbook, and college policies.

    b. All committee members shall have completed an in-service training session, specifically designed for Tenure Review Committee members, before beginning their evaluation duties (**6A.4.5).** Re-training must occur when:
        i. two years have passed between the completion of training and initial service on a Tenure Review Committee, or
        ii. two years have passed since completion of service on a Tenure Review Committee and service on a new committee, or
        iii. substantive changes occur in **Article 6A** and/or the Tenure Review Handbook (**6A.4.5.1**).

c. In no case shall any member of the Tenure Review Committee also serve as a formal or informal mentor to the Candidate nor shall any faculty member of the committee serve as supervisor to the candidate **(6A.4.1).**

3. Faculty members who serve as members of a Tenure Review Committee receive one (1) quarter unit of Professional Growth Activity and a Tenure Review Committee Chair receives two (2) quarter units of Professional Growth Activity for the completion of regular and continuous service in accordance with the established timelines in each designated phase of the tenure review process **(6A.4.7).**

    a. To facilitate the documentation of each phase of committee service, the Chair of each Tenure Review Committee will send a list of faculty members who completed their committee responsibilities in a timely manner to the Tenure Review Coordinator at the completion of each phase. The Tenure Review Coordinator will then provide documentation for each committee member to use as proof of PGA or college service for PAA.

4. A Tenure Review Coordinator is appointed for a three-year renewable term by the President of each campus, with the concurrence of the Faculty Association and the appropriate campus Academic Senate, to coordinate all Tenure Review activities. In addition, the Tenure Review Coordinator assists the candidate in understanding the tenure review process and/or resolving concerns they may have about the procedures or membership of the tenure review committee. The Tenure Review Coordinator position is a "special assignment" under **Article 25 (6A.2.1).**

Timelines

1. The timelines are intended to be a guide to the tasks that need to be performed. They provide a recommended schedule for accomplishing those tasks. Committees may decide to complete the various steps of the process somewhat earlier than the timelines provide, and special circumstances may necessitate a later schedule. The established timelines allow committee members to observe the Candidate, identify areas that may need improvement, schedule further observations/ evaluations, if necessary, meet to prepare their report, and present their report to the President in time for the President to make a recommendation to the Chancellor and Board of Trustees. The timelines provide the Candidate with an outline of the process so that they may prepare for the evaluative activities to be performed and respond to the committee as appropriate.

2. The Tenure Review Committee Chair is responsible for preparing a written schedule of committee meetings and evaluative activities, after consultation with the committee. The schedule should be distributed to the committee, with a copy to the Candidate and the Tenure Review Coordinator, within five working days of the committee's first meeting of each phase with the Candidate. If the schedule changes during the phase, the updated schedule will be forwarded to the Tenure Review Coordinator.

3. While these timelines are not to be understood or interpreted as rigid and absolute, they are essential to a fair, professional, and objectively administered process. They are intended neither to be traps for candidates or committee members, nor technicalities by which the entire process can be invalidated.

4. In unusual circumstances, a tenure review committee may determine that it is necessary to deviate from the established timelines. In such cases, a written request should be submitted to the President or designee outlining the process deviations and the reasons for the request in accordance with **Article 6A.16**. The President or designee shall respond to such requests within two working days, including notice to the Candidate and the Tenure Review Coordinator if the request is granted.

5. Committees are encouraged to meet more frequently than the guidelines provide, if necessary.

Evaluation Procedures

1. The probationary evaluations performed by individual committee members shall be based upon the criteria included in **Article 6A.7**.

2. Every committee shall have a Canvas (or other learning management system) Group within their division's Tenure Review Portal site in which to store documents.

3. All probationary evaluations shall be performed on the administrative/peer evaluation form contained in **Appendix J1** as it applies to the Candidate's job description.

    a. Prior to a J1 evaluation, the faculty member and evaluator shall have a pre-evaluation meeting (**6.2.4.2**).

    b. A post-evaluation discussion with the Candidate and evaluator is held within one week of the evaluation visit, and the finalized written evaluation is provided to the Candidate no later than two weeks after the evaluation visit.

    The Candidate has the opportunity to respond to the evaluation in writing, in Section III of **Appendix J1**.

    c. The completed probationary evaluation is reviewed and signed by the Candidate, evaluator, Division Dean or appropriate administrator, and Vice President, and submitted to the Chair in a timely fashion (usually within one week). A copy of the completed and signed evaluation is given to the Candidate by the Chair.

    d. The completed J1s will be uploaded to Canvas only after all committee members have completed their J1s for the quarter.

    e. When a Candidate has a "dual assignment", program responsibilities shall be evaluated by at least one administrator and one faculty member of the committee

during each phase of the tenure review process which may lead to more than the minimum number of evaluations for the phase **(6A.15.1).**

f. In Phase III, the Vice President, or Associate Vice President designated by the Vice President, while not a formal member of the committee, may perform a consultative evaluation of the Candidate under the provisions specified in Phase III of the "Activities and Timelines" section of this Handbook. The consultative evaluation is a probationary evaluation performed on **Appendix J1** of the *Agreement*.

4. All student evaluations shall be performed using the appropriate document contained in **Appendix J2**. The J2 can be administered either electronically or face-to-face. Corresponding tabulation forms are located in **Appendix J3**. To provide a broad and representative sample, student evaluations are a part of the Tenure Review Committee's evaluative activities throughout the four-year process. The class sections or appropriate equivalent activities to be evaluated are determined by the committee. Committee members perform all student evaluations and shall not delegate this responsibility. Only a committee member will distribute, collect, tabulate, and review the student evaluations, and then submit the originals (including Part A and Part B) to the Chair.

   a. The number and scheduling of the student evaluations are contained in the "Activities and Timelines" section of this Handbook.

   b. For student evaluations of student services (non-instructional) faculty and faculty teaching late-start courses, the timelines may be adjusted (without special permission from the President) to enable collection of student evaluations of activities (e.g., workshops or one-on-one sessions with students) that occur outside the established timeline.

   c. A probationary evaluation (J1) and a student evaluation (J2) shall not be performed at the same time, i.e., on the same day and during the same academic hour(s) **(6A.13.3.5).**

   d. A Tenure Review Committee member responsible for performing both a probationary evaluation and a student evaluation during the same quarter shall provide the completed probationary evaluation to the candidate before conducting the student evaluation **(6A.13.3.6).**

   e. Once student evaluations (J2s) are completed, the Chair will upload an electronic copy to the Committee's Canvas (or other learning management system) group and provide a copy of the tabulation sheet for Part A (form **Appendix J3**) to the Candidate in a timely manner (usually within 5 business days). The **Appendix J3** form is used for both online and face-to-face J2 tabulation.

      The J2 (part B) student comments should be placed in a secure location in the division office for review by the committee members. For face-to-face J2

evaluations, this consists of the original forms and for online evaluations the narrative comments should be printed.

f. After the Candidate has submitted grades for the quarter, the Chair will make the following available to the Candidate:
    i. the Part B responses, and
    ii. the original Part A scantrons (for in-person evaluations).

g. For an online evaluation, the full evaluation report will be available in Canvas after the Candidate has submitted grades for the quarter.

h. The results of the student evaluation will be discussed with the Candidate at the next committee meeting.

i. If, in the judgment of the committee, additional evaluations need to be completed, it is the responsibility of the committee to identify additional sections to be evaluated and to notify the Candidate of such on a quarter-by-quarter basis.

5. Administrators, faculty, or staff members with first-hand knowledge of the Candidate's professional performance may voluntarily share that knowledge with the committee in person or through a signed statement addressed to the committee. A written statement may be submitted to any member of the committee, who will bring it to the entire committee. In-person statements to the committee may be scheduled by contacting the Chair. Such information shall be confidential and unsolicited, and it shall not be construed as an official evaluation of the Candidate nor become part of the Candidate's personnel file. When such information is provided, the committee shall determine whether it is timely, relevant, valid, and substantive and decide whether to pursue corroborative information through first-hand probationary evaluation by one or more members of the committee.

Due Process Protection

Article 6A.18 through 6A.22 of the *Agreement* between the District and the Faculty Association provides a process to promptly address inappropriate deviations from the established timelines and procedures, to address issues of bias, and to resolve any such problems. Prior to invoking the due process procedure, complainants shall make a good faith effort to resolve issues within the committee or with the assistance of the committee Chair and the Tenure Review Coordinator.

Recommendation for Continued Employment

1. The Tenure Review Committee's recommendations (sometimes referred to as "phase reports") shall be based upon written evidence of the faculty member's performance as reflected in:

    a. evaluation by the members of the Tenure Review Committee of the Candidate's primary duties, contractual obligations, and professional responsibilities,

    b. student evaluations, to the extent practicable, as identified by the Tenure Review Committee according to the Tenure Review Handbook,

    c. the Candidate's self-evaluations, including self-assessment, plans for future professional growth, and address areas of performance deficiency (if any), and incorporation of student evaluations and discussions with the committee members,

    d. (for Phase III only) the Candidate's report of professional growth and of professional contributions (described in the "Evaluation Goals and Criteria" section of this Handbook).

2. In the event a probationary faculty employee is absent on leave, the reason for the absence shall not be a consideration of the tenure review committee or its deliberations in reviewing the probationary faculty employee's performance and/or determining if the employee has met the standards of performance.

    The tenure review committee shall not involve itself in any matters regarding the basis for a probationary faculty employee's absence. All matters regarding absence, medical condition, or request for accommodation shall be referred to the appropriate Dean or District Office of Human Resources.

3. All of the material submitted by the faculty member, together with all relevant administrative and Tenure Review Committee evaluations and recommendations, shall be in written form and reviewed by the President.

    a. In Phase III, in the unlikely event that the Vice President or designated Associate Vice President disagrees with the Tenure Committee's recommendation, the President may also consider an independent recommendation submitted by the Vice President or designated Associate Vice President.

    b. After reviewing the tenure material, the President formulates a final recommendation and forwards it to the Chancellor and the Board sufficiently in advance of March 15 to enable the Board to meet the statutory deadlines. In the event of lack of agreement between the President and the committee, they shall meet to attempt to formulate one written recommendation to the Chancellor.

i. In the unlikely event that there is no single recommendation, the President presents their recommendation along with the committee recommendation to the Chancellor. The Chancellor will also make a written recommendation to the Board (**6A.23.3**).

c. In the event that the President recommends to not continue employment, at least one week prior to the Board's discussion of the tenure recommendation, a copy of all written materials presented to the Board shall be given to the Candidate.

4. Non-prejudicial timeline or procedural errors shall not serve to invalidate the recommendation of the committee, the President, the action of the Chancellor, or the Board of Trustees.

ACADEMIC FREEDOM

Academic freedom encompasses the freedom to study, teach and express ideas and viewpoints, including unpopular and controversial ones, without censorship, political restraint or retribution. Academic freedom allows for the free exchange of ideas in the conscientious pursuit of truth. This freedom exists in all service areas, including but not limited to teaching, librarianship, counseling, coordinating and all faculty-student interactions. Academic Freedom is the bedrock principle of all institutions of learning and must be extended to all faculty regardless of their status as full-time, part-time, or probationary.

Faculty members have the principal right and responsibility to determine the content, pedagogy, methods of instruction, the selection, planning and presentation of course materials, and the fair and equitable methods of assessment in their assignment in accordance with the approved curriculum, course outline, the educational mission of the District, and state laws and regulations. These rights and responsibilities include, but are not limited to, the faculty member's choice of textbooks and other course materials, assignments and assessment methods, teaching practices, grading and evaluation of student work, and teaching methods and practices.

Special vigilance must be paid to the protection of the Academic Freedom Rights of probationary faculty undergoing the tenure process. While the tenure process is, at its core, an evaluative process, the evaluation of probationary faculty must never be used as a pretense for abridging or restricting the Academic Freedom rights of a tenure candidate. All members of a probationary faculty member's tenure review committee should bear in mind that differences between their own teaching methods, practices, and beliefs, and those of the tenure candidate should never be the basis for their evaluation of a probationary faculty member. These differences are protected by the tenure candidate's Academic Freedom. The evaluation of a probationary faculty member should be based solely on those criteria described in the negotiated faculty evaluation instruments and those listed in the advertised job description under which the tenure candidate was hired.

STATEMENT ON PROFESSIONAL ETHICS

The statement which follows, a revision of a statement originally adopted in 1966, was approved by the Association's Committee on Professional Ethics, adopted by the Association's Council in June 1987, and endorsed by the Seventy-third Annual Meeting.

INTRODUCTION

From its inception, the American Association of University Professors has recognized that membership in the academic profession carries with it special responsibilities. The Association has consistently affirmed these responsibilities in major policy statements, providing guidance to professors in such matters as their utterances as citizens, the exercise of their responsibilities to students and colleagues, and their conduct when resigning from an institution or when undertaking sponsored research. The *Statement on Professional Ethics* that follows sets forth those general standards that serve as a reminder of the variety of responsibilities assumed by all members of the profession.

In the enforcement of ethical standards, the academic profession differs from those of law and medicine, whose associations act to ensure the integrity of members engaged in private practice. In the academic profession, the individual institution of higher learning provides this assurance and so should normally handle questions concerning propriety of conduct within its own framework by reference to a faculty group. The Association supports such local action and stands ready, through the general secretary and the Committee on Professional Ethics, to counsel with members of the academic community concerning questions of professional ethics and to inquire into complaints when local consideration is impossible or inappropriate. If the alleged offense is deemed sufficiently serious to raise the possibility of adverse action, the procedures should be in accordance with the 1940 *Statement of Principles on Academic Freedom and Tenure*, the 1958 *Statement on Procedural Standards in Faculty Dismissal Proceedings*, or the applicable provisions of the Association's *Recommended Institutional Regulations on Academic Freedom and Tenure.*

THE STATEMENT

1. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end, professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

2. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual

guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

3. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas, professors show due respect for the opinions of others. Professors acknowledge academic debt and consider their biases in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.

4. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

5. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, students, profession, and institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.[1]

[1]American Association of University Professors, "Statement on Professional Ethics" 2009 <http://www.aaup.org/file/professional-ethics.pdf >

EVALUATION GOALS AND CRITERIA

The Foothill-De Anza District takes great pride in the uncommon ability, energy, enthusiasm and commitment of its faculty to meet the needs of our diverse student population. As academic professionals, faculty bring breadth and depth of knowledge, pedagogical effectiveness, and life experiences that will enrich their disciplines and stimulate learning. Faculty recommended for tenure must reflect this standard of excellence in the performance of their faculty duties and interaction with students and colleagues.

Evaluation Goals

The Tenure Review Committee evaluates the Candidate's primary duties and responsibilities including all of their contractual obligations. The purpose of evaluation is to:

- recognize and encourage outstanding performance,
- improve satisfactory performance and further the growth of candidates who are performing satisfactorily,
- identify areas which might need improvement and provide useful feedback for consideration, and,
- identify and document unsatisfactory performance and offer assistance in achieving the required improvement.

Evaluation Criteria

Evaluation of probationary faculty is performed in compliance with the procedures and criteria specified in the *Agreement* (see **Articles 6A** and **10**, **Appendices A**, **J1**, and **J2**). In addition, candidates must demonstrate effective judgment in implementing college policy. The information provided below, while not all-inclusive, is intended to clarify and emphasize the standards of performance common to the profession.

1. **Excellent job performance** in faculty assignment(s) as assessed by the criteria stated in the Administrative and Peer Evaluation Form for Faculty (**Appendix J1**, Section I):

   a. For faculty with teaching assignments, use of teaching methodology and materials that are:
      1) challenging to the student and appropriate to the subject matter,
      2) responsive to the needs of diverse students,
      3) consistent with departmental curriculum, and,
      4) conducive to a diversity of successful pedagogical approaches within the discipline;

   and/or,

b. For faculty with non-teaching assignments, effective execution of assigned duties and responsibilities such as:
   1) communication and coordination with students, colleagues and administrators, as appropriate,
   2) program and resource development (including, where appropriate, budget planning),
   3) implementation of applicable articulation, accreditation, and licensing requirements, and,
   4) program leadership responsive to the needs of a diverse student population.

2. **Respect for students' rights** and support of student success as assessed by the criteria stated in the Evaluation Form for Faculty (**Appendix J1**) and in the Student Evaluation Form (**Appendix J2**). In addition, candidates must demonstrate:
   a. patience, fairness, and promptness in the evaluation and discussion of student work, and
   b. sensitivity and responsiveness to the needs of individual students and their diverse racial and ethnic backgrounds, sexual orientations, and physical and mental disabilities as appropriate.

3. **Respect for colleagues** and the teaching profession as assessed by the criteria stated in the Administrative and Peer Evaluation Form for Faculty (**Appendix J1,** Section I). In addition, candidates must demonstrate professionalism by:

   a. valuing and defending a free inquiry of ideas and a diversity of opinion among associates,
   b. working in cooperation with other faculty and staff to develop and maintain a positive and collegial academic atmosphere,
   c. following departmental practices and/or fulfilling program agreements and,
   d. acting with personal integrity and in accordance with the ethics of the profession.

4. **Professional contributions** (particularly during Phase III of the Tenure Review process) as assessed by the criteria stated in the Administrative and Peer Evaluation Form for Faculty (**Appendix J1**, Section I; and **Article 10.8.1**):

   "The effective operation of the college, the philosophy of shared governance, the demands of the discipline, and the provisions of this *Agreement* depend upon professional contributions from full-time faculty. Faculty ordinarily contribute professionally to the District in one or more of the following areas, including but not limited to: research, creative activity (such as artistic performance, authorship, or the development of new learning materials), curriculum revision and development, special projects, division/department committees and task forces, institution-wide meetings and committees, hiring and tenure review committees, peer and student evaluation of other faculty employees, participatory governance, Faculty Association, Academic Senates, student activities, community outreach, and relevant state, national, or professional organizations. Faculty employees shall use their own professional judgment in determining the nature and extent of their voluntary performance of these unassigned activities."

5. **Professional growth activities** such as coursework, attendance at workshops, seminars, conferences, publications, artistic exhibits, performances, or other appropriate activities (see appropriate Faculty Salary Schedule, **Appendix A**).

Resources Available to the Candidate

1. **Mentoring**

   Mentoring by an experienced faculty member in the department or program provides an invaluable learning opportunity for the Candidate. A mentorship may be arranged by the Division Dean or appropriate administrator through the mutual agreement of the faculty member and the Candidate, or a Candidate may choose a faculty mentor who agrees to provide mentorship. A mentor shall not also serve as a member of the Candidate's Tenure Review Committee during any of its phases.

2. **In-Service Training**

   The Offices of Professional Development on both campuses offer training and support for probationary faculty. This includes mentoring programs (first-year and more), along with multiple workshops, such as writing student-centered course information sheets (syllabi), teaching and assessment strategies, and many other teaching-related activities, that could assist new faculty and supplement the mentoring programs. Programs are coordinated with the Tenure Review Timelines but are also offered throughout the academic year.

ACTIVITIES AND TIMELINES

TENURE, PHASE I

Duration: Two quarters: Fall and Winter quarters of Year 1

Tenure Review Committee, Phase I

Prior to the end of the preceding academic year, the Academic Senate begins the confirmation of appropriate tenured faculty to the Candidate's Tenure Review Committee. Normally, appointments are finalized during the second week of the Fall quarter.

The Tenure Review Committee for Phase I is composed of five members:

- three members form the Core Committee:
  - the Division Dean or appropriate administrator,
  - two tenured faculty members from the division, at least one of whom, whenever possible, shall be from the same department as the Candidate,
- the Vice President, or designated Associate Vice President,
- an at-large faculty member (a third tenured faculty member appointed by the Academic Senate from the faculty at large, outside the division).

If the Candidate has a split assignment, the Core Committee shall, whenever possible, have one tenured faculty member from each division/program or service area. The faculty members are nominated by the division faculty and confirmed by the Academic Senate.

Areas of Evaluation

- Expertise in the discipline,
- Diversity of methodology and technique appropriate to the discipline,
- Ability to accept constructive suggestions for improvement, and
- Rapport with diverse community college student populations and colleagues.

Evaluative Activities

- Three (3) Probationary (J1) Evaluations (one by each member of the Core Committee)
- Two (2) Student (J2) Evaluations

Phase I Schedule of Activities	
Year 1 Fall Quarter	**Activity**
September Weeks 0-1	A. Tenure Review Committee members attend in-service training session (provided by the Tenure Review Coordinator), as needed (**6A.4.5**). B. Candidate attends Tenure Review Orientation. C. Candidate begins tenure process. A Candidate employed prior to the beginning of their first full academic year shall nonetheless begin the tenure process in the Fall quarter.
September/ October Weeks 2-4	D. At the initial meeting, the Core Committee; • elects one of its members as the committee Chair, • examines the job description, which is provided by the Dean and is available in the learning management system throughout the tenure process, • determines appropriate activities to be evaluated, and • establishes a work schedule. E. At the same or a subsequent meeting, the committee then meets with the Candidate to: • review the tenure process, • review the job description, • review criteria and expectations that will be evaluated in Phase I (including any program requirements and external standards related to the Candidate's assignment/s), and • schedule the evaluative activities to be performed. F. The Vice President, designated Associate Vice President, or Dean informs the committee and the Candidate of any program requirements and/or standards related to the Candidate's assignment. Prior to the start of the evaluation process, Chair provides the Candidate, committee members, and Tenure Review Coordinator with a written plan stating the evaluative activities to be completed in Phase I.

October/ November Weeks 4-7†	G. **Probationary Evaluation**. The three members of the Core Committee each perform an evaluation using **Appendix J1**. During the **pre-evaluation meeting**, the Candidate furnishes the committee with requested materials, such as course syllabi, lesson plans, assessment tools, etc., appropriate to the evaluation process. If the Tenure Review Committee determines that additional probationary evaluations are necessary, the Vice President, or designated Associate Vice President, and the at-large faculty member shall each perform a probationary evaluation. At the discretion of the Tenure Review Committee, one or more members of the Core Committee may also perform an additional probationary evaluation. H. **Student Evaluation** for student services or resource faculty, if appropriate.†
November/ December Weeks 6-9†	I. **Student Evaluation.** Two classes or sections are required and determined by the committee. Committee members are required to distribute, collect, and tabulate all student evaluations and shall not delegate these responsibilities.† J. Committee meets in closed session to discuss the evaluations and schedule additional evaluations, if appropriate, through the end of Week 3 of Winter quarter. Note that all scheduled evaluations must be completed prior to this closed session meeting. Subsequent to these deliberations, the committee meets with the Candidate to: • review and assess performance for the quarter, • plan further probationary and/or student evaluation if appropriate, • discuss areas of performance deficiency, if any, that have been explicitly identified in the probationary evaluations, • offer suggestions for improvement. Candidate shall have reasonable opportunity to address any issues raised at this meeting.
Week 10	K. Additional Fall quarter evaluative activities, if appropriate, may include further probationary evaluations and/or student evaluations. All evaluations must comply with standard procedures.

† *See 4b in Evaluation Procedures for acceptable changes to student evaluation timelines.*

Week 11	L. Chair completes a final check to ensure that all evaluative materials are uploaded into the learning management system, including digitizing any hard copy original documents. The Chair also ensures that any hard copy original documents are given to the appropriate Dean to be kept in the division's tenure files.

Year 1 Winter Quarter	**Activity**
January Week 1 Week 2-3	A. Candidate submits Self-Evaluation to the Chair for inclusion in the Phase I evaluative materials. B. If scheduled, additional evaluative activities may include further probationary evaluations and/or student evaluations. All probationary evaluations must comply with standard procedures and be performed in accordance with the timelines for post-evaluation discussion and the Candidate's response (**Appendix J1,** Section III). The completed and signed probationary evaluation must be available to the committee by the beginning of Week 4 and discussed with the Candidate at the Week 4 meeting (see below).
Week 4	Due Process complaints, if any, must be filed by the end of Week 4**. The Due Process complaint is described in **Article 6A.18** through **6A.22** of the *Agreement.* C. Candidate meets with the committee to discuss the student evaluations from Fall quarter and any additional evaluations that have been performed at the beginning of Winter quarter. • To prepare for the Week 4 meeting with the Candidate, the committee may meet in closed session if it sees fit. After the Week 4 meeting with the candidate, the Committee meets in closed session to review all evaluative materials and produce the recommendation. The recommendation shall be based exclusively upon criteria known to and discussed with the Candidate.
	Please note that, in order to give enough time for any Due Process Complaint, the committee's recommendation **cannot be shared with the Candidate until the beginning of Week 5.

February Week 5	D. **Committee Recommendation.** Committee or designated committee member(s) meet(s) with the Candidate to inform them of the committee's recommendation. The committee makes its recommendation based on the **Appendix J1** and **J2** evaluations, written criteria known to the Candidate in accordance with **Article 6A.7**, and performance areas identified to the Candidate as needing improvement. Following this meeting, the committee finalizes a written recommendation to the President and submits it to the Tenure Review Coordinator for inclusion with the materials forwarded to the President. The committee recommendation, if not unanimous, shall separately state a recommendation by the majority and the minority and be signed by the respective committee members. Chair also forwards a copy of the recommendation to the Candidate and uploads it into the learning management system. E. Chair completes a final check to ensure that any evaluative materials and a copy of the recommendation are uploaded into the learning management system, including digitizing any hard copy original documents. The Chair also ensures that any hard copy original documents are given to the appropriate Dean to be kept in the division's tenure files.
Week 6	F. President notifies committee in writing if they disagree with the recommendation. G. If the President and the committee agree on the recommendation, the President prepares a written recommendation and forwards it to the Chancellor.
Week 7	H. If the President's recommendation differs from that of the committee, the President and the committee meet to attempt resolution of their differing recommendations. In the unlikely event that there is no single recommendation, the President presents a written recommendation, along with the written committee recommendation, to the Chancellor. I. On the basis of the recommendation(s) presented by the President and the committee, the Chancellor makes a written recommendation to the Board. J. In the event that the President recommends to not continue employment, at least one week prior to the Board's discussion of the tenure recommendation, the President provides the Candidate with a copy of the President's recommendation if it differs from the committee recommendation.
March 15	K. Candidate receives written notice of continued employment for Phase II or "March 15th Notice" in cases of termination.

ACTIVITIES AND TIMELINES

TENURE, PHASE II

Duration: Three quarters: Spring quarter of Year 1
Fall and Winter quarters of Year 2

Tenure Review Committee, Phase II

The Phase II Tenure Review Committee is the same as Phase I. If a change to the committee membership is necessary, the Senate confirms these replacements. Normally, appointments are finalized during the second week of the Spring quarter.

Areas of Evaluation

- Performance areas specified in Phase I,
- Demonstrated improvement in areas identified during Phase I,
- Participation in department/division/discipline activities,
- Ability to work effectively with members of the department and division, and
- For program coordinators: organization skills and follow-through, ability to coordinate effectively with other college offices and departments, and, if appropriate, outside agencies.

Evaluative Activities

- Five (5) Probationary (J1) Evaluations (one by each member of the committee)
- Four (4) Student (J2) Evaluations

Phase II Schedule of Activities	
Year 1 Spring Quarter	**Activity**
April/May Weeks 2-4	A. Tenure Review Committee members attend in-service training session (provided by the Tenure Review Coordinator), as needed. B. Committee meets to: • review Phase I results, • re-examine the job description, • determine appropriate activities to be evaluated during Phase II, and • establish a work schedule. At the same or a subsequent meeting, committee meets with the Candidate to: • discuss criteria and expectations that will be evaluated in Phase II (including any program requirements and external standards related to the Candidate's assignment(s), and • preview a schedule for all the evaluative activities to be performed. C. Vice President or Dean updates the committee in the event of changes in the Candidate's assignment, duties, or responsibilities. All such changes must be mutually agreed upon by the Candidate and the appropriate administrator. D. Prior to the start of the evaluation process, Chair provides the Candidate, committee members, and the Tenure Review Coordinator with a written plan stating the evaluative activities to be completed in Phase II.
May Weeks 4-7†	E. **Probationary Evaluation**. At least two, but not more than three, committee members perform an evaluation using **Appendix J1**. During the **pre-evaluation meeting**, the Candidate furnishes the committee with requested materials, such as course syllabi, lesson plans, assessment tools, etc., appropriate to the evaluation process. F. **Student Evaluation** for student services or resource faculty, if appropriate.†

† *See 4b in Evaluation Procedures for acceptable changes to student evaluation timelines.*

May/June Weeks 6-9†	G. **Student Evaluation**. Two classes/sections are required and determined by the committee. Committee members are required to distribute, collect, and tabulate all student evaluations (using **Appendix J2** and **J3**) and shall not delegate these responsibilities.†
Weeks 4-10	H. Additional Spring quarter evaluative activities, if appropriate, may include further probationary evaluation and/or student evaluation. All evaluations must comply with standard procedures.
Weeks 9-10	I. Committee meets in closed session to review all evaluation results. Subsequent to these deliberations, committee meets with the Candidate to: • review and assess performance for the quarter, • plan further probationary and/or student evaluation, if appropriate, • discuss areas of performance deficiency, if any, that have been explicitly identified in the probationary evaluations, and • offer suggestions for improvement. Candidate shall have reasonable opportunity to address any issues during subsequent quarters of Phase II.
June Week 11	J. Chair completes a final check to ensure that all evaluative materials are uploaded into the learning management system, including digitizing any hard copy original documents. The Chair also ensures that any hard copy original documents are given to the appropriate Dean to be kept in the division's tenure files.

† *See 4b in Evaluation Procedures for acceptable changes to student evaluation timelines.*

Year 2 Fall Quarter	Activity
September Weeks 2-4	A. Tenure Review Committee members attend in-service training session (provided by the Tenure Review Coordinator), as needed. B. If schedule or membership changes or any other issues necessitate, the Candidate and committee meet to discuss criteria and expectations for remainder of Phase II, and to schedule appropriate evaluative activities to be performed. C. Prior to the start of the evaluation process, Chair provides the Candidate, committee members, and Tenure Review Coordinator with any changes to the plan, in writing, stating the evaluative activities to be completed in Fall and Winter of Phase II.
October/ November Weeks 4-7†	D. **Probationary Evaluation**. Committee members who did not evaluate in Spring Quarter each perform an evaluation using **Appendix J1**. During the **pre-evaluation meeting**, the Candidate furnishes the committee with requested materials, such as course syllabi, lesson plans, assessment tools, etc., appropriate to the evaluation process. E. **Student Evaluation** (J2), for student services and resource faculty, if appropriate.†
October/ November Weeks 6-9†	F. **Student Evaluation**. Two classes/sections are required and determined by the committee. Committee members are required to distribute, collect, and tabulate all student evaluations and shall not delegate these responsibilities.† G. Committee meets in closed session to discuss the evaluations and schedule additional evaluations, if appropriate, through the end of Week 3 of Winter quarter. Note that all scheduled evaluations must be completed prior to this closed session meeting. Subsequent to these deliberations, committee meets with the Candidate to: • review and assess performance for the quarter, • plan further probationary and/or student evaluation, if appropriate, • discuss areas of performance deficiency, if any, that have been explicitly identified in the probationary evaluations,

† *See 4b in Evaluation Procedures for acceptable changes to student evaluation timelines.*

	• offer suggestions for improvement. Candidate shall have reasonable opportunity to address any issues raised at this meeting.
November/ December Week 10	H. Additional Fall quarter evaluative activities, if appropriate, may include further probationary evaluations and/or student evaluations. All evaluations must comply with standard procedures.
December Week 11	I. Chair completes a final check to ensure that all evaluative materials are uploaded into the learning management system, including digitizing any hard copy original documents. The Chair also ensures that any hard copy original documents are given to the appropriate Dean to be kept in the division's tenure files.

Year 2 Winter Quarter	Activity
January Week 1 Weeks 2-3	A. Candidate submits Self-Evaluation to the Chair for inclusion in the Phase II evaluative materials. B. If scheduled, additional evaluative activities may include further probationary evaluation and/or student evaluation. All probationary evaluations must comply with standard procedures and be performed in accordance with the timelines for post-evaluation discussion and for the Candidate's response to the evaluation (**Appendix J1**, Section III). The completed and signed probationary evaluation must be available to the committee by the beginning of Week 4.
January/ February Week 4	Due Process complaints, if any, must be filed by the end of Week 4**. The Due Process complaint is described in **Article 6A.18** through **6A.22** of the *Agreement.* C. Candidate meets with the committee to discuss the student evaluations from Fall quarter and any additional evaluations that have been performed at the beginning of Winter quarter. • To prepare for the week 4 meeting with the Candidate, the committee may meet in closed session if it sees fit. • After the week 4 meeting with the candidate, the Committee meets in closed session to review all evaluative materials and produce the recommendation. The recommendation shall be based exclusively upon criteria known to and discussed with the Candidate.
	Please note that, in order to give enough time for any Due Process Complaint, the committee's recommendation **cannot be shared with the Candidate until the beginning of Week 5.
February Week 5	D. **Committee Recommendation.** Committee or designated committee member(s) meet(s) with the Candidate to inform them of the committee's recommendation. The committee makes its recommendation based on the **Appendix J1** and **J2** evaluations, written criteria known to the Candidate in accordance with **Article 6A.7**, and performance areas identified to the Candidate as needing improvement. Following this meeting, committee finalizes the written recommendation to the President and submits it to the Tenure Review Coordinator for inclusion with the materials forwarded to the President. The committee recommendation, if not unanimous, shall separately state a recommendation

	by the majority and the minority and be signed by the respective committee members. Chair also forwards a copy of the recommendation to the Candidate and uploads it into the learning management system. E. Chair ensures that a copy of the recommendation and all evaluative materials are uploaded into the learning management system, including digitizing any hard copy original documents. The Chair also ensures that any hard copy original documents are given to the appropriate Dean to be kept in the division's tenure files and a copy of the recommendation is forwarded to the Candidate.
February Week 6	F. The President notifies the committee in writing if they disagree with its recommendation. G. If the President and the committee agree on the recommendation, the President prepares a written recommendation and forwards it to the Chancellor.
Week 7	H. If the President's recommendation differs from that of the committee, the President and the committee meet to attempt resolution of their differing recommendations. In the unlikely event that there still is no single recommendation, the President presents a written recommendation, along with the written committee recommendation, to the Chancellor. I. On the basis of the recommendation(s) presented by the President and the committee, the Chancellor makes a written recommendation to the Board. J. At least one week prior to the Board's discussion of the tenure recommendation, the President provides the Candidate with a copy of the President's recommendation if it differs from the committee recommendation.
March 15	K. Candidate receives written notice of continued employment for Phase III or "March 15th Notice" in cases of termination.

ACTIVITIES AND TIMELINES
TENURE, PHASE III

Duration Six quarters: Spring quarter of Year 2
Fall, Winter, and Spring quarters of Year 3
Fall and Winter quarters of Year 4

Tenure Review Committee, Phase III

The Tenure Review Committee for Phase III consists of the Core Committee who will consult with the Vice President throughout (**6A.3.4**). In the unlikely event that the Vice President disagrees with the committee's recommendation, they may make an independent recommendation to the President for the President's consideration.

Areas of Evaluation

- Performance areas specified in Phases I and II,
- Demonstrated improvement in areas identified during Phase II,
- Professional contributions/service as defined in **Article 10.8**, and
- Professional growth.

Evaluative Activities and Timelines

- Three (3) Probationary J1 Evaluations (one by each member of Core Committee)

  Each evaluation is done in a different quarter with at least one in Spring quarter of Year 3. The committee may also do additional probationary evaluations, if appropriate.

- Five (5) Student J2 Evaluations

  One student evaluation is required during each quarter of Phase III, through the Fall quarter of Year 4. The class/section is determined by the committee. Additional student evaluations may be performed, if appropriate.

- Optional Consultative Evaluation and Follow-up Evaluation

The Vice President may also perform a probationary evaluation of the Candidate during this phase, provided that it occurs no later than Week 4 of the Spring quarter of Year 3. As explained in **Article 6A.3.4.2** and **6A.3.4.3**, procedures for a consultative evaluation include a follow-up evaluation by a faculty member on the Core Committee.

a. In the event of a consultative evaluation, the Vice President will notify the Candidate and

the committee one week in advance of the evaluation date. After completing the evaluation and the required post-evaluation discussion with the Candidate, the Vice President meets with the committee in closed session to review evaluation results. Subsequent to these deliberations, the committee meets with the Candidate to discuss the consultative evaluation. Areas of performance deficiency, if any, are explicitly identified in writing with suggestions for improvement, and the Candidate shall have reasonable opportunity to address these issues during subsequent quarters of Phase III.

b. The Core Committee shall elect one of its faculty members to perform a follow-up probationary evaluation during either the same or the subsequent quarter. This evaluation will include the performance area(s) evaluated by the Vice President, and is in addition to the three probationary evaluations by the Core Committee members.

Core Committee Meetings

During Phase III, the Core Committee will meet during Spring quarter of Year 2, Winter quarter of Year 3, and Fall and Winter quarters of Year 4. The committee may schedule additional meetings at the request of the Chair or any member of the committee, the Candidate, or the Vice President. Committee meetings will follow the same format as in prior phases:

- Committee meets in closed session to discuss evaluation results and, subsequent to these deliberations, the committee meets with the Candidate to review and assess performance.
- Areas of performance deficiency, if any, that have been explicitly identified in the probationary evaluations, will be discussed along with suggestions for improvement, and the Candidate shall have reasonable opportunity to address these issues.

Phase III Schedule of Activities	
Year 2 Spring Quarter	**Activity**
April/May Weeks 2-4	A. Core Committee members attend in-service training session (provided by the Tenure Review Coordinator), as needed. B. The committee meets to: • review Phase I and Phase II results, • re-examine the job description, • determine appropriate activities to be evaluated during Phase III, and • establish a work schedule. At the same or a subsequent meeting, the committee then meets with the Candidate to review criteria and expectations that will be evaluated during Phase III (including any program requirements and external standards related to the Candidate's assignment/s). The Committee and the Candidate agree upon a schedule to complete three J1 probationary evaluations in separate quarters during Phase III, at least one of which must be performed in Spring Quarter, Year 3. Additional probationary evaluations may be scheduled, if appropriate. C. Vice President or Dean updates the committee in the event of changes in the Candidate's assignment, duties, or responsibilities. All such changes must be mutually agreed upon by the Candidate and the appropriate administrator. D. Prior to the start of the evaluation process, Chair provides the Candidate, committee members, and the Tenure Review Coordinator with a written plan stating the evaluative activities to be completed in Phase III. During the remainder of Phase III, the Chair provides the Candidate, committee members, and Tenure Review Coordinator with any changes, including to change TBA dates to specific dates, to the plan, in writing, prior to the start of the evaluative activities during the affected quarter(s).
May/June Weeks 4-7†	E. **Probationary Evaluation**, *if scheduled*. Core Committee member performs evaluation using Appendix J1.

† *See 4b in Evaluation Procedures for acceptable changes to student evaluation timelines.*

Weeks 6-9†	During the **pre-evaluation meeting**, the Candidate furnishes the committee with requested materials, such as course syllabi, lesson plans, assessment tools, etc., appropriate to the evaluation process. F. **Student Evaluation** (J2), for student services and resource faculty, if appropriate.†
	G. **Student Evaluation**. One class/section is required and determined by the committee. Committee members are required to distribute, collect, and tabulate all student evaluations and shall not delegate these responsibilities. †
June Week 11	H. Chair completes a final check to ensure that all evaluative materials are uploaded into the learning management system, including digitizing any hard copy original documents. The Chair also ensures that any hard copy original documents are given to the appropriate Dean to be kept in the division's tenure files.

Year 3 Fall Quarter	**Activity**
October/ November Weeks 4-7†	A. Core Committee members attend in-service training session (provided by the Tenure Review Coordinator), as needed. B. **Probationary Evaluation**, *if scheduled*. Core Committee member performs an evaluation using Appendix J1 (see previous description of pre-evaluation meeting). C. **Student evaluation** (J2) for student services and resource faculty, if appropriate. †
Weeks 6-9†	D. **Student Evaluation**. One class/section is required and determined by the committee. Committee members are required to distribute, collect, and tabulate all student evaluations and shall not delegate these responsibilities. †
December Week 11	E. Chair completes a final check to ensure that all evaluative materials are uploaded into the learning management system, including digitizing any hard copy original documents. The Chair also ensures that any hard copy original documents are given to the appropriate Dean to be kept in the division's tenure files.

† *See 4b in Evaluation Procedures for acceptable changes to student evaluation timelines.*

Year 3 Winter Quarter	Activity
January/ February Weeks 4-7†	A. **Probationary Evaluation**, *if scheduled*. Core Committee member performs an evaluation using Appendix J1 (see previous description of pre-evaluation meeting). B. **Student Evaluation** for student services faculty, if appropriate.†
February/ March Weeks 6-9	C. **Student Evaluation**. One class/section is required and determined by the committee. Committee members are required to distribute, collect, and tabulate all student evaluations and shall not delegate these responsibilities.† D. Committee meets in closed session to review evaluation results to date. Subsequent to these deliberations, the committee meets with the Candidate to: • review and assess performance for the quarter, • receive a preliminary report from the Candidate about professional growth activities and professional contributions (such as committee service, workshops, courses, artistic exhibits, etc.), • discuss areas of performance deficiency, if any, that have been explicitly identified in the probationary evaluations, and • discuss suggestions for improvement. Candidate shall have reasonable opportunity to address any issues raised at this meeting during subsequent quarters of Phase III.
March Week 11	E. Committee/Chair reports to/meets with the Vice President on progress of the Candidate and, if necessary, arranges a date for the consultative evaluation by the Vice President. F. Chair completes a final check to ensure that all evaluative materials are uploaded into the learning management system, including digitizing any hard copy original documents. The Chair also ensures that any hard copy original documents are given to the appropriate Dean to be kept in the division's tenure files.

† *See 4b in Evaluation Procedures for acceptable changes to student evaluation timelines.*

Year 3 Spring Quarter	Activity
May Weeks 4-7†	A. Week 4 is the deadline for **Consultative Evaluation**, *if scheduled*. If the Vice President performs a Consultative Evaluation (a probationary evaluation of the Candidate using **Appendix J1**), it must occur no later than the end of the fourth week of the Spring quarter. In the event of a consultative evaluation, after completing the evaluation and the required post-evaluation discussion with the Candidate, the Vice President meets with the committee in closed session to review evaluation results. When the Vice President performs a consultative evaluation during Phase III, the Core Committee shall elect one of its faculty members to perform a follow-up evaluation that includes the performance area(s) evaluated by the Vice President. This evaluation shall be performed in addition to the three probationary evaluations already scheduled. B. **Probationary Evaluation**. Core Committee member performs an evaluation using **Appendix J1**. (One must occur during Spring of year 3). C. **Student Evaluation (J2)** for student services and resource faculty, if appropriate. †
May/June Weeks 6-9†	D. **Student Evaluation**. One class/section is required and determined by the committee. Committee members are required to distribute, collect, and tabulate all student evaluations and shall not delegate these responsibilities.†
June Week 11	E. Chair completes a final check to ensure that all evaluative materials are uploaded into the learning management system, including digitizing any hard copy original documents. The Chair also ensures that any hard copy original documents are given to the appropriate Dean to be kept in the division's tenure files.

† *See 4b in Evaluation Procedures for acceptable changes to student evaluation timelines.*

Year 4 Fall Quarter	Activity
October Week 3 Week 4	A. Chair meets with the Candidate to schedule the remaining student evaluation and any additional probationary evaluation, if appropriate. Due Process complaints, if any, must be filed by the end of Week 4. The Due Process complaint is described in **Article 6A.18** through **6A.22** of the *Agreement*.
October/ November Weeks 4-7†	B. **Probationary Evaluation**, *if scheduled*. Core Committee member performs an evaluation using Appendix J1 (see previous description of pre-evaluation meeting). C. **Student Evaluation** for student services and resource faculty, if appropriate.†
Weeks 6-9†	D. **Student Evaluation**. One class/section is required and determined by the committee. Committee members are required to distribute, collect, and tabulate all student evaluations and shall not delegate these responsibilities.†
November Week 9	F. Committee meets in closed session to review all evaluation results. Subsequent to these deliberations, committee meets with the Candidate to review and assess performance during Phase III. The Candidate provides committee with final report of professional growth activities and professional contributions (such as committee service, workshops, courses, artistic exhibits, etc.).
December Week 11	G. Chair completes a final check to ensure that all evaluative materials are uploaded into the learning management system, including digitizing any hard copy original documents. The Chair also ensures that any hard copy original documents are given to the appropriate Dean to be kept in the division's tenure files.

† *See 4b in Evaluation Procedures for acceptable changes to student evaluation timelines.*

Year 4 Winter Quarter	Activity
January Week 1 Week 3	A. Candidate submits a final Self-Evaluation to the Chair for inclusion in the Phase III evaluative materials. The Candidate shall include similar content and criteria as in Phase I and II, as well as a discussion of professional growth activities and professional contributions (as described in "Evaluation Goals and Criteria" in this Handbook). B. Candidate meets with the committee to discuss the Candidate's performance during Phase III, including professional growth and contributions. Subsequent to this discussion with the Candidate, committee meets in closed session to review all evaluative materials and produce the recommendation. The recommendation shall be based exclusively upon criteria known to and discussed with the Candidate.
January/ February Week 4	C. **Committee Recommendation**. The committee or designated committee member(s) meet(s) with the Candidate to inform them of the committee's recommendation. The committee makes its recommendation based on the **Appendix J1** and **J2** evaluations, written criteria known to the Candidate in accordance with **Article 6A.7**, and performance areas identified to the Candidate as needing improvement. Following this meeting, the committee finalizes a written recommendation to the President and submits to the Tenure Review Coordinator, with a copy to the Vice President, for inclusion in materials forwarded to the President. The committee recommendation, if not unanimous, shall separately state a recommendation by the majority and the minority and be signed by the respective committee members. In the unlikely event that the Vice President disagrees with the committee's recommendation, they may submit an independent recommendation to the President with a copy to the Chair. D. Chair does a final check to ensure that a copy of the committee recommendation, the recommendation by the Vice President (if they submitted an independent one to the President), and the originals of any additional evaluative materials for Phase III are uploaded into the learning management system, including digitizing any hard copy original documents. The Chair also ensures that any hard copy original documents are given to the appropriate Dean to be kept in the division's tenure files.

February Week 5	E. President notifies the committee in writing if they disagree with its recommendation. F. If the President and the committee agree on the recommendation, the President prepares a written recommendation and forwards it to the Chancellor.
Week 6	G. If the President's recommendation differs from that of the committee, the President and the committee meet to attempt resolution of their differing recommendations. H. In the unlikely event that there is no single recommendation, the President presents a written recommendation, along with the written committee recommendation, to the Chancellor. I. On the basis of the recommendation(s) presented by the President and the committee, the Chancellor makes a written recommendation to the Board. In the event that the President recommends to not continue employment, at least one week prior to the Board's discussion of the tenure recommendation, a copy of all written materials presented to the Board shall be given to the Candidate. J. At least one week prior to the Board's discussion of the tenure recommendation, the President provides the Candidate with a copy of the President's recommendation if it differs from the committee recommendation.
March 15	K. Candidate receives written notice of tenure or "March 15th Notice" in cases of termination.

ARTICLE 6A
EVALUATION OF PROBATIONARY (CONTRACT) FACULTY EMPLOYEES FOR TENURE

Purpose and Overview of the Probationary Period

6A.1 The purpose of the probationary period is to give the probationary faculty employee who is a candidate for tenure the opportunity to demonstrate to the Board of Trustees that they meet the standards established by the Board for the granting of tenure. The tenure review process is a rigorous process of evaluation during which a review of the candidate's performance is conducted and a recommendation is made to the Board of Trustees, which makes the final decision on whether to grant tenure to the candidate. This article describes the process by which the recommendation to the Board is formulated, the criteria upon which the recommendation is made, and the avenues of appeal available to the candidate. All the procedures, requirements, and timelines of the probationary period are fully delineated in the Tenure Review Handbook that is an extension of this article.

6A.1.1 The tenure review process is a four-year period, divided into three phases. Phase I is Fall and Winter quarter of the first year. Phase II is Spring quarter of the first year and Fall and Winter quarters of the second year. Phase III begins in Spring quarter of the second year and ends in Winter quarter of the fourth year. Phase I shall begin in the Fall quarter of the academic year, regardless of the probationary faculty employee's first day of service as a full-time faculty employee.

6A.1.2 Progression in the tenure review process is dependent upon the probationary faculty employee having served a complete Probationary Year for each year of the tenure review process.

6A.1.2.1 A probationary faculty employee shall be deemed to have completed a probationary contract year if they provide service for 75 percent of the academic year.

The definition of service shall include both a "days" and "load" component; that is, the probationary faculty employee must provide service for 75 percent of the contract days and 75 percent of the contract load, per academic year, for the year to count as a Probationary Year

6A.1.2.2 In Year Four, since the Board tenure decisions occur on or about March 15 of the Winter quarter, the provisions described in 6A.1.2.1 above shall be modified as follows: the probationary faculty employee must provide service for 75 percent of the contract days in Fall and Winter quarters, and 75 percent of the normal department load (loaded assignments or hourly assignments as applicable for instructional and non-instructional assignments) in Fall and Winter quarters. In extenuating circumstances related to load, such as class cancellation, program needs, a department pattern of varying load distribution over the three quarters in

the academic year, etc., this 75 percent threshold may be reduced on a case-by-case basis with mutual agreement by the appropriate Vice President and FA.

6A.1.2.3 Leave with pay under the following provisions shall be included in the calculation of service:

a. Personal necessity leave under Article 16.1;
b. Bereavement leave under Article 16.8;
c. Sick leave under Article 16.13;
d. Article 16.12 sick leave used for maternity leave under Article 16.19; and
e. College assigned business leave under Article 16.30.

6A.1.2.4 Paid time off under the following provisions shall be excluded from the calculation of service:

a. Excess sick leave beyond leave accrued under Article 16.13;
b. Donated sick leave under Article 16.20;
c. Additional sick leave with pay granted by the Board under Article 16.21.1;
d. Sick leave transferred in from other qualifying employers under Article 16.21.2;
e. Part-time faculty sick leave credited to a probationary faculty employee under Article 16.21.3; and
f. Other pay types for the following:
    1. Jury duty under Article 16.29; and
    2. Pay under income protection programs, such as extended sick leave under Article 16.22 and 16.23; long-term disability under Article 22.6; and worker's compensation under California law.

While a probationary faculty employee may be eligible for and receive pay as identified above, such paid time shall not apply to the calculation of service toward the attainment of tenure.

6A.1.2.5 Unpaid leave of absence for any reason shall not count towards the calculation of service.

6A.1.2.6 If a probationary faculty employee serves less than 75 percent of an academic year, the year shall be considered a "prob-zero" year and shall not count toward eligibility for tenure. In any case, evaluations performed during a prob-zero year shall be destroyed and not become a part of the employee's tenure file.

6A.1.2.7 When the tenure process is interrupted by a prob-zero year, the tenure review process shall be resumed in the appropriate quarter of the subsequent academic year in which the

probationary faculty employee is able to perform services for 75 percent of the academic year. For example, if a probationary faculty employee starts Phase II in spring quarter of 2017 and is unable to perform services for 75 percent of the academic year in 2017-2018, Phase II will resume in Fall quarter of 2018, if the faculty member is able to perform services for 75 percent of the 2018-2019 academic year. The evaluations performed during Spring quarter 2017 shall be used in conjunction with the evaluations performed during Fall quarter, 2018, and, if any, in Winter quarter 2019 for the Tenure Review Committee's recommendation at the end of Phase II.

Early Declaration of Prob-Zero Year

6A.1.3 When a probationary faculty employee knows in advance of a leave of absence of such duration as to cause the service to the college, in load and/or days, to fall below the seventy-five percent threshold required for the year, that probationary faculty member may request that the year be declared a prob-zero year in advance of the leave.

6A.1.3.1 To request an early declaration of a prob-zero year, the faculty member must submit a letter to the President of the college by November 30 of the academic year. The letter requesting the year be declared a prob-zero year must include the anticipated dates of the leave and the reason(s) for the leave of absence.

6A.1.3.2 The President of the college shall review the request and may consult with the District Office of Human Resources, and/or the Dean or other appropriate administrator(s) regarding the effect of the anticipated leave on the service to the college. The President shall inform the faculty member and the Tenure Review Coordinator, in writing, of the decision regarding an early declaration of a prob-zero year within 10 working days of the request. If the request is approved, all evaluations associated with the tenure process shall be processed in accordance with Article 6A.1.2.6 and 6A.1.2.7.

6A.1.3.3 If after an early declaration of a prob-zero year is granted, the probationary faculty employee actually meets the 75% service threshold (e.g. due to a change in anticipated leave) the year shall remain a prob-zero year.

6A.1.3.4 The request for an early declaration of a prob-zero year does not constitute a leave request nor approval of same. All leave requests shall be made in accordance with Article 16.

Exception to a Prob-Zero Year

6A.1.4 When a probationary faculty member's service to the college falls below the seventy-five percent threshold, there may be reasons for the college to

consider the year a complete probationary year. In these cases, the college President may grant an exception to a prob-zero year.

6A.1.4.1 The President shall review the status of each probationary faculty member whose service has fallen or will likely fall below the seventy-five (75) percent threshold, and for whom the current academic year is, or likely will be, a prob-zero year. Prior to the end of the academic year the President shall decide whether granting an exception to the prob-zero year status is appropriate.

For faculty at the end of year two of the four-year probationary period, factors for the President to consider include, but are not limited to: the most recent Tenure Review Committee recommendation to the President and supporting materials, and any evaluations that have occurred during Spring quarter of year two (the first quarter of Phase III).

For faculty at the end of year three of the four-year probationary period, factors for the President to consider include, but are not limited to: all evaluations that have occurred during year three, as well as the number of Phase III evaluations completed to date compared to the number of evaluations required or requested by the committee by the end of Phase III. To determine the likelihood of completion of evaluations by the end of Phase III if an exception to a prob-zero year is granted, the President may consult with the Tenure Review Coordinator or the Chair of the Tenure Review Committee.

For faculty in year four at the end of Phase III of the probationary period, factors for the President to consider include, but are not limited to, the most recent Tenure Review Committee recommendation to the President and all supporting materials.

After reviewing the case of each identified probationary faculty employee, the Board shall notify the probationary faculty employee whether or not an exception to a prob-zero year is granted; i.e., if the year will or will not be counted as a complete probationary year. For faculty in year two or three, notification shall be issued in writing or by District email to the probationary faculty employee by the end of the academic year. For faculty in year four, notification shall be issued in writing or by District email by April 30.

6A.1.4.2 In the event an Exception to a Prob Zero Year is granted, all evaluations conducted during the year shall remain in effect and shall become part of the employee's tenure file.

6A.1.5 Progression in the tenure review process is also dependent upon the probationary faculty employee being evaluated in accordance with probationary faculty employee evaluation procedures and meeting the performance standards required of probationary faculty employees.

6A.1.5.1 The probationary faculty employee must also be evaluated in accordance with the evaluation procedures as established in Article 6A and the Tenure Review Handbook. In circumstances where the Tenure Review Committee determines that paid leave necessitates a departure from the established timelines, the Chair shall make a written request to the President outlining the process deviations and the reason(s) for the request in accordance with Article 6A.15.

6A.1.5.2 Performance standards required of a probationary faculty employee are not reduced or diminished due to absences included in the calculation of service. Further, performance standards are not reduced or diminished due to absences not included in the calculation of service, except that the number of days and percentage of load may be reduced accordingly, not to exceed 25 percent of a full-time assignment.

The reason for the probationary faculty employee's absence shall not be a consideration of the Tenure Review Committee or its deliberations in determining whether the probationary faculty employee met the standards of performance.

6A.1.6 To support the probationary faculty employee throughout the tenure review process, the college provides on-going tenure review workshops, new faculty orientations, and the assistance of the Tenure Review Coordinator (as described in Section 6A.2). In addition, the candidate is encouraged to participate in campus and District programs that promote professional growth and improvement of instruction.

Probationary faculty are advised that, while not a condition for attaining tenure, they must satisfy the professional development and professional responsibility requirements enumerated in Appendix I by the end of their first year in regular (tenured) status, in accordance with Appendix A in order to continue advancement on the salary schedule.

Tenure Review Coordinator

6A.2 A Tenure Review Coordinator shall be appointed by the President of each campus with the concurrence of FA and each campus Academic Senate to a three-year renewable term to coordinate all tenure review activities including training and implementation of the District Tenure Review Handbook within the provisions of this Article. In addition, the Tenure Review Coordinator shall assist the candidate in understanding the tenure review process and/or resolving concerns they may have about the procedures or membership of the tenure review committee.

6A.2.1 The Tenure Review Coordinator position shall be a "special assignment" under Article 25.

Tenure Review Committees

6A.3 For each probationary faculty employee, a Tenure Review Committee shall be formed as follows:

6A.3.1 In Phases I and II, the Tenure Review Committee shall consist of five members: the Core Committee (described below) plus the appropriate Vice President, or Associate Vice President as delegated by the Vice President, and a third tenured faculty member from the at-large faculty outside the division. In the event the Vice President delegates Committee representation to an Associate Vice President, the Associate Vice President shall serve on the Committee for the duration of the tenure review process; except that, at the discretion of the appropriate college Vice President, may resume service in Phase III. Further, the Board shall notify the Faculty Association of such change in appointment to the Tenure Review Committee.

6A.3.1.1 The Core Committee, composed of the Division Dean or appropriate administrator, and two tenured faculty from the division, at least one of whom, whenever possible, shall be from the same department as the probationary faculty employee. Members of the Core Committee shall serve for the duration of the probationary faculty employee's tenure review period unless replaced in accordance with Section 6A.4.6.

6A.3.1.2 Two tenured faculty members (from the department where possible) shall be nominated by the appropriate division faculty and confirmed by the Academic Senate.

The third tenured faculty member from the at-large faculty outside the candidate's division shall be appointed by the Academic Senate.

6A.3.1.3 When a probationary faculty employee has a "split assignment," that is, an assignment in more than one division or program, or an assignment in one division that serves a special student population in another division, the Core Committee shall, whenever possible, have one tenured faculty member from each of the divisions or service areas.

6A.3.1.4 The Chair of the Tenure Review Committee shall be a member of, and elected by, the Core Committee. Tenured faculty members may serve as committee chair but any faculty member who wishes not to serve as chair is free to decline.

6A.3.2 In Phase I, at least three probationary evaluations shall be performed, one by each of the Core Committee members. If the Tenure Review Committee determines that additional probationary evaluations are

necessary, the Vice President, or designated Associate Vice President if serving in lieu of, and the at-large faculty member shall each perform a probationary evaluation. At the discretion of the Tenure Review Committee, one or more members of the Core Committee may also perform an additional probationary evaluation.

6A.3.3 In Phase II, each member of the Core Committee and the third faculty member at large shall perform at least one probationary evaluation. In addition, the Vice President (or assigned Associate Vice President) may also perform an evaluation at their discretion.

6A.3.4 In Phase III, the Tenure Review Committee shall be the Core Committee who shall consult with the Vice President, or designated Associate Vice President, throughout the final phase of the tenure review process. The Vice President or designated Associate Vice President may attend meetings and provide input and consultation to the committee, but they shall not be a voting member in the committee's final recommendation.

6A.3.4.1 Each member of the Core Committee shall perform at least one probationary evaluation during Phase III.

6A.3.4.2 Notwithstanding Section 6A.13, the Vice President or designated Associate Vice President may perform a consultative evaluation during Phase III as described in the Tenure Review Handbook. The evaluation may be initiated by the Vice President or designated Vice President, the committee, or the probationary faculty employee.

6A.3.4.3 When the Vice President or designated Associate Vice President performs a consultative evaluation during Phase III, the Core Committee shall elect one of its faculty members to perform a follow-up evaluation that includes the performance area(s) evaluated by the Vice President or designated Associate Vice President. This evaluation shall be performed in addition to the three probationary evaluations required during Phase III.

Responsibilities of Tenure Review Committee Members

6A.4 The following shall apply to all Tenure Review Committee members as described in Section 6A.3:

6A.4.1 In no case shall any member of the Tenure Review Committee also serve as a formal or informal mentor to the probationary faculty employee.

6A.4.2 Tenure Review Committee members shall respect the confidentiality of the tenure review process, with evaluations and the views of members regarded as confidential information.

6A.4.3 Tenure Review Committee members shall maintain objectivity in performing their evaluative responsibilities. To that end, members shall

disqualify themselves if they believe they cannot maintain impartiality toward a candidate.

6A.4.3.1 Whenever possible, no more than one faculty member from the candidate's hiring committee shall serve on the tenure review committee.

6A.4.3.2 Every effort shall be made to create tenure review committee membership with representation from different ideologies or pedagogies in the discipline.

6A.4.3.3 All committee members shall respect the academic freedom of the candidate to employ pedagogy or methodology appropriate to the discipline but which differs from the instructional practices of the individual committee members.

6A.4.4 Tenure Review Committee members shall not delegate their evaluation responsibilities, including the distribution and tabulation of student evaluations, to any other employee.

6A.4.5 Before beginning their evaluation duties, all Tenure Review Committee members shall have completed an in-service training session specifically designed to 1) familiarize them with timelines and procedures; 2) emphasize the constructive nature of the tenure review process; 3) review the academic freedom rights and responsibilities of the probationary faculty employee; 4) define cultural humility and increase awareness of the behaviors and attitudes that support faculty diversity; and, 5) enable members to identify and consider their biases.

6A.4.5.1 Whenever substantive changes occur in Article 6A and/or the Tenure Review Handbook, Tenure Review Committee members shall complete an in-service training session.

6A.4.6 When extenuating circumstances (such as Professional Development Leave, long-term sick leave, scheduling conflicts, retirement, etc.) arise, the committee member shall, whenever possible, serve until the end of a phase and then be replaced.

6A.4.6.1 Faculty replacements shall be nominated by the appropriate division faculty and confirmed by the campus Academic Senate.

6A.4.6.2 Administrative replacements shall be appointed by the President.

Completion of Service on a Tenure Review Committee

6A.4.7 Faculty members who serve as members of a Tenure Review Committee shall receive four professional responsibility points and a Tenure Review Committee Chair shall receive six professional responsibility points for the completion of regular and continuous service in each designated year of the tenure review process.

6A.4.7.1 In order to receive the appropriate professional responsibility points for the designated year, the faculty member shall complete in a timely manner all evaluation duties delegated to them by the Tenure Review Committee. Failure to provide completed evaluation documents in accordance with the established timelines may result in loss of points.

6A.4.7.2 If the Tenure Review Coordinator is concerned about a Tenure Review Committee member's performance of their committee responsibilities in a timely manner, the Tenure Review Coordinator shall request to meet with the committee member in an attempt to resolve the issue. If necessary, the Tenure Review Coordinator may consult with the committee member's Dean or administrative supervisor, who may remove the member from the Committee if, in their professional judgment, the committee member's continuation could seriously impair the tenure review process. In such a case, the Tenure Review Coordinator shall seek a replacement on the committee as provided by Section 6A.4.6.1 or Section 6A.4.6.2, as appropriate.

6A.4.7.2.1 The Tenure Review Coordinator, along with the committee member's Dean and/or other appropriate administrator(s), may further decide that the committee member be disallowed from service on any tenure review committees for up to three years.

6A.5 The Tenure Review Committee Chair shall be responsible for calling meetings, coordinating activities of the committee, representing the committee to the Tenure Review Coordinator and any management employees, and other officially designated duties.

6A.6 At the end of each phase, the Tenure Review Coordinator shall consult with the Chair of each Tenure Review Committee and compile a list of faculty members who completed their committee responsibilities in a timely manner.

6A.6.1 If a committee member does not complete their committee responsibilities in a timely manner, the Coordinator will discuss the circumstances with the faculty member and consult with the appropriate Vice President. The faculty member may be denied professional responsibility points for the year and/or may be removed from their current committee in accordance with Article 6A.4.7.1 and 6A.4.7.2

Evaluation Criteria Used by the Tenure Review Committee

6A.7 Criteria to be considered in the official evaluation and tenure review of probationary faculty have been developed by District faculty and administrators. These criteria, which serve as standards for the evaluation itself, are elaborated in the Tenure Review Handbook. These criteria shall include:

6A.7.1 Performance in classroom teaching or in the fulfillment of other primary responsibilities specifically listed in the employment job description;

6A.7.2 Demonstration of respect for students' rights and support of student success;

6A.7.3 Demonstration of respect for colleagues and the teaching profession;

6A.7.4 Professional contributions; and,

6A.7.5 Professional growth activities. (Requirements for step advancement are specified under "Professional Growth Activities" in Appendix A of this *Agreement*.)

6A.8 Criteria not included in Section 6A.6 shall not be used in the evaluation process nor be a part of the Tenure Review Committee's recommendations unless such exceptional criteria have been discussed with and agreed upon in writing by the probationary faculty employee.

6A.8.1 The use of these exceptional criteria in the evaluation process shall be determined by the peculiar situation or demands related to the probationary faculty employee's primary assignment.

6A.8.2 The appropriate Vice President or Dean shall inform the Tenure Review Committee and the probationary faculty employee of any program requirements or standards related to the probationary faculty employee's assignment(s).

6A.9 The evaluation may be based upon information obtained through the use of videotape or other recording devices only with the written permission of the probationary faculty employee.

6A.10 No anonymous letters or material shall be used in the tenure review process in any form nor shall such materials be referenced in any evaluation or Tenure Review Committee records.

6A.11 No evaluation shall be based upon information unrelated to the probationary faculty employee's performance as specified in Sections 6A.6 and 6A.7. All evaluation materials shall be in writing and shown to the probationary faculty employee, who has the option of signing or not signing the material. If the employee chooses not to sign the material, the decision shall be so noted and dated by the evaluator.

6A.12 The private life of a probationary faculty employee, including religious, political, and organizational affiliations, or sexual orientation, shall not be a part of the probationary faculty employee's evaluation and tenure review process in any manner whatsoever.

Evaluation of Probationary Faculty Employees

6A.13 The evaluation of probationary (contract) faculty employees shall be performed by the Tenure Review Committee and shall take place according to the provisions and timelines contained in this article and as elaborated in the District Tenure Review Handbook, a copy of which shall be given to each employee upon their employment in the District.

6A.13.1 Any changes in the District Tenure Review Handbook shall be subject to the negotiations process. The probationary faculty employee's tenure review process shall be governed by Article 6A and the District Tenure Review Handbook current at the time of their hire, unless otherwise negotiated. If such a negotiated change occurs, all affected probationary faculty employees, tenure review committee members, the Tenure Review Coordinator**s**, the Academic Senate Presidents, and senior administrators involved in the tenure review process shall be notified of an applicable change and the way in which it will be implemented.

6A.13.2 Probationary evaluations by committee members shall be performed and recorded on the "Administrative and Peer Evaluation Form for Faculty" (Appendix J1 of the *Agreement*) in accordance with the timelines established in the Tenure Review Handbook for each phase of the tenure review process. The duration of the evaluation shall be in accordance with Article 6.2.4.4.

6A.13.3 Student evaluations shall be performed and recorded on the "Student Evaluation Form" (Appendix J2 of the *Agreement*).

6A.13.3.1 The Student Evaluation Form shall be distributed and collected by a member of the Tenure Review Committee and completed in the absence of the faculty candidate. The committee member shall process the responses to "Part A" of the Student Evaluation Form, attach the scantron Tally Sheet to Appendix J3, complete and sign J3, and give these materials (normally within five school days following administration of the J2) to the chair of the committee who shall meet with the committee and the candidate to review the results.

6A.13.3.2 "Part B" of the Student Evaluation Form shall be given to the chair of the committee. The Part B responses shall be reviewed by the members of the Tenure Review Committee and by the candidate after submission of final grades for the quarter. In no case

shall such materials become part of the written reports and recommendations of the committee.

6A.13.3.3 After the committee and candidate review the Part A and Part B responses, the original student scantrons and narratives shall be given to the candidate.

6A.13.3.4 The number and timing of student evaluations for each phase in the tenure review process is described in the Tenure Review Handbook.

6A.13.3.5 A probationary evaluation and a student evaluation shall not be performed at the same time, i.e., on the same day and during the same academic hour(s).

6A.13.3.6A Tenure Review Committee member responsible for performing both a probationary evaluation and a student evaluation during the same quarter shall provide the completed probationary evaluation to the candidate before conducting the student evaluation.

6A.13.4 Administrators, faculty or staff members with first-hand knowledge of a probationary faculty employee's professional performance may voluntarily share that knowledge with the Committee in person or through a signed statement, but such information shall not be construed as an official evaluation of the employee nor become part of the employee's personnel file. When such information is provided, the committee shall determine whether it is timely, relevant, valid, and substantive, and decide whether to pursue corroborative investigation through first-hand evaluation by one or more committee members.

Schedule of Evaluation Activities and Timelines

6A.14 The Schedule of Activities and Timelines within which the evaluation and tenure review process shall occur are delineated in the Tenure Review Handbook. While these timelines are not meant to be understood or interpreted as rigid and absolute, they are essential to a fair, professional, and objectively administered process.

6A.14.1 To provide needed flexibility, the written timelines shall be adhered to within a period of five working days before and five working days after the stated times and dates, except for the conditions specified in Section 6A.15.

6A.15 The Tenure Review Committee shall meet with the probationary faculty employee to review the criteria and performance areas that will be evaluated, including any program requirements and external standards related to the probationary faculty employee's assignment(s). The Tenure Review Committee Chair, as specified in Section 6A.5, shall be responsible for the construction of a written schedule of meetings and evaluative activities so as to conform to Sections 6A.13 and 6A.13.1. A copy of this schedule shall be delivered to the probationary faculty employee, the committee members, and the Tenure Review

Coordinator within five working days of the committee's first meeting with the probationary faculty employee.

6A.15.1 When a probationary faculty employee has a "dual assignment" that is a primary assignment for instruction, counseling, or learning resources that also includes program coordination or direction, program responsibilities shall be evaluated by at least one administrator and one faculty member of the committee during each phase of the tenure review process.

6A.16 In the event of unusual or unforeseen circumstances that might cause the Tenure Review Committee to be unable to adhere to the timeline schedule as specified in Section 6A.14.1, the committee, on the basis of a majority vote, may make a request to alter the timelines. The Tenure Review Committee Chair, after informing the probationary faculty employee, shall submit a written request to change the timeline schedule, along with the probationary faculty employee's comments, if any, to the President or designee and to the Tenure Review Coordinator, outlining the reasons and conditions for the request. The President or designee shall respond to the chair's request within two working days stating reasons for either granting or denying the request. A copy of this written response shall be delivered to the probationary faculty employee.

Changes to membership of Tenure Review Committee

6A.17 In the event that member(s) of the tenure committee change mid-phase, each new member of the core committee shall conduct a J1 evaluation prior to the end of the phase and before signing a recommendation for continued employment, as described in 6A.23. A new Vice President or a new at-large member shall use their professional judgment regarding completion of a J1 evaluation prior to the end of the phase. Nevertheless, in the case of a recommendation not to continue employment, the new Vice President and/or new at-large member shall, whenever possible, conduct a J1 evaluation prior to signing the recommendation.

Tenure Review Due Process Panel

6A.18 A Tenure Review Due Process pool shall be formed during the Spring Quarter of each academic year for the following academic year. FA and the Academic Senate shall each appoint two tenured college faculty members, and the President shall appoint two college administrators to the pool. Each college pool shall then elect its own chair. Each member of the pool shall complete the Tenure Review Committee in-service training described in Section 6A.4.5 before serving on a due process panel.

6A.19 From each college pool, as specified in Section 6A.17, a three-member Due Process Panel consisting of one representative from each of the three units shall be appointed by the chair to serve as a hearing body. When appropriate, the chair may serve as one of the three members of the panel. The Due Process Panel shall exist to act as a hearing body in the event that a probationary faculty employee, a Tenure Review Committee member, the Tenure Review

Coordinator, or other staff member alleges that a due process complaint should be filed. A complaint may be so filed if it alleges that:

6A.19.1 A probationary faculty employee is being subjected to biased treatment during the tenure review process; or

6A.19.2 Board policy and/or the process/ timelines established in the Handbook are not being followed.

6A.19.3 Prior to invoking the due process procedure, complainants shall make a good faith effort to resolve issues within the committee or with the assistance of the committee chair and the Tenure Review Coordinator.

During the tenure review process, the Due Process Panel shall not be responsible for the substantive issues involving recommendations to grant or deny tenure. Substantive issues involved in a negative decision on tenure by the Board during the third or fourth probationary year shall be reviewable through a special grievance. This grievance shall be governed by applicable provisions of Article 5 (Grievance Procedure) commencing with Section 5.3. Nothing in this process shall be inconsistent with legal requirements; furthermore, Education Code Section 87610.1(c) and (d) shall specifically apply.

6A.20 Due process complaints shall be filed in writing with the Tenure Review Coordinator of the respective college. The Tenure Review Coordinator shall immediately notify the panel chair and the President or designee.

6A.20.1 If the Tenure Review Coordinator is part of the complaint, the complaint shall be filed directly with the panel chair who shall then notify the President.

6A.20.2 Due process complaints shall be filed before the end of the fourth week of the Winter Quarter of the academic year. During the fourth academic year, Phase III due process complaints shall be filed by the fourth week of the Fall Quarter. If an untimely complaint is raised, the person filing the complaint shall demonstrate why they could not have discovered the alleged violation in a timely manner. The panel shall then make the decision whether to act on the complaint or reject it as untimely.

6A.21 The college due process chair shall direct the three-member Due Process Panel as specified in Section 6A.17 to act on the complaint. The party filing the complaint shall provide the Due Process Panel with a written statement specifying the alleged bias or procedural violation. The Due Process Panel shall examine the complaint(s), meet with members of the Tenure Review Committee and others deemed necessary, and confer with the respective probationary faculty employee. The Due Process Panel shall not be required to conduct a "trial-type" evidentiary hearing.

6A.21.1 All discussions and deliberations shall be held in strict confidence. Information in writing or otherwise regarding an issue brought before the Due Process Panel should not be shared with anyone not

directly involved in the process. Decisions to include others on a need-to-know basis shall be made by the panel. No unsigned material shall be considered. Any person against whom allegations are made within the due process procedure has a right to examine the allegation and to respond accordingly.

6A.22 The Due Process Panel shall, within 15 working days following the filing of a complaint as specified in Section 6A.20, render its findings and recommendations in a written report to the President with copies to the probationary faculty employee, the Tenure Review Committee Chair, the Tenure Review Coordinator, and the faculty member(s) and/or administrator(s) named in the complaint.

6A.22.1 If the panel unanimously finds the complaint to be valid, the President shall, in a timely manner, direct the implementation of the recommendations contained in the report to the extent permitted by law. If the recommendations are inconsistent with any legal statutes or regulations the President shall provide both the panel and the Faculty Association with a rationale for not implementing the recommendations and shall work with the panel to reach acceptable recommendations.

6A.22.2 If the panel's recommendation is not unanimous, it shall separately state a recommendation by the majority and by the minority and be signed by the respective Panel members. After conferring with the panel, the President shall make and implement the final decision. The complaint(s) and the findings and recommendations of the panel shall be forwarded to the Board itself if the President makes a recommendation not to continue employment of the respective probationary faculty employee.

6A.22.3 If the Due Process Panel, in accordance with Section 6A.21.1, or the President, in accordance with Section 6A.21.2, determines that a member be removed from the Tenure Review Committee, a replacement shall be selected in accordance with Section 6A.4.6.1 or 6A.4.6.2, as appropriate.

Recommendation for Continued Employment of Probationary Faculty Employee

6A.23 The Tenure Review Committee shall make its recommendation regarding the continued employment of the respective probationary faculty employee to the President of the college and all materials involved in this recommendation, pursuant to this article, shall be in writing. The Committee shall make its recommendation based on the Appendix J1 and J2 evaluations, written criteria known to the candidate in accordance with section 6A.7, and performance areas identified to the candidate as needing improvement.

6A.23.1 The Committee recommendation, if not unanimous, shall separately state a recommendation by the majority and by the minority and be signed by the respective committee members.

6A.23.2 In recommending a probationary faculty employee for continued employment, the President may submit a summary paragraph of the probationary faculty employee's performance with the written recommendation.

6A.23.3 In the event that the President recommends to not continue employment, all written materials provided to the President together with the President's written recommendation, and any materials produced under Section 6A.20, shall be presented to the Board for its final action. A copy of all of these materials shall be given to the employee at least one week prior to their presentation to the Board.

6A.24 After the Board has acted, all materials presented to the President by the Tenure Review Committee and any other official evaluations on file with the Tenure Review Coordinator shall be placed in the employee's personnel file. All other materials produced during the Tenure Review process shall be given to the faculty employee except that the originator of a material may keep a copy of that material.

Resignation and Grievance Rights

6A.25 In the event that a probationary faculty employee resigns before the tenure review materials are submitted to the Board, the only material to be placed in the employee's personnel file shall be the administrative evaluation(s).

6A.26 Other than section 6A.17, nothing in this article shall limit the probationary faculty employee's right to grievance under Article 5.

Re-opener

6A.27 Either the Board or FA may reopen negotiations on this article at any time by delivering a written request to reopen to the other party.