
TENURE REVIEW & FACULTY EVALUATION MANUAL

Introduction to Tenure Review Policy

The Tenure Review Guidelines were collaboratively developed and subsequently revised by representatives of the Academic Senate, the Southwestern College Education Association (SCEA), and the Administration. The guidelines currently include:

- Tenure Review Process Policy Statement (below;)
- Criteria for Evaluating Instructional and Non-Instructional Faculty;
- Agreement between the District and SCEA;
- Suggested Timelines;
- Tenure Code of Ethics;
- Evaluation Procedures of Tenured Instructional and Non-Instructional Faculty;
- Evaluation Procedures of Part-Time Instructional and Non-Instructional Faculty.

TENURE REVIEW PROCESS POLICY STATEMENT

It is the Governing Board policy that all academic staff members be evaluated in accordance with Education Code provisions and Title 5 regulations and the negotiated agreement between the District and SCEA. These guidelines have been developed to implement tenure review and to provide a framework within which Tenure Review Committees can perform the critical task of evaluating a candidate for permanent status on our faculty. In working with these guidelines:

1. The timelines, developed annually by the Tenure Review Coordinator, are intended to guide the Tenure Review Committee in completing its 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. However, any changes that necessitate a later schedule require prior approval from the Tenure Review Coordinator. The timelines established in the guidelines are an effort to allow committee members to visit the candidate, identify areas that may need improvement, schedule further visits if necessary, meet to prepare their summary evaluation, and present their report to the responsible Assistant Superintendent/Vice President and the Superintendent/President in time to forward the recommendation to the Governing Board for approval at its March Governing Board meeting.

The timelines are important to the overall process, but they are intended neither to be barriers for candidates or committee members nor technicalities by which the entire process can be invalidated. Non-prejudicial procedural errors shall not serve to invalidate the recommendation of the committee or the Superintendent/President or the action of the Governing Board.

Timelines suggested in the guidelines apply to all members of the Tenure Review Committee except the Assistant Superintendent/Vice President, Academic Affairs and the Assistant Superintendent/Vice President, Student Affairs due to the number of Tenure Review Committees upon which these persons serve. The responsible Assistant Superintendent/Vice President may choose to meet with a committee.

The Tenure Review Chair is responsible for preparing a suggested schedule of committee meetings and a required list of activities and/or observations, with a copy to the probationary faculty member as well as to the committee members, Assistant Superintendent/Vice President, Academic Affairs or Assistant Superintendent/Vice President, Student Affairs and Assistant Superintendent/Vice President, Human Resources, and the Tenure Review Coordinator. All essential activities must be carried out within the semester/period of evaluation.

2. The Contract between the District and the SCEA includes a Grievance Process which is designed to address any violation of this evaluation agreement. Every effort should be made to resolve issues within the committee or between the committee Chair, the Tenure Review Coordinator, and the responsible Assistant Superintendent/Vice President prior to invoking the Grievance Procedure.
3. If the committee recommends a Needs Improvement, the Chair informs the Tenure Review Coordinator, who in turn informs the responsible Assistant Superintendent/Vice President and the Superintendent/President, of the candidate's performance immediately after Tenure Review Committee Meeting #3. An improvement plan is a recommendation sent forward by the Tenure Review Committee, signed by the committee members, the candidate, a representative of SCEA, the Tenure Review Coordinator, and the responsible Assistant Superintendent/Vice President. Any recommendations for improvement are subject to appeal by the candidate and/or SCEA. The committee will update the candidate and the Tenure Review Coordinator, who will then update the responsible Assistant Superintendent/Vice President and the Superintendent/President, on the candidate's subsequent progress in accordance with the Needs Improvement Plan.
4. If the committee recommends an unsatisfactory evaluation, the Chair informs the Tenure Review Coordinator, who in turn informs the responsible Assistant Superintendent/ Vice President and Superintendent/President immediately after Tenure Review Committee #3.
5. After the committee makes its recommendation, the candidate's tenure review packet goes forward to the responsible Assistant Superintendent/Vice President, who concurs or does not concur with the committee's recommendation, and then on to the Superintendent/President for the last recommendation before the Governing Board makes the final decision regarding the candidate's employment status.

If the Assistant Superintendent/Vice President and/or Superintendent/President does not concur with the committee's recommendation, they can choose to either 1) meet with or communicate in writing with the committee to see if an agreement can be reached, or 2) make their own recommendation separate from the committee's. If a Needs Improvement is recommended, the Assistant Superintendent/Vice President and/or Superintendent

President will develop a Needs Improvement Plan, which will be reviewed and signed by the candidate and SCEA and shared with the committee for their consideration in the subsequent evaluation cycle.

6. Throughout this process, SCEA will be available for consultation at the request of the candidate, the Tenure Review Committee, or the Tenure Review Coordinator. SCEA shall be able to make recommendations for Needs Improvement Plans issued to Tenure Review Candidates, and SCEA representatives can approach Tenure Review Committees and request meetings to discuss said plans and other aspects of the Tenure Review Process.
7. The evaluation by individual committee members shall be based upon the committee's classroom or activity evaluations, student evaluations, commitment to diversity and inclusiveness, collegiality, discussions with the candidate, review of written material, or other first-hand information known or observed by committee members.

The recommendation of the committee should be based on the observations of the individual committee members and evaluation of the candidate's overall performance with regard to his/her additional responsibilities, including his/her participation in the life of the professional community as outlined in the Criteria for Evaluating Instructional and Non-Instructional Faculty.

8. The Chair for the Tenure Review Committee shall be elected by the committee. This assignment, however, brings with it certain responsibilities that can place a faculty member in a very difficult position. Providing advice and input on Tenure Review Committees is an important faculty role while the ultimate hiring and firing recommendation belongs to the duly constituted legal agents of the Board.
9. The Tenure Review Office is available for orientation, training, information, and support to all Tenure Review Candidates, committee members, office staff, and administrators. The Tenure Review Coordinator is considered a non-voting, confidential member of each Tenure Review Committee and is available for advice, support, or questions by any member at any time.
10. The Professional Development Office is available as a training and support center for faculty. It offers workshops on such things as teaching and counseling strategies with related activities that could assist faculty and supplement the orientation and evaluation program. Programs are coordinated with the Tenure Review Timeline but are also offered throughout the academic year.