



# ARC

## Appointment Review Committees (ARC) HANDBOOK

Revised November 2020

in accordance with  
“Article VIII: Tenure”  
of the Agreement By and Between the  
Board of Trustees of  
Community College District Number VII  
and the  
Federation of Teachers  
Local No. 1950, WFT/AFT/AFL-CIO  
Effective July 1, 2019 through June 30, 2022

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## INTRODUCTION

Article VIII: Tenure from the 2019-2022 Agreement by and between the Board and the Shoreline Community College Federation sets out the basic precepts, which are to be followed by the Appointment Review Committees during the tenure process. This document also outlines the reports that must be submitted each year by each committee. Because Article VIII is the controlling document related to the effective performance of Appointment Review Committees, it is attached in its entirety as Appendix A.

### I. HIGHLIGHTS OF THE APPOINTMENT REVIEW PROCESS

- A. Committee formation is to be accomplished between October 31 - November 15 for all candidates hired fall quarter or within six (6) weeks of the date of the appointment for candidates appointed at some other time. (*Agreement, Article VIII, Section D*).
- B. Appointment Review Committees may meet with or without the candidate, but shall meet with the candidate at least once per quarter (*Agreement, Article VIII, Section E., 3*).
- C. Committee membership, both in original formation and replacement of members, is determined through a combination of an appointment and election process.
  - 1. The administrator is appointed by the College President, the student is appointed by the Associated Student Government, and the three faculty members are determined through a nomination and election process conducted by the Federation.
  - 2. The divisional or administrative unit tenured academic employees shall submit a minimum of two (2) nominees who shall be tenured academic employees to serve on the Appointment Review Committee. Insofar as possible, at least one (1) nominee of the committee should be from the candidate's academic discipline or field of specialization and one (1) nominee from a different discipline or field of specialization. All full-time tenured and tenure track faculty as well as full-time temporary faculty described in Article VIII (Tenure) Section D.1.b., acting in a body, shall then vote to select two (2) such nominees as members of the Appointment Review Committee. The candidate should submit to the Unit Administrator a list of one (1) or more nominees, who shall be tenured academic employees. The Unit Administrator is responsible for submitting in writing to the Federation President the nominated faculty. The Federation President prepares the ballot for all Appointment Review Committees, and all full-time academic employees vote to select one

member from the candidate's nominees and two faculty from the divisional/unit nominees.

3. If the student does not attend or indicates they can't continue to serve, the ARC chairperson is to send written notification to the Associated Student Government President and request a replacement student. The ARC may suggest student members, but the ASG appoints.
- D. Classroom observations are to be conducted by committee members every quarter, and a written evaluation shall be completed for each observation and discussed with the candidate within ten working days after the observation (*Agreement, Article VIII, Section F, 4-5*).
1. For the first quarter only, classroom observations are made by the administrative member and one faculty member.
  2. For subsequent quarters, every committee member must complete at least one classroom observation.
- E. Student evaluations are also to be conducted every quarter for every class the candidate is assigned to teach. (*Agreement, Article VIII, Section F, 4*).
- F. A written narrative summary of "all the evaluative observations and judgments" is to be included in the comprehensive annual tenure report (*Agreement, Article VIII, Section F, 7*).
- G. The 2019-2022 Agreement contains a provision concerning observations by "...the appropriate vice president and/or President [who] may observe the candidate once in the performance of their professional duties after the end of the fifth consecutive quarter, provided that advance notification is given to the candidate and the candidate's committee of such visitation. A written report of such visitation shall be submitted to the committee and the candidate. When areas needing improvement in the performance of a candidate are noted by the appropriate vice president or President, specific areas needing improvement will be communicated to the candidate and the Appointment Review Committee within ten (10) working days of the visitation. Such communication concerning areas needing improvement shall occur no later than ten (10) days before the due date of the final Appointment Review Committee report. Nothing shall preclude the committee and the appropriate vice president or President from mutually agreeing to have additional classroom visits, which shall also include reports to the committee and candidate." (*Agreement, Article VIII, Section F, 8*).
- H. Also in the 2019-2022 Agreement is a provision concerning committee work. "The candidate shall not be required to work on any campus-wide committees during the first year of probation, but shall concentrate on academic requirements and job skills. The candidate shall not normally be required to work on more than

one (1) campus- wide committee during the second and third years of probation. The candidate shall be limited to one (1) divisional committee assignment per year during the probationary period. These provisions may be waived upon the request of the Appointment Review Committee.” (*Agreement, Article VIII, Section F, 9*).

- I. The 2019-2022 Agreement contains a provision concerning an extension of the probationary period in cases where the review committee believes the probationary faculty needs additional time to satisfactorily complete a written plan of action already in progress: “...upon formal recommendation of the review committee and with the written consent of the candidate, the appointing authority may extend the probationary period for one (1), two (2), or three (3) quarters, excluding summer quarter, beyond the maximum probationary period established herein.” (*Agreement, Article VIII, Section C, 2*).

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- J. When the areas identified for required areas for growth have been discussed, and there still is concern regarding the ability of the ARC to recommend the candidate for tenure, then a written Improvement Plan for the support and professional development of the faculty member shall be created. Follow-up conferences (at least one (1) per month) will be held and written progress reports will be prepared by the Appointment Review Committee to help the candidate improve and document progress. (*Article VIII, Section G, 4*)

The Improvement Plan is a document written for the purpose of support and professional development of the faculty in specifically identified areas needing improvement. Plans must include the following elements: 1. Description of area or areas needing improvement. 2. Outcomes that are reasonable, objective, measurable and mutually understood. 3. A mutually agreed upon time to demonstrate and evaluate improvement in areas identified. 4. Signature of all parties involved confirming their receipt and understanding of the improvement plan. (*Appendix B, Definitions*)

## II. 2016-2017 BOARD OF TRUSTEES FEEDBACK

### A. ARC Process

As with the accreditation process, the ARC process is about **continuous improvement and the engagement of students**. The Board wants ARCs to be accountable and to be critical – all for reasons of developing the faculty in positive ways.

1. The ARCs should start the year discussing goals for the year, and ways that they will assure a meaningful process and report.
2. Whenever possible, ensure that a student is on the ARC.

3. Board values discussion of student evaluations and student comments in the written report.
4. Excessive praise for every aspect of a candidate without indicating that there has been growth – and that the candidate is motivated to continue to grow – is not helpful.
5. When issues arise, they should not be glossed over in the reports. Show that the committee is addressing them.
6. The Board is interested in course completion rates and what strategies faculty have to help students be retained and successfully complete.
7. The Report is an official document. Refrain from use of personal notes in the report such as “Let’s talk”.

**B. ARC Chair Oral Report**

1. This meeting is the Board’s meeting, so please follow the lead of the Board regarding protocol.
2. The Chair is typically given 5 minutes to speak. Please limit your report to the amount of time allotted by the Board. The rest of the time is for the Board to ask questions. Please address the precise question, directly and candidly.
3. The ARC Chair is expected to take notes, and to summarize back the main points they will share with the candidate at the end of the interview.
4. In giving feedback to the candidate – be critical with support for the candidate, and reflect these interactions in the ARC notebook. (I.e. When a comment from a student in the ARC report suggests areas for improvement, do not discount the student who wrote the comment.)

**III. GUIDELINES FOR PREPARATION OF REPORTS**

The ultimate authority for the granting of tenure is vested in the Board of Trustees. The tenure reports thus become critical to the proper conduct of the tenure process. It is through the analysis of these reports that the Board arrives at a level of understanding of the committee’s work that enables it to give reasonable consideration to the recommendation.

Many of the details of format and content have been standardized to assist the Board in its task of reading, digesting, and evaluating the work of the committees.
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The guidelines that follow are offered as an aid to the committees by describing typical Appointment Review Committee work and the nature of their reports.

## A. **CONTENT OUTLINE FOR ARC REPORTS**

The Office of the Executive Vice President for Student Learning & Success (EVPSLS) is responsible for maintaining the official report for each candidate and for compiling and providing copies to the Board members, the College President, the ARC chairperson, the candidate, and the EVPSLS. Normally, there will be six (6) ARC reports during the probationary period. These reports consist of three (3) short reports and three (3) comprehensive or long reports.

### 1. **Reports 1, 3, 5 (Short Reports)**

Short reports are usually one to three pages long and in memo form addressed to the Board of Trustees, President and Executive Vice President for Student Learning & Success. The date should be included at the top of the page. The RE: line is to indicate which report (e.g., Report 1, Report 3, Report 5). Do not include the student evaluations in the short reports (Reports 1, 3 and 5). The evaluations will be and still are required in the 2<sup>nd</sup>, 4<sup>th</sup> and 6<sup>th</sup> reports. The report is to be signed by all Appointment Review Committee members.

#### **Short Report Contents:**

##### Committee Activities

- report on all formal meetings and conferences since the previous report
- for the first report, identify selection of chairperson
- for the first report, identify selection of evaluation forms and procedure for evaluation based on candidate's assignment

##### Committee Findings

- outline evaluation process and evaluation results
- for the first report, summarize in narrative form the classroom observations by the administrator and one faculty member from the first quarter (student evaluations for the first quarter will be included in the second report)
- for Report 3 and Report 5, summarize committee classroom observations since previous report
- note strengths and any areas needing improvement as well as areas for growth
- memo ends with recommendation to the Board of Trustees for continued or non-continued probationary status of candidate
- signed by all committee members

## **2. Reports 2, 4, 6 (Long or Comprehensive Reports)**

These comprehensive reports are to be in manuscript form with a cover sheet and table of contents. The comprehensive evaluation reports include the student evaluations and observations for the quarters since the previous comprehensive report and other material as described in the Agreement. Report sections are to be clearly numbered. The recommendation page must be signed by all Appointment Review Committee members. Signing the report indicates that the signee has read and agree with the content of the report.

### **Long/Comprehensive Report Contents: (see Appendix B for template)**

#### Cover Sheet

- list candidate's position as it is reflected in current teaching load (normally, this includes the original position for which hired and the addition of a second area in which the candidate is qualified and is teaching)

#### Table of Contents

- list page numbers for each section
- blank pages in between sections are not necessary

#### Candidate's Current Resume or Vita

- education, work history, presentations/publications, special accomplishments, etc.

#### Administrative Evaluation

- list the candidate's assignment and activities to date
- enumerate the candidate's areas of strength, growth since previous report (as applicable), and opportunities for growth
- assurance that the committee is proceeding as prescribed in Article VIII of the Agreement

#### Committee Activities

- report on all formal meetings and conferences since the previous report
- note any changes in the committee membership

#### Committee Recommendations

- this section should be written by the committee chair, not the administrator
- enumerate the candidate's strengths, growth since previous long report (as applicable), and opportunities for growth
- ends with recommendation to the Board of Trustees for continued or non-continued probationary status signed by all committee members supporting the recommendation



- keep to two pages

#### Committee Minority Recommendation (if any)

- provide reasons for a minority recommendation signed by all committee members not supporting the majority recommendation

#### Self-Evaluation by Candidate

- list progress on previous goals (as applicable) including responsiveness to and/or progress on student or committee members' suggestions for growth (as needed)
- enumerate goals and plans for upcoming year, including plans for effective instructional approach
- in the self-evaluation, the Probationer should reflect on and address continuous improvement, noting feedback from the ARC and student evaluations

#### Committee Observations

*A written summary in narrative form of all evaluative observations and judgments shall be prepared and included in the annual tenure report. (Agreement, Article VIII, Section F, 7).*

*"...Additional observations by qualified individuals other than committee members may be requested by the candidate or the committee. Such additional observations shall be limited to specified aspects of the candidate's role. Qualifications of the individuals selected to observe shall be determined by the Appointment Review Committee." (Agreement, Article VIII, Section F, 4).*

- indicate classes observed
- report committee member observations by criteria
- indicate strengths and areas for growth or improvement
- provide separate report for each observer for each course observed

#### Student Evaluations

- identify quarter and year, course number, title, number of students responding
- order in reverse chronological order
- include the Student Quantitative Responses followed by the Student Verbatim Comments for each course (See templates on pages 42-43)

**B. FORMAT GUIDELINES FOR PREPARATION OF APPOINTMENT REVIEW COMMITTEE REPORTS**

PAPER	8 ½ x 11, white, single-sided
MARGINS	Left, 1 ½”; Right, Top and Bottom, 1”
FONT	Size 12, Times New Roman
COPIES	Duplicate materials must be on 8 ½” x 11” white paper with 1 ½” left margin
PLEASE	Number all pages (bottom center) 3 hole punch the original copy Do no use of staples or a report cover Use report name, (i.e. “Report 4”) at the top of the page, rather than the “Quarter and the Year”
SUBMIT	One original copy of report to the Executive Vice President for Student Learning & Success. This copy will be duplicated for the President, Board of Trustees, Vice Presidents, Appointment Review Committee chair and the candidate

C. SUMMARY OF REPORT DEADLINES

	FALL HIRE	WINTER HIRE	SPRING HIRE
1 <sup>st</sup> Qtr Report #1	<b>Short report</b> Due last day of Fall quarter	<b>Short report</b> Due end of Winter quarter	<b>Short report</b> Due end of Spring quarter
2 <sup>nd</sup> Qtr Report #2	<b>Long report</b> Due last day of week 8 of Winter quarter	<b>Long report</b> Due last day of week 7 of Spring quarter	<b>Long report</b> Due last day of week 8 of Fall quarter
3 <sup>rd</sup> Qtr	<i>No report</i>	<i>No report</i>	<i>No report</i>
4 <sup>th</sup> Qtr Report #3	<b>Short report</b> Due last day of Fall quarter	<b>Short report</b> Due end of Winter quarter	<b>Short report</b> Due end of Spring quarter
5 <sup>th</sup> Qtr Report #4	<b>Long report</b> Due last day of week 6 of Winter quarter	<b>Long report</b> Due last day of week 7 of Spring quarter	<b>Long report</b> Due last day of week 8 of Fall quarter
6 <sup>th</sup> Qtr	<i>No report</i>	<i>No report</i>	<i>No report</i>
7 <sup>th</sup> Qtr Report #5	<b>Short report</b> Due last day of Fall quarter	<b>Short report</b> Due end of Winter quarter	<b>Short report</b> Due end of Spring quarter
8 <sup>th</sup> Qtr Report #6	<b>Long report</b> Due last day of week 6 of Winter quarter	<b>Long report</b> Due last day of week 7 of Spring quarter	<b>Long report</b> Due last day of week 8 of Fall quarter

## **Report Deadlines by Academic Year**

In this context, “end of quarter” or “last day of the quarter” refers to the last day of final exams. If a due date falls on a weekend or holiday, the reports will be due no later than the end of the next business day.

### **Key Report Dates: 2020-21**

Last day of Fall quarter	Dec. 10, 2020
Last day of week 8 of Fall quarter	Nov. 13, 2020
Last day of week 6 of Winter quarter	Feb. 12, 2021
Last day of week 8 of Winter quarter	Feb. 26, 2021
Last day of Winter quarter	Mar. 24, 2021
Last day of week 7 of Spring quarter	May 21, 2021
Last day of Spring quarter	June 18, 2021

### **Key Report Dates: 2021-22**

Last day of Fall quarter	Dec. 16, 2021
Last day of week 8 of Fall quarter	Nov. 19, 2021
Last day of week 6 of Winter quarter	Feb. 18, 2022
Last day of week 8 of Winter quarter	Mar. 4, 2022
Last day of Winter quarter	Mar. 25, 2022
Last day of week 7 of Spring quarter	May 20, 2022
Last day of Spring quarter	June 17, 2022

# **APPENDIX A**

## **ARTICLE VIII: TENURE**

## ARTICLE VIII: TENURE

The Federation agrees that the ultimate authority to grant or deny tenure is vested with the Employer subject to the terms of this Article. It is further agreed that any and all decisions relating to the awarding or withholding of tenure or the non-renewal or renewal of tenure candidates shall not be subject to the grievance procedure of this Agreement.

### SECTION A. Purpose

The Board of Trustees of Community College District Number VII hereby establishes (in accordance with RCW 28B.50.850 through RCW 28B.50.869 as it now exists or hereinafter may be amended) the following rules on academic employees' tenure, the purpose of which is twofold:

1. To protect academic employees' employment rights and academic employee involvement in the establishment and protection of these rights at Shoreline Community College and any other community college hereafter established within Community College District Number VII; and,
2. To define a reasonable and orderly process for the appointment of academic employees to tenure status, or for the non-renewal of tenure candidates.

### SECTION B. Definitions

The following are terms and definitions as used in Articles VIII (Tenure) through XI (Formal Procedures Relating to the Dismissal of an Academic Employee).

1. "Appointing Authority" shall mean the Board of Trustees of Community College District Number VII.
2. "Tenure" shall mean an academic employee appointment for an indefinite period of time which can be revoked only for sufficient cause and with due process. RCW 28B.50.851(7).
3. "Faculty Appointment" shall mean Full-Time employment as a teacher, counselor, librarian, or other position for which the training, experience, and responsibilities are comparable as determined by the appointing authority, except administration appointments.

"Academic employee appointment" shall also mean department heads, Unit Administrators and other administrators to the extent that such department heads, Unit Administrators or other administrators have had or do have status as a teacher, counselor, or librarian. RCW 28B.50.851(3a). The term "academic employee" as

used within Articles VIII- XI of the Agreement will imply that such academic employee has a “faculty appointment” per this definition.

4. “Probationary” appointment shall mean an academic employee appointment for a designated period of time, which may be terminated without cause upon expiration of the candidate’s term of employment. RCW 28B.50.851(4).
5. “Candidate” shall mean any individual holding a Probationary academic employee appointment. RCW 28B.50.851(5) uses the word “probationer,” and, for all purposes, “candidate” will replace “probationer” in this section.
6. “Administrative Appointment” shall mean employment in a specific administrative position as determined by the appointing authority. RCW 28B.50.851(1).
7. “President” shall mean the President of Community College District Number VII, or in the President’s absence, the Administrator in Charge.
8. “College” shall mean Shoreline Community College and any other community college hereafter established in Community College District Number VII.
9. “Academic Employee Peer” shall mean an individual holding a Tenured appointment.
10. “Appointment Review Committee” shall mean a committee composed of the candidate’s Tenured peers, a student representative, and a member of the administrative staff of the College, provided that a majority of the committee shall consist of the candidate’s academic employee peers. RCW 28B.50.869.
11. “Non-Renewal” shall mean the decision of the Board of Trustees not to renew the appointment of a Probationary academic employee for the succeeding three (3)-quarter appointments, excluding summer quarter and approved leaves of absence.

#### SECTION C. Eligibility for Tenure

As stipulated by law RCW 28B.50.850 through RCW 28B.50.869, tenure shall be granted only to Probationer academic employee appointments. Associate and Priority Associate positions are not eligible to be applied to the tenure track process, and they will not be assigned an Appointment Review Committee. The Board of Trustees, acting as the

appointing authority, shall provide for the award of academic employee tenure upon one (1) of the following conditions:

1. A probationary period not to exceed successful completion of nine (9) consecutive regular college quarters, excluding summer quarters and approved leaves of absence;
2. Upon formal recommendation of the review committee and with the written consent of the candidate, the appointing authority may extend the probationary period for one (1), two (2), or three (3) quarters, excluding summer quarter, beyond the maximum probationary period established herein. No such extension shall be made, however, unless the review committee's recommendation is based on its belief that the candidate needs additional time to complete satisfactorily an improvement plan (See below and Appendix C Definitions: Improvement Plan) already in progress and in the committee's further belief that the candidate will complete the plan satisfactorily. At the conclusion of any such extension, the appointing authority may award tenure unless the candidate has, in the judgment of the committee, failed to complete the improvement plan satisfactorily; or,
3. Any academic employee employed Full-Time in a Full-Time Annual Contract appointment, excluding contracts funded by soft money, and subsequently Full-Time in a Probationary appointment, both of whose terms total nine (9) consecutive regular college quarters, excluding summer quarters and approved leaves of absence; provided that tenure may be awarded at any time as may be determined by the appointing authority after it has given reasonable consideration to the recommendations of the Appointment Review Committee.

SECTION D. Appointment Review Committees: Purpose of the Committee and Selection of Membership

1. A separate five-member Appointment Review Committee shall be established between October 31 and November 15 for:
  - a. Each candidate in the first year of appointment;
  - b. Full-Time Annual Contract faculty (See Article VII (Terms and Conditions) Section A.3.) employed full time for three (3) consecutive regular college quarters, who are subsequently contracted for fourth, fifth, and sixth consecutive college quarters; or,



- c. Candidates appointed at some time other than the beginning of fall quarter, within six (6) weeks of the date of the appointment.
2. Appointment Review Committees shall serve as standing committees until such time as the candidate is either granted tenure or the candidate's employment in a Probationary academic employee appointment is terminated.
3. Each Appointment Review Committee shall be composed of a member of the administrative staff, a student representative, and three (3) Tenured academic employees. RCW 28B.50.869. For the purposes of this subsection, 'voting faculty' shall mean all Full-Time Tenured and Probationary faculty, Pro-Rata, as well as Full-Time Annual Contract faculty, acting in a body.
  - a. The divisional or administrative unit tenured academic employees shall submit a minimum of two (2) nominees who shall be tenured academic employees to serve on the Appointment Review Committee. Insofar as possible, at least one (1) nominee of the committee should be from the candidate's academic discipline or field of specialization and one (1) nominee from a different discipline or field of specialization. Full-Time Tenured and Probationary faculty, Pro-Rata, as well as Full-Time Annual Contract faculty, acting in a body, shall then vote to select two (2) such nominees as members of the Appointment Review Committee.
  - b. The candidate should submit to the Unit Administrator a list of one (1) or more nominees, who shall be tenured academic employees, to serve on the Appointment Review Committee. The academic employees, acting in a body, shall then vote to select one (1) such nominee as a member of the Appointment Review Committee, provided that in the event the candidate does not submit nominations, all Full-Time Tenured and Probationary faculty, Pro-Rata, as well as Full-Time Annual Contract faculty, acting in a body, shall then vote to select a third Appointment Review Committee member.
  - c. The administrative representative on the committee shall be appointed by the College President.
  - d. The full-time student member on each Appointment Review Committee, and designated alternate(s), shall be appointed by the Associated Student Government.

- e. If a vacancy occurs during the term of the Appointment Review Committee, a designated alternate student shall be appointed by the Associated Student Government, an administrative position shall be appointed by the College President, or in the case of an academic employee vacancy on the committee, the provisions of Article VIII (Tenure) Section D.2.a. and b. shall be followed.
4. Training shall be provided for the Appointment Review Committees jointly conducted by the Federation and the District.

#### SECTION E. Appointment Review Committees: Duties and Responsibilities

1. The general duties and responsibilities of the Appointment Review Committee shall be to:
  - a. Evaluate the candidate;
  - b. Advise the candidate of strengths and areas needing improvement; and,
  - c. Develop with the candidate a plan to improve and strengthen performance.

The evaluation process shall place primary importance upon the candidate's effectiveness in their appointment. In accordance with the procedures in Article VIII (Tenure) Section G, the Appointment Review Committee shall be responsible for making a recommendation as to whether the candidate shall be granted renewal or non-renewal of their candidate status.

2. The first meeting of the Appointment Review Committee shall be called and chaired by the VP of the College. A chairperson shall be elected by the committee at the first meeting.
3. All subsequent meetings of the Appointment Review Committee after the first meeting shall be called by the Appointment Review Committee chairperson. Appointment Review Committees may meet with or without the candidate. The committee shall determine whether the candidate's presence is necessary or advisable; in any event, the committee shall meet with the candidate at least once per quarter until the candidate is granted tenure, tenders resignation, or is notified of non-renewal.

4. Failure of the Appointment Review Committee to perform its responsibilities will not negate the review process of a candidate.

#### SECTION F. Evaluation of the Candidate

1. Each Appointment Review Committee shall evaluate only the candidate's effectiveness in the appointment.
2. Each committee shall consider the following criteria in the course of evaluating the effectiveness of each Full-Time candidate:
  - a. The candidate's teaching, advising, and/or counseling skills or skills as librarian;
  - b. The candidate's ability to engage students in the learning process;
  - c. The candidate's ability to work with academic employees and staff (staff input to be provided through administrative representative on the committee);
  - d. The candidate's knowledge of, or competence in, subject/discipline area;
  - e. The candidate's adherence to established College policies and procedures;
  - f. The candidate's general College involvement;
  - g. The candidate's action toward professional development and improvement; and,
  - h. The candidate's participation in curriculum/program development and promotion, which may include up to one-third (1/3) release time for one (1) or more quarters, as determined by the administrative head and appropriate vice president.
3. Each Appointment Review Committee shall use a four-part evaluation process, which includes the candidate's annual self-evaluation, quarterly student evaluations by the candidate's students in all assigned classes, classroom observations, and an annual administrative evaluation by the head of the candidate's administrative unit.

4. During the first quarter of the Probationary appointment, student evaluations shall be conducted for all classes. At any point during the first quarter, there shall be at least two (2) classroom observations, one (1) administration and one (1) faculty. In all subsequent quarters, a minimum of one (1) observation per committee member shall be conducted each quarter and shall be scheduled in consultation with the candidate. Additional observations by qualified individuals other than committee members may be requested by the candidate or the committee. Such additional observations shall be limited to specified aspects of the candidate's role. Qualifications of the individuals selected to observe shall be determined by the Appointment Review Committee.
5. A written evaluation noting the areas of strength and areas needing improvement shall be made for each observation. Within ten (10) working days after the observation, the observer shall meet with the candidate to discuss the academic employee's performance and the observation report.
6. In those areas such as the library and the counseling center wherein teaching observations and/or student class evaluations may be inappropriate or limited, the Appointment Review Committee shall develop and employ alternative techniques and procedures to obtain evaluations by students and committee members of the candidate's performance of professional responsibilities.
7. A written summary in narrative form of all evaluative observations and judgments shall be prepared and included in the annual tenure report.
8. During a candidate's employment, the appropriate vice president and/or President may observe the candidate once in the performance of their professional duties after the end of the fifth consecutive quarter, provided that advance notification is given to the candidate and the candidate's committee of such visitation. A written report of such visitation shall be submitted to the committee and the candidate. When areas needing improvement in the performance of a candidate are noted by the appropriate vice president or President, specific areas needing improvement will be communicated to the candidate and the Appointment Review Committee within ten (10) working days of the visitation. Such communication concerning areas needing improvement shall occur no later than ten (10) days before the due date of the final Appointment Review Committee report. Nothing shall preclude the committee and the appropriate vice president or President from mutually agreeing to have additional classroom visits, which shall also include reports to the committee and candidate.

9. The candidate shall not be required to work on any campus-wide committees during the first year of probation, but shall concentrate on academic requirements and job skills. The candidate shall not normally be required to work on more than one (1) campus-wide committee during the second and third years of probation. The candidate shall be limited to one (1) divisional committee assignment per year during the probationary period. These provisions may be waived upon the request of the Appointment Review Committee.

#### SECTION G. Communication of Evaluation Results

1. Each Appointment Review Committee, as part of its ongoing evaluation of the candidate, shall meet as a body and prepare report(s) that document the evaluation process of the candidate's strengths and recommendations for improvement as applicable. The committee will meet with the candidate to discuss the report(s) and furnish the candidate with a copy of the written report(s).
2. Copies of the written report(s) shall be submitted to the VP and appropriate vice president, who will forward them to the College President. The College President will submit the written report(s) to the Board of Trustees.
3. At a minimum, the following Appointment Review Committee reports will be submitted to the VP on or before the dates specified below:
  - a. A written progress report outlining the evaluation process, all evaluation results, areas of strength and those needing improvement, and specific steps that can be taken by the candidate to improve. Submitted by the last day of the first probationary quarter.
  - b. A comprehensive evaluation report that includes documentation of the process, all evaluative material collected during the college year, summary of progress, and recommendation for continued probationary status or tenure. Submitted by the dates indicated below.
    - i. For candidates whose appointments begin in fall quarter, by the last day of week 6 winter quarter for evaluation of the sixth, seventh, and eighth quarters; by the last day of week 6 winter quarter for evaluation of the third, fourth, and fifth quarters; and by the last day of week 8 winter quarter for evaluation of the first and second quarters.
    - ii. For candidates whose appointments begin in winter quarter, by the last day of week 7 spring quarter for evaluation of the sixth, seventh, and eighth quarters; by the last day of week 7 spring quarter for

evaluation of the third, fourth, and fifth quarters; and by the last day of week 7 spring quarter for evaluation of the first and second quarters.

iii. For candidates whose appointments begin in a spring quarter, by the last day of week 8 fall quarter for evaluation of the sixth, seventh and eighth quarters; by the last day of week 8 fall quarter for evaluation of the third, fourth, and fifth quarters; and by the last day of week 8 fall quarter for evaluation of the first and second quarters.

4. When the areas identified for required areas for growth have been discussed, and there still is concern regarding the ability of the ARC to recommend the candidate for tenure, then a written Improvement Plan for the support and professional development of the faculty member shall be created as defined below and in Appendix C (Definitions). Follow-up conferences (at least one (1) per month) will be held and written progress reports will be prepared by the Appointment Review Committee to help the candidate improve and document progress.

An Improvement Plan is a document written for the purpose of support and professional development of the faculty in specifically identified areas needing improvement. Plans must include the following elements:

- a. Description of area or areas needing improvement.
  - b. Outcomes that are reasonable, objective, measurable and mutually understood.
  - c. A mutually agreed upon time to demonstrate and evaluate improvement in areas identified.
  - d. Signature of all parties involved confirming their receipt and understanding of the improvement plan.
5. The College President may require reports at any time. Such reports shall be submitted by the Appointment Review Committee within fifteen (15) working days of the written request.

#### SECTION H. Rights and Reasonable Expectations of the Candidate

1. Effective communication should be established and maintained between the candidate and the candidate's Appointment Review Committee so that the purposes of the observations and evaluations are clear. The ARC candidate shall be evaluated objectively and equitably.
2. The classroom observations shall be arranged with the candidate so that they will be prepared for the visit.
3. The candidate shall be acquainted with all evaluative instruments prior to their use, and, at the end of the evaluation process, all the gathered data and materials shall be returned to the successful candidate. Upon request, the Unit Administrator will have access to primary or "raw" evaluation data.
4. When a disagreement occurs between the candidate and their Appointment Review Committee over any area of evaluation, the candidate may submit a written statement of these disagreements and shall be entitled to a timely written response from the committee.
5. If the candidate disagrees with the recommendation of the Appointment Review Committee to the Board of Trustees, the candidate may request a meeting of the academic employees in a body, to be determined by the Federation Executive Board, to review and approve or disapprove the committee's recommendation. This request shall be made in writing to the Federation President within five (5) days after the candidate's receipt of the committee's recommendation. The Federation President shall call the meeting within ten (10) days of receipt of such request.

Within one (1) week of the meeting, the decision of the academic employees in a body shall be sent, in writing, to the Board of Trustees for the Board's consideration. This report shall be advisory and shall not be construed to be contrary to or supersede any provisions of RCW 28B.50.850 through RCW28B.50.869.

6. The candidate must be given the right to review all written material to be seen by the Board and have the opportunity to respond in writing.

#### SECTION I. Board Decisions Regarding Tenure

1. Upon receiving the President's or appropriate vice-president's recommendation regarding the award or non-award of tenure or the non-renewal of a contract of the evaluated candidate(s), the Board of Trustees may meet with the chair of the Appointment Review Committee, VP, or appropriate vice president, and any

representative of a minority report, if applicable, to examine the records of the candidate(s). The Board shall give reasonable consideration to the recommendation of the College President or appropriate vice-president as to the award or non-award of tenure or the non-renewal of a contract to said candidate(s). The Board shall receive recommendations from both the Appointment Review Committee and College President/VP or appropriate vice-president; provided, however, if the President or VP makes a recommendation that is contrary to the recommendation of the Appointment Review Committee, the President or VP shall discuss such differences with the committee prior to recommendation to the Board.

2. All Board decisions regarding the award or non-award of tenure to candidates considered pursuant to this section shall be accomplished by no later than the end of the eighth probationary quarter. Written notice of such award or non-award shall be transmitted by the Board to the candidate no later than the end of the eighth probationary quarter.



# **APPENDIX B**

## **LONG/COMPREHENSIVE REPORT TEMPLATE**

**SHORELINE COMMUNITY COLLEGE**

**APPOINTMENT REVIEW COMMITTEE  
EVALUATION REPORT**

**for**

**CANDIDATE NAME, Credentials**

Academic Appointment and/or

Teaching Field(s):

Years on Probation:

Years on Associate Status:

Dept

3<sup>rd</sup> year

(or x of quarters taught)

Committee Members:

Name, Credentials

Administrator Name

Faculty Name

Faculty Name

Student Name

Committee Chair

Professor of

Administrator Title and Area of  
Responsibility

Professor of

Professor of

Student Representative, Dept.

Month dd, 20yy

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I. Candidate's Current Resume or Vita

## **Candidate's Current Resume or Vita**

Candidate Name

*CV goes here, as provided by the Candidate (cut and paste, font can be other than Times New Roman size 12, but margins must be 1.5" left and 1" all others. This is the only part of the report that can be in a different font and size. No header required.)*

## II. Administrative Evaluation

## ADMINISTRATIVE EVALUATION

Candidate Name – Report Number

Administrator Name, Administrative Title, Area of Responsibility

*Maximum 2 pages, with bullet points*

*Note that the content of this can align closely with the committee evaluation.*

### **Candidate's Assignments and Activities to Date [First report] or Since Last Report**

- Courses
- Committees
- Conferences [professional development]
- Other

*The above bullets are examples; there can be flexibility in the categories of these bullets. For non-instructional faculty, describe major activities and assignments related to position.*

### **Candidate's Strengths *(cut and paste)***

- Classroom *or Non-Classroom Assignment (e.g., librarians, advisors)*
- Non-classroom

*Bullets should be modified for non-instructional*

### **Growth Since Last Report**

- Bulleted list *or "N/A" for first long report*

### **Opportunities for Growth**

- Bulleted list

### **Assurance Regarding Committee Procedure**

I would like to assure the Board that this Committee has followed all the processes as they are prescribed in Article VIII of the Agreement.

### III. Committee Activities



**COMMITTEE ACTIVITIES**  
Candidate Name – Report Number

There have been no changes to the committee membership since the last report.

**OR**

The following changes have been made to the committee membership since the last report:  
(state changes)

<b><u>Conference Date</u></b>	<b><u>Discussion Summary</u></b>
Month dd, 20yy	
Month dd, 20yy	

#### IV. Committee Recommendations

## COMMITTEE RECOMMENDATION

Candidate Name – Report number

*Should be written by the committee chair, not the administrator  
Keep to 2 pages, maximum*

### Candidate's Strengths

- Classroom *or Non-Classroom Assignment (e.g., librarians, advisors)*
- Non-classroom

*Bullets should be modified for non-instructional*

### Growth Since Last Report

- Bulleted List *or "N/A" for first long report*

### Opportunities for Growth *(don't leave blank)*

- Bulleted List

### Committee Recommendation Prescribed by Article VIII

We unanimously recommend to the Board of Trustees that \_\_\_\_\_ (name of candidate) be continued on probationary status." *[For 2<sup>nd</sup> and 4<sup>th</sup> report] (If it is not unanimous, the minority report should be inserted after the committee report.)*

### OR

The Appointment Review Committee (unanimously) recommends to the Board of Trustee that tenure be granted to \_\_\_\_\_ (name of candidate). *[For 6<sup>th</sup> report]*

\_\_\_\_\_ Name, Credentials, Committee Chair  
Professor of

\_\_\_\_\_ Name, Credentials  
Administrator, Title and Area of  
Responsibility

\_\_\_\_\_ Name, Credentials  
Professor of

\_\_\_\_\_ Name, Credentials  
Professor of

\_\_\_\_\_ Name, Credentials  
Student Representative, Dept.

## V. Self-Evaluation by Candidate

**SELF-EVALUATION STATEMENT**  
Candidate Name – Report number

*(Keep to around 6 reasonable, achievable goals. Suggested length: 2 – 6 pages.)*

**Progress on Previous Goals**

- Bulleted paragraphs *or “N/A” for first long report*
- 

**Goals and Plan for Upcoming Year**

- Bulleted paragraphs
-

## VI. Committee Observations

## COMMITTEE MEMBER CLASS OBSERVATION

Candidate Name – Report Number

*[NOT consolidated, separate report for each observer for each course observed provide all observations since most recent long report, if applicable. See website on approved form for faculty, advisor, or librarian]*

Observer:

Course Number and Section:

Quarter:

Date:

Number of Students Present:

### Lesson Content and Design

- *(bullets are responsibility of observer so it can be narrative)*
- *(bullet can be one or two sentences or phrases)*

### Learning Environment

- 

### Strengths

- 

### Effectiveness of Instructional Approach

- 

### Other Suggested Approaches for Enhancing Student Learning

- 

### Areas for Growth

-

## VII. Student Evaluations



*[For each course since the most recent long report, first provide the quantitative report, then provide verbatim comments – repeat for each course. Order in reverse chronological order]*

## **STUDENT QUANTITATIVE RESPONSES**

Candidate Name – Report Number

<b>Instructor:</b>	Name
<b>Quarter Evaluated:</b>	Winter 20yy
<b>Class and Section:</b>	Course # & Section
	Official Title of Class
<b>Evaluation Form Used:</b>	

*Quantitative summary report goes here*

## STUDENT VERBATIM COMMENTS

Candidate Name – Report Number

**Instructor:** Name  
**Quarter Evaluated:** Winter 20yy  
**Class and Section:** Course # & Section  
Official Title  
**Evaluation Form Used:**

*Student Verbatim Comments from Student Evaluations here*

# **APPENDIX C**

## **Sample Forms**

**CLASSROOM OBSERVATION**  
Faculty Observed – Report Number

**Observer:**  
**Course Number and Section:**  
**Quarter:**  
**Date of Observation:**  
**Number of Students Present:**

**Lesson Content and Design**

- 

**Learning Environment**

- 

**Strengths**

- 

**Effectiveness of Instructional Approach**

- 

**Other Suggested Approaches for Enhancing Student Learning**

- 

**Areas Needing Growth**

- 

Forms can be found online at <http://intranetnew.shoreline.edu/human-resources/facultyeval.aspx>

**ADVISING OBSERVATION**  
Advisor Observed – Report Number

**Observer:**  
**Advising Purpose:**  
**Quarter:**  
**Date of Observation:**  
**Number of Students Present:**

**Content and Organization**

- 

**Environment**

- 

**Strengths**

- 

**Effectiveness of Approach**

- 

**Other Suggested Approaches for Effective Advising**

- 

**Areas for Growth**

- 

Forms can be found online at <http://intranetnew.shoreline.edu/human-resources/facultyeval.aspx>

## **STUDENT EVALUATIONS**

Forms can be found online at <http://intranetnew.shoreline.edu/human-resources/facultyeval.aspx>