

MiraCosta College

Tenure Candidate Handbook



January 2012
Revised 1/30/12

Contact Information

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I. Overview of the Tenure Review Process

The Professional Growth and Evaluation Committee

At MiraCosta College, the Professional Growth and Evaluation Committee (PG&E) plays a central role in devising and overseeing the process of tenure review for probationary faculty members known at MiraCosta as “Tenure Candidates.” The functions of this committee include:

1. Developing processes and procedures for tenure review and submitting these to the Academic Senate for approval;
2. Reviewing and revising procedures outlined in the handbooks, based on input solicited from participants in the process;
3. Interpreting established PG&E processes and procedures;
4. Ensuring clarity, equity, and fairness in the process.

The Process

The training that Coordinators receive, along with their membership on PG&E and on several TRCs, gives them the broad perspective necessary to provide this oversight. However, it is not expected that Coordinators make decisions independent of others. If they detect a problem, they are to consult with members of the TRC, and possibly members of PG&E, to seek a mutually acceptable resolution to a problem.

As members of PG&E, Coordinators will meet periodically for discussion and to address concerns that are within the TRCs to which they belong. When necessary, they will also work with Tenure Candidates to provide them with guidance and to ensure that Candidates maintain a key role in shaping their Tenure Plans.

The California Education Code states that faculty must be evaluated on a regular cycle, and gives this responsibility to the local Board of Trustees. At MiraCosta, the Board of Trustees has (given) this responsibility to the Academic Senate to develop and administer a fair and equitable process.

The Academic Senate has preferred that the evaluation of faculty remain within the Office of Instruction Portfolios and records are maintained in the Office of Instruction, which also furnishes administrative support. The Administrative Support consists of a Dean designated for Faculty Evaluations and secretarial support for the timelines and portfolio integrity.

The Dean of Evaluation administers the overall process in coordination with the PG&E Chair and members of PG&E. The Dean of Evaluation serves to link the state requirements and administrative concerns with the PG&E process. This dean serves as an advisor to the PG&E Chair, as a member of the Interpretation Committee and as an ex-officio member of PG&E.

Commonly Used Acronyms

1. TRC: Tenure Review Committee
2. D/WG: Department or Work Group
3. PG&E: Professional Growth and Evaluation Committee
4. ASC: Academic Senate Council
5. IS: Office of Instructional Services

Evaluation Cycles

- f First Evaluation Cycle: Fall semester of the first year.
- f Subsequent Evaluation Cycles: Spring semester (beginning spring of the first year) and end of fall semester

Tenure Candidate 2011-2 Timeline Overview

Professional Growth and Activities Report, to Coordinator.

- f. Leadership skills.
2. Respect for students' rights and ~~deby~~ by:
 - a. Demonstrating patience, fairness, and promptness in the evaluation and discussion of student work;
 - b. Sensitivity and responsiveness to the needs of individual students and their special circumstances, when appropriate;
 - c. Maintaining contractual obligation to teaching and worksite hours and, if appropriate, to regular and timely office hours;
 - d. Demonstrating sensitivity to human diversity;
 - e. Acknowledging and defending the free inquiry of students in the exchange of criticism and ideas;
 - f. Recognizing the opinions of others.
 3. Respect for colleagues and the educational professions by:
 - a. Acknowledging and defending the free inquiry of colleagues in the exchange of criticism and ideas;
 - b. Recognizing the opinions of others;
 - c. Acknowledging sources, when appropriate;
 - d. Striving to be objective in their professional judgment of colleagues;
 - e. Acting in accordance with the ethics of the profession and with a sense of personal integrity;
 - f. Working in a spirit of timely cooperation to develop and maintain a collegial atmosphere.
 4. Continued professional growth, which may be demonstrated by:
 - a. Increasing participation in self-initiated professional activities such as coursework, attendance at workshops, seminars, or professional meetings;
 - b. Developing new curriculum, programs, or services;
 - c. Conducting discipline, programmatic, or pedagogical research;
 - d. Contributing to written publications, artistic exhibitv ne, pro22dfT(d.)Tj /5b0 Tc0b(of)3(e)4

5. Participation in collegial governance, which may be demonstrated by...
 - (a) Active involvement in a fair share of committee work (e.g., governance councils, advisory committees, ad hoc committees, task forces, and standards groups);
 - (b) Active involvement in department or program functioning (e.g., committee work, program review, and participation in Student Learning Outcomes assessment cycles*).

*Results of Student Learning Outcomes assessments shall not be a factor in faculty promotion.

III. Tenure Candidates

Overview

Newly hired, probationary faculty members (Tenure Candidates) are eligible for tenure after successfully completing a four-year review process. In some instances, Candidates who have previously received ten

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code defines the academic year beginning the first day of the fall semester. Therefore, it is not permissible to begin the formal evaluation of a new hire in the spring. A faculty member in this situation is given a fulltime contract for their first spring and will begin the formal evaluation process the next fall, fol

- f* Reviewing Observation & Discussion Reports for clarity and fairness and adherence to Handbook guidelines before forwarding them to the Candidate.
- f* Reviewing TRC Reports and Tenure Plans for accuracy, clarity, fairness and adherence to Handbook guidelines before forwarding them to the Candidate.
- f* Maintaining copies of all Observation Schedules, Survey Options Reports

3. Department or Work Group Peer (DWG Choice)

Full-time department or work group members select one tenured member to serve on the TRC. Whenever possible, it is expected that the individual will have served on the Candidate's selection (hiring) committee. The peer should be from the Candidate's discipline or a discipline closely related to that of the Candidate. If the Candidate has no tenured discipline peers at MCC, the TRC Chair and the Dean may decide to utilize a discipline consultant (an expert in the discipline from outside MCC). Continuity is desired. However, extenuating circumstances exist, replacement of this member may be permitted with the consent of the department or work group approval of the Coordinator.

Responsibilities include:

- f* Attending all TRC meetings.
- f* Observing Candidate in the first and all evaluation cycles as directed by the Tenure Plan.
- f* Completing their Observation & Discussion Reports and filing them with the Tenure Coordinator.

4. Department or Work Group Peer (Candidate's Choice)

In the initial year of Tenure Candidacy, a

f Completing his/her Observation & Discussion Reports and filing them with the Tenure Coordinator.

5. Appropriate Dean

If the Candidate's position falls under the purview of multiple Deans, the Dean of Evaluation will choose one Dean to serve.

Responsibilities include:

- f* Attending all TRC and Tenure Review and Evaluation meetings.
- f* Observing Candidate in the first and subsequent evaluation cycles as directed by the Tenure Plan.
- f* Completing his/her Observation & Discussion Reports and filing them with the Tenure Coordinator.
- f* When appropriate, completing Dean's Report on Classroom Management to address issues such as meeting deadlines for completing census data and completing grade reports).

All members of the candidate's committee will observe the first cycle as directed by the Tenure Plan.

Change to TRC Composition

Although consistency of TRC Composition is a goal, Candidate peer replacement, changes in Department Chair, and/or removal of TRC Members may necessitate changes to TRC Composition. Outgoing TRC members should not be scheduled to conduct observations if they will not be present at the Tenure Evaluation Meeting. Candidates in their fourth evaluation cycle who have been recommended for tenure may become TRC members.

V. Student Surveys

Overview

Student surveys for Candidates must be completed by the week indicated on the timeline: For Candidates in their second through fourth evaluation cycle, student surveys may be conducted in either the spring or fall of the evaluation cycle as described in the Tenure Plan. The determination of when surveys will be conducted should be made at the Tenure Review Meeting and included in the Tenure Plan. It is not necessary to specify exact dates at the time the Tenure Plan is created; the specification of a range of weeks is sufficient. Student Surveys should be administered and sent to the Office of Instructional Services no later than the end of either semester to allow time for processing.

Classroom

Meeting held early in the fall semester. For Candidates in their second through fourth evaluation cycle, these reports are completed along with the Tenure Plan. Upon completion, the Candidate sends copies of the form to, IS, the TRC Chair, and Tenure Coordinator. The Candidate places the original(s) into his or her Evaluation Packet. Changes to Surveys Reports require approval of the TRC Chair. At the discretion of the TRC Chair, surveys for non-classroom faculty may be conducted by using one or more of the following methods:

1) Student Survey of Non-Classroom Faculty

a) Point-of-Service Method

Student surveys are administered and collected by a person or persons ("distributor(s)") approved by the TRC Chair

f Student Survey of Individual Contacts

Substantive student contacts are surveyed during the time period agreed upon by the Candidate and his/her TRC Chair. The Candidate requests the appropriate number of surveys and preaddressed envelopes from IS. The distributor provides the student with the survey form and envelope, either immediately before or after the relevant contact, depending on local setting and circumstance. Following the contact, the student completes the survey form, seals it in the envelope, and gives it to the distributor, who returns the completed surveys to IS. Candidates must not administer or collect their own student surveys.

f Student Survey of Group Contacts (orientations, presentations, workshops)

Candidates must request the appropriate number of surveys and preaddressed envelopes from IS. The distributor hands out and collects the surveys, places them in the envelope, and sends it to IS. Candidates must not administer or collect their own student surveys.

b) Electronic Method

After receiving directions from IS on how to format the list of students to be surveyed, the Candidate obtains his or her TRC Chair's pre-approval signature for the list before forwarding it to IS. If the Candidate wishes, he or she prepares, in consultation with his/her TRC Chair, a cover letter to accompany the surveys; otherwise, IS sends a generic

3) Faculty/Staff Survey of Non-Classroom Faculty

- a) Generally, this survey will be employed for non-classroom faculty members not receiving student survey results. For a non-classroom faculty member receiving student survey results, this survey may be utilized as an optional component in an IEP Plan. For atypical non-classroom faculty roles, uniquely designed surveys for constituents within or outside the college are permitted with the TRC Chair and Dean's approval. The Candidate places the originals and, if appropriate, the cover sheet in his or her Evaluation Packet.

VI. TRC Observations

Overview

There are two basic types of TRC observations: observations of primary job responsibilities and observations of D/WG or program responsibilities.

Observations of Primary Job Responsibilities

These observations are conducted by the evaluating members of the TRC and are intended to provide critical evaluation of the Candidate's completing his or her primary job responsibilities.

Evaluation Cycle One: Classroom Faculty

Classroom observations will be conducted for four courses or 80% of a Candidate's teaching load (whichever is greater) during the first fall semester of tenure review. For instances in which a Candidate teaches fewer than four class sections, more than one TRC member may visit the same class section. Otherwise, no two members of the TRC

whole that decides which members, if any, will not conduct an observation in any of the second through fourth evaluation cycles

Evaluation Cycles

Online Observations

Observation of online classes may take place if these classes are a part of assigned contract load and are scheduled for observation on the Tenure Path. At the Introductory Meeting The Candidate shall designate the following elements of observation for each online class:

- f* one example of content instruction or information delivery (one lecture, an instructional animation, assignments which teach content, etc.)
- f* a sample of student interaction (equivalent to a week's worth of electronic discussion, or attendance at one hour of synchronous chat session)
- f* the syllabus

The Candidate will authorize student level access to the observer for the purpose of evaluating these elements of the class. While it is acknowledged that it would not be possible to block the observer from access to other areas of the class, only these elements are to be assessed in order to provide equivalency with a one hour onsite classroom visit.

Observation and Discussion Reports

Upon completion of the post-observation discussion, observers complete an Observation and Discussion Report. Any documents supplied to the TRC member by the Candidate that raise concerns discussed in the Observation and Discussion Report are attached. Only those documents provided to the TRC Member during the pre- or post-observation discussion or during the observation and referenced in the Observation and Discussion Report may be attached to the Report and submitted to the Coordinator for review and subsequent inclusion in the Evaluation Packet. The Observation and Discussion Report (and any materials referenced therein) is sent to the Tenure Coordinator for review. The Coordinator maintains a copy of the report and any attached materials before sending the original documents to the Candidate for inclusion in the Evaluation Packet.

However, if the Coordinator detects significant problems with the report, he or she may ask the observer to make changes before forwarding it to the Candidate. Such requests are made only when a report is perceived to lack clarity, fairness, and/or equity or when a document referenced was not obtained during the pre- or post-discussion or observation or is not attached to the Observation and Discussion Report, and should be made only after consultation with the observer. If agreement cannot be reached, the Coordinator consults the PG&E Chair who may render a decision or choose to refer the matter to the PG&E Committee. It is intended that Coordinators intervene sparingly and only when clearly identified problems with the observer's report exist.

Response to Observation and Discussion Reports

Though not necessary, Candidates may complete a Response to Observation and Discussion Report.

Modifications

In most cases, when a TRC member (not including the Candidate) must cancel an observation, it will be rescheduled. However, in cases where the cancellation presents difficulties in completing requirements in timely fashion, the Tenure Coordinator will consult with the Dean of Evaluation and the Candidate to determine which of the following options is most appropriate: rescheduling, substitution of another TRC member, or cancellation of the observation. The Coordinator records any changes to the schedule.

Additional Observations

These may be assigned when clearly identified concerns exist or at the request of the Candidate. This must be done as part of an annual Tenure Plan.

D/WG Responsibilities Observation Report (Optional: second through fourth evaluation cycle Candidates only)

Overview

The decision to include this report is made by the TRC at the Tenure Review or Tenure Evaluation Meeting and included in the Tenure Plan. All evaluating members of the TRC may provide input to this report, although not all are required to do so.

Submission of Report

The appropriate form must be submitted to the Tenure Coordinator along with the Candidate's completed Professional Growth and Activities Report for review according to the timeline during the fall semester. If the Coordinator detects no significant problems, he or she returns the original forms to the Candidate for inclusion in the Evaluation Packet.

Failure to complete this form and submit it to the Coordinator by the deadline voids discussion of this information by the TRC at the Tenure Evaluation Meeting.

Review by Coordinator

If in reviewing the report the Coordinator detects significant problems, he or she may ask the TRC Chair to make changes before forwarding it to the Candidate for inclusion in the Evaluation Packet. Such requests are made only when a report is perceived to lack clarity, fairness, and/or equity and should be made only after consultation with the TRC Chair. If agreement cannot be reached, the Coordinator consults the PG&E Chair who may render a decision or choose to refer the matter to the PG&E Committee. It is intended that Coordinators intervene sparingly and only when clearly identified problems with the report exist.

VII. Candidate Observations

Overview

Each year Candidates will observe faculty performing their primary job functions (professor, librarian, counselor, director, coordinator). Completion of observations will be documented in the Tenure Plan; no formal report is completed.

Scheduling

During the first evaluation cycle two Candidate observations of TRC members will be conducted in the fall semester. Thereafter, a minimum of one observation is conducted each year, either in the spring or fall of the evaluation cycle. In the second through fourth evaluation cycles, observations are not limited to TRC members and may include faculty at other institutions or professionals at work in a closely related discipline.

For Candidates in their first evaluation cycle the determination of who will be observed and when the observation will occur is to be made collaboratively by the Candidate and the TRC at the TRC Introductory Meeting.

In evaluation cycles two through four, the determination of who is to be observed is generally made by the Candidate. If specific concerns exist, the TRC may choose to make the

determination. In either case, information is included in the Tenure Plan, along with a general time frame for conducting the observations.

In all evaluation cycles, the Candidate schedules the observation(s) according to the timeline during the semester in which it is conducted and records completion of the observation in the Professional Growth and Activities Report. The Candidate should inform the Coordinator when the observations have been completed so he or she can indicate such on the Observation Schedule Report.

VIII. Evaluation Packets

Overview

The Candidate, Coordinator, and the Office of Instructional Services keep copies of all relevant

9. Professional Growth and Activities Report (second through fourth evaluation cycles)

prior to being forwarded by the Coordinator to the Candidate for inclusion in the Evaluation Packet.

Self-Study

In this succinct, three to five page reflection, Candidates should address all concerns reported in Observation and Discussion Reports and respond to any substantial issues raised in student surveys. Candidates should also propose specific strategies for resolving those issues and concerns during the next evaluation cycle.

In addition, if concerns were documented in the previous TRC Report, Candidates should analyze the effectiveness of their strategic responses to those concerns.

Tenure Candidates may also elect to assess their professional growth and/or establish future goals.

Response Reports (Optional)

Candidates may include responses to any Observation and Discussion, TRC, D/WG Responsibilities Observation Report or Dean's Reports. In the case of responses to TRC and Dean's Reports, responses may be placed in the Evaluation Packet prior to any PG&E appeal hearing or review.

Revised Materials (Optional)

Though not essential, Candidates may include material they have revised in response to student surveys and/or TRC member Observation and Discussion Reports.

IX. Tenure Committee Meetings

Overview

Tenure meetings are generally conducted with all TRC members present. However, if extenuating circumstances exist, a single TRC member may be absent. Under unusual circumstances, it is permissible also for a member of the TRC to participate in a meeting by phone or teleconference. In either case, the approval of the CB&E, in consultation with the Dean of Evaluation, is required before such exceptions are allowed.

TRC Introductory Meeting (first evaluation cycle only)

This is an informal meeting held sometime during weeks one through four of the fall semester in which TRC members meet each other and the Candidate. Scheduling of first evaluation cycle (fall) observations takes place.

During the initial evaluation cycle of Tenure Review (fall of year one), no Tenure Plan exists. Therefore, all elements of tenure review are prescribed and include the following for each Tenure Candidate:

- f* Student Surveys. (See section on Student Surveys for details.)
- f* Four TRC Observations.
- f* Two Candidate Observations (observations conducted by the Candidate).
- f* Participation in all required department, program, or work group functions.
- f* Submission of an Evaluation Packet.

Evaluation Cycles Two Through Four:

Tenure Plans guide the tenure review process over the course of the spring and subsequent fall semester. A new Tenure Plan is devised for evaluation cycles two and three. In these evaluation cycles the minimum required elements include:

- f* Student Surveys. (See section on Student Surveys for details.)
- f* Three TRC Observations.
- f* One Candidate Observation.
- f* Participation in all required department, program, or work group functions.
- f* Participation in collegial governance and/or departmental initiatives
- f* Submission of an Evaluation Packet.

Optional Elements

Optional elements are intended to provide the Candidate with a degree of flexibility within the tenure review process. Recognizing that Candidates come to MCC with diverse backgrounds, Candidates are encouraged to select elements ~~related~~ to their particular interests and needs.

f Flex activity attendance or leadership

f Conference attendance

f

The appropriate box should be checked on the 2nd cycle Tenure Plan.

In the 2nd cycle Evaluation Packet a statement of application

Composition

1) Two Vice-Presidents (exofficio)

f One from Student Services and one from Instructional Services.

2) Eleven Tenured Faculty Members (minimum, not including Chair)

f Appointed by the Academic Senate President and confirmed by the Academic Senate Council, with representation from the diverse programs of the college.

f At least two members must be nonclassroomfaculty.

f No more than two members from the same department may serve on the committee.

f All tenured members, except the Chair, serve as Tenure Coordinators.

3) Chair

f Tenured faculty member who has a minimum of one year's service on PG&E.

f Does not serve as a Tenure Coordinator.

f Does not serve as a TRC Chair

4) Two Tenure Candidates

f Must be in third or fourth year of tenure review.

f Do not serve as Tenure Coordinators.

5) Dean of Faculty Evaluation (exofficio)

Committee Responsibilities

1)

Vice President Responsibilities

- 1) Participating in the responsibilities assigned to the PG&E Committee (see above).
- 2) Reading Evaluation Packets of all Candidates in her division prior to the PG&E meeting. (See timeline for availability of Packets.)
- 3)

- 9) Receiving complaints about any Tenure Coordinators or TRC members who fail to meet their responsibilities in the tenure review process and taking necessary action, in consultation with AS President and Dean of Evaluation, including removal of TRC Members or reassignment of Tenure Coordinators, when appropriate. The PG&E Chair will maintain a record of any necessary actions in a confidential file that will be kept in the same storage location as all Candidate packets.
- 10) Whenever practical, consulting with other PG&E members prior to making decisions. The PG&E Chair will appoint a subcommittee from within PG&E to advise the PG&E Chair on interpretation of rules and procedures. This interpretation subcommittee shall consist of at least four members, one of whom will be the Dean of Evaluation and one the PG&E Chair. This subcommittee will be consulted on interpretation decisions whenever time permits, and their advice shall be given due consideration prior to the Chair's rendering interpretations that are not time sensitive. The PG&E Chair will maintain a record of all interpretation decisions and pass along that record to subsequent PG&E Chairs and members of the Interpretations Subcommittee.

XV. Academic Senate Council (ASC) Responsibilities

Council Responsibilities

The ASC, as the legal representative of the faculty in academic and professional matters, has the primary responsibility to make a final recommendation regarding reemployment or tenure and send it through the Superintendent/President to the Board of Trustees. Thus, the ASC receives and reviews in closed session (in accordance with the Brown Act) the Lists of Recommendations for Candidates from PG&E to the ASC. The ASC members access the packets in IS, if necessary. When the PG&E recommendation lists appear on the ASC agenda, the ASC may request that the chair of PG&E attend the meeting (discussed under PG&E Chair Responsibilities in this handbook). Giving due consideration to the recommendations of the TRCs and PG&E, the ASC votes and then sends a final recommendation through the Superintendent/President to the Board of Trustees. The individual votes of ASC members are made public in accordance with the Brown Act. In any case where the ASC votes to overturn a PG&E recommendation, the ASC provides its rationale in writing. This written documentation is filed with the Dean of Faculty Evaluation, to be included in the Candidate's Evaluation Packet.

AS President

- 2) Filing reports (if any) that present the ASC's reasoning for overturning any PG&E recommendations with the Dean of Faculty Evaluation, to be included in the Candidate's packet;
- 3) Appointing faculty members to ~~PG&E~~;
- 4) Designating a chair of PG&E, preferably a committee member who is in his/her second (or greater) year of service;
- 5) Receiving complaints about the PG&E Chair and taking necessary action, including removal if necessary;
- 6) Suggesting to the PG&E Chair ~~future~~ PDP activities of value to faculty undergoing evaluation.

XVI. Board of Trustees Responsibilities

- 1) Receives ASC recommendations through the Superintendent/President. The administration reserves the right to present a dissenting recommendation in writing if it deems appropriate. The Superintendent/President sends this dissenting recommendation to Instructional Services to be included in the packet. The Board may access the Evaluation Packets, as necessary.
- 2) Makes reemployment decisions, relying primarily ~~on~~ the judgment and advice of the ASC. If the ASC's recommendation is not accepted, the Board or its designee communicates its reasons in writing to the ASC, sending the original to Instructional Services to be included in the Evaluation Packet.