SECTION 7
ADMINISTRATOR PERFORMANCE EVALUATION

7.1 DISTRICT PHILOSOPHY

7.1.1 In accordance with Education Code Section 87663, the policy on evaluation of administrators\textsuperscript{1} is designed to recognize excellence in management and supervision, to strengthen performance, to designate areas needing improvement, and to foster the growth and development of administrators in meeting the educational needs of faculty, staff and students engaged in the process of teaching and learning.

The administrator evaluation addresses the District’s policy on cultural diversity in the academic environment, and is designed to evaluate an administrator’s ability to promote academic excellence, foster cultural, racial, and human understanding, and to promote cultural proficiency at both an individual and institutional level. The evaluation is also designed to evaluate an administrator’s ability to provide positive role models for all students, and to create an inclusive and supportive educational and work environment for employees, students and the local community.

7.1.2 To achieve these objectives this process shall be carried out in accordance with the provisions identified in this Handbook.

7.1.3 Evaluation of administrators shall have as its goal the improvement of District/college instruction and service through the establishment of individual and institutional goals and objectives for administrators that are in line with the overarching goals of the District. Goals and objectives will be reviewed and updated every year in July.

7.1.4 The immediate supervisor of an administrator being evaluated shall be responsible for conducting and completing the evaluation. Evaluations shall include the following components: annually established goals and objectives, mid-year review, a peer review process and an annual performance review. The process shall require that the peers reviewing are both representative of the diversity of California and sensitive to equal employment opportunity and diversity concerns. It shall be the supervisor’s responsibility to solicit written comments from individuals who are directly supervised by or who are indirectly impacted by decisions of the administrator being evaluated. Evaluation reports shall be available for review by the Chancellor and College President for their staff.

7.2 CONFIDENTIALITY

\textsuperscript{1} The administrator evaluation procedures apply to managers, directors, deans, and vice presidents.
Procedures for the evaluation of administrators shall be carried out in accordance with approved District personnel policies and shall observe confidentiality for all employees who participate in the process. A breach of this confidentiality may be grounds for disciplinary action.

7.3 CONTENT OF THE EVALUATION PROCEDURE

Administrators shall be evaluated on the basis of job-related competencies in the following areas: a) professionalism and job-related knowledge as defined by the job description and/or by any special conditions agreed to by the employee and the District; b) application of appropriate management/supervisory techniques in carrying out the administrator’s responsibilities; c) District/college-wide leadership in the area(s) of assignment; d) effective interpersonal and communication skills in working with members of the college community (faculty, staff, students, administrators and community members); e) success in student progress toward achieving stated student learning outcomes and effectiveness in producing those learning outcomes; f) the accomplishment of objectives from the previous evaluation; and g) the ability to do the above in a culturally proficient manner.

7.4 ADMINISTRATOR PERFORMANCE EVALUATION PROCEDURE

7.4.1 The performance of all Administrators shall be evaluated annually. The performance evaluation process is designed to improve the overall operation of the organization and to assist the administrator in the growth and development of professional abilities, as well as to identify areas of strengths and weaknesses. The evaluation process promotes and supports appropriate management and leadership skills and assures that administrators have goals that are in line with the overarching goals of the San Jose-Evergreen Community College District.

7.4.2 Administrators’ evaluations include goals and objectives, mid-year review, annual evaluation and a peer and staff feedback survey. The Administrators’ Performance Evaluation contains specific documents for each of these components. In addition to this evaluation, each administrator must complete a self-evaluation.

7.4.3 There is an evaluation cycle with two parts that includes (A) year 1, 2 & 3 and (B) year 4, 5, & 6. Part B is repeated as the administrator’s service continues in the same position.

7.4.3.1 Evaluation Cycle:

<table>
<thead>
<tr>
<th>Year 1</th>
<th>July</th>
<th>Within the 1st 30 days – Goals &amp; Objectives (G &amp; O) set for year 1</th>
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<tbody>
<tr>
<td></td>
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<td>Mid-Term Performance Evaluation Due</td>
</tr>
<tr>
<td>Year 2</td>
<td>July</td>
<td>Annual Evaluation; G&amp;O set for year</td>
</tr>
<tr>
<td>Year 3</td>
<td>July</td>
<td>Annual Evaluation Due; G&amp;O set for year 3, Self-evaluation</td>
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<tr>
<td>Oct – Dec</td>
<td>Staff &amp; Peer Feedback Survey conducted</td>
<td></td>
</tr>
<tr>
<td>Jan. 15</td>
<td>Survey Review; Mid-Term Performance Evaluation Due</td>
<td></td>
</tr>
<tr>
<td>Mar. 15</td>
<td>Contract Renewal (Two-Year)</td>
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<table>
<thead>
<tr>
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<th>Annual Evaluation Due; Goals &amp; Objectives set for year 4, Self-evaluation</th>
</tr>
</thead>
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<td>Jan. 15</td>
<td>Contract Extension Notification Form</td>
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</tr>
<tr>
<td>Mar. 15*</td>
<td>Contract Renewal (rolling)</td>
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<table>
<thead>
<tr>
<th>Yr. 5 – 2nd year of two-year</th>
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<th>Annual Evaluation Due; Goals &amp; Objectives set for year 5, Self-evaluation</th>
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</thead>
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<td>Contract Extension Notification Form</td>
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<td>Mar. 15*</td>
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<thead>
<tr>
<th>Yr. 6 – 3rd year of two-year</th>
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</thead>
<tbody>
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</tr>
<tr>
<td>Jan. 15</td>
<td>Survey Review; Mid-Term Evaluation Due</td>
<td></td>
</tr>
<tr>
<td>Mar. 15*</td>
<td>Contract Renewal (rolling)</td>
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</tbody>
</table>

<table>
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<tr>
<th>Yr. 7 – Repeat of Cycle 4-6</th>
<th>July</th>
<th>Annual Evaluation Due; Goals &amp; Objectives set for year 7, Self-evaluation</th>
</tr>
</thead>
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*Statutory date requirement related to notice of contract renewal

7.4.4 After affirmation of a multi-year contract (year 3), annual evaluations will continue to occur each year. Every third year, a Staff & Peer Feedback Survey and Mid-Term Evaluation will occur. An administrator’s two-year contract is a rolling two-year contract.
An Administrator Contract Extension Notification Form (Appendix E) is required to be reviewed and completed by the supervising administrator and the administrator. The completed form is submitted to Human Resources by January 15. An administrator’s contract rolling over can be suspended if a mid-year evaluation is completed and does not reflect satisfactory work performance. A mid-term evaluation can be done in any year of the cycle if deemed necessary. The Administrator Contract Extension Notification Form must be submitted with an Administrator’s mid-year evaluation to Human Resources when a contract extension is being denied.

7.4.5 The peer and staff feedback shall consist of input from a representative group of responders who are familiar with the work of the administrator. Responses shall be actively sought from supervisors, faculty, and classified staff, as well as students when relevant. Peer review will be representative of the diversity of California and sensitive to equal employment opportunity and diversity concerns. Where deemed appropriate, the individual being evaluated may also request input from person(s) outside the campus community.

7.4.6 The administrator and his/her supervisor will prepare a list of individuals to participate in the Peer and Staff Feedback Survey. Each individual will be asked to evaluate the administrator using the survey instrument (Appendix F).

7.4.7 No anonymous oral or written material in any form shall be used in the administrator evaluation procedure, nor shall such materials be referenced in any administrator’s evaluation.

7.5 MID-YEAR/TERM EVALUATION PROCESS

7.5.1 At the beginning of each fiscal year, the administrator will meet with his/her supervisor to establish goals and objectives, agree upon major job functions and responsibilities, and if appropriate a professional development plan for the next academic year. Goals and objectives will be established in July every year (Appendix G).

7.5.2 If the administrator is scheduled for peer and staff feedback, the supervisor will send the survey evaluation to participants beginning in October.

7.5.3 During the time period of November through Mid-December of each year the administrator and his/her supervisor will meet to conduct a Mid-Year/Term evaluation to review progress toward goals and objectives and assess performance, and if one was developed the administrator’s professional development/improvement plan. Adjustments may be made, as needed.

7.5.4 The evaluation will be discussed with the administrator being evaluated who will have an opportunity to provide written comment prior to the evaluation being forwarded to the President or Chancellor. The administrator being evaluated has the right to respond to all evaluation materials.
7.5.5 By the first week in January the supervising administrator shall complete the Mid-Year/Term evaluation. The evaluation will be forwarded through his/her supervising administrators, if any, and on to the College President, or if in the District Office to the Chancellor.

7.5.6 By no later than January 15th, the Mid-Year/Term evaluation including contract renewal notice shall be submitted to Personnel Services, District Human Resources Office.

7.5.7 Nothing in these procedures prevents a supervising administrator from conducting an evaluation at any time.

7.5.8 All evaluations must be signed by the administrator being evaluated prior to being placed in the district personnel file. If an administrator refuses to sign an evaluation, the evaluation shall be placed in the file with a record of the refusal.

7.6 ANNUAL EVALUATION PROCESS

7.6.1 The administrator annual performance evaluation begins in Year Two by using the Annual Administrator Performance Evaluation Form (Appendix H) and the completed Mid-Year/Term Evaluation. In evaluations period following Year Two, the Peer and Staff Feedback Survey results will be incorporated into the annual evaluation. The primary components are as follows:

1) Goal and Objective Setting
2) Peer & Staff Feedback
3) Assessment of Performance
4) Formal feedback
5) Self-Assessment

7.6.2 The administrator being evaluated (Evaluatee) and his/her supervisor (Evaluator) shall complete the annual evaluation by July 31.

7.7 EVALUATOR RESPONSIBILITIES

7.7.1 The immediate supervisor will serve as the Evaluator and work with the evaluate to set annual goals and objectives, conduct a mid-term review, and an annual performance evaluation for all direct administrator reports according to the established schedule for evaluations.

7.7.2 The Evaluator has the primary responsibility for initiating, scheduling, and completing the performance evaluation conferences according to established guidelines, procedures, and timelines. The evaluator is responsible for the following:

1) Ensuring confidentiality throughout the Administrator Performance Evaluation process.
2) Adhering to evaluation procedures and timelines.

3) Conducting an accurate, objective, and fair appraisal of the Evaluatee’s performance during the specified period.

4) Facilitating appropriate follow-up, coaching, professional development and other related activities.

5) Forwarding completed evaluation materials to the appropriate senior college administrator, College President, Vice Chancellor, or Chancellor for review and signature.

7.8 EVALUATEE RESPONSIBILITIES

7.8.1 The Evaluatee, the administrator being evaluated, is responsible for the following:

1) Timely preparation of performance goals and objectives for the new evaluation year.

2) Submission of required evaluation materials on or before established deadlines.

3) Participating fully in the process.

7.9 CHANCELLOR, VICE CHANCELLOR OR COLLEGE PRESIDENT RESPONSIBILITIES

7.9.1 The Chancellor is accountable for the administration of the Administrator Performance Evaluation Process and follow-up activities in conjunction with the Vice Chancellors and College Presidents.

7.10 OFFICE OF HUMAN RESOURCES RESPONSIBILITIES

7.10.1 The Office of Human Resources is responsible for the following:

1) Compiling, maintaining, communicating, and disseminating the Administrator Performance Evaluation List and Schedule for all administrators in the District.

2) Facilitating training and development activities relating to the Administrator Performance Evaluation process, as appropriate.

3) Ensuring principles of confidentiality in the maintenance of Administrator Performance Evaluation materials according to District policies and procedures.
4) Facilitating a collaborative, systematic monitoring and assessment system of the Administrator Performance Evaluation Process, and recommending appropriate revisions, as needed.

5) Follow up with administrators who are delinquent in submitting timely completed evaluations.

6) Receiving completed evaluations for filing into the Evaluatee’s personnel file.