Purpose: The primary purpose of evaluation of administrators is the continued improvement of the management of community college education and services in the district. The evaluation process is designed to enhance performance, promote professionalism, and be closely linked with professional growth efforts.

All administrators on the management salary schedule shall be subject to evaluation as prescribed herein. This policy does not pertain to the superintendent/president, who is evaluated annually by the Board of Trustees using process agreed upon by the board and the superintendent/president.

Administrators shall undergo an initial, a comprehensive, and/or an annual evaluation every year as indicated in the procedure schedule. Administrators are to be evaluated by the supervising administrator, self, and, if appropriate, faculty, and classified staff.

New educational administrators shall be evaluated using the initial evaluation process by the end of the first six months of employment. New classified administrators shall be evaluated using the initial evaluation process by the end of the first four months of employment. During this evaluation period, the administrator shall be evaluated by the supervising administrator, self, peers, and faculty and classified staff with whom the administrator has regular contact.

Administrators can be evaluated at any time, as determined by the superintendent/president or the administrator’s immediate supervisor. In such cases, the administrator shall be evaluated by the immediate supervisor or by the comprehensive evaluation.

Criteria: All employees on the Management Salary Schedule upon the recommendation of the superintendent/president shall be subject to evaluation as prescribed herein.

The following criteria delineate the major areas of performance evaluation.

A. The administrator demonstrates satisfactory performance in carrying out job responsibilities as listed in the job description.
B. Administrator demonstrates satisfactory performance in carrying out activities aligned to the college’s strategic plan and unit’s operation plan (program review).

C. The administrator evidences sound and reliable performance in the following skills: communication, leadership, professional knowledge and expertise, collegiality and administration/management, and exemplary service.

D. The administrator demonstrates the ability to complete in a timely manner established goals and objectives.

Reference: California Education Code §87663, 87664

Adopted: 7/1/82
Revised: 4/21/92
Revised: 11/20/01
Revised: 9/7/04
Revised: 4/21/09

(Replaces Board Policy 2110)
Educational Administrator Evaluation
The educational administrator evaluation process is the responsibility of the direct supervisor. All administrators will be evaluated annually. New educational administrators will follow the initial evaluation process identified below. Evaluations for new educational administrators will be completed by the end of first six months of employment; evaluations for continuing administrators will be completed by February 1. The administrator shall sign the evaluation form indicating the review has taken place. Signing the evaluation form does not necessarily indicate agreement with the evaluation results. The administrator being evaluated may attach a response to the evaluation within 15 days.

The district may evaluate administrators at any time as determined by the superintendent/president or the administrator’s immediate supervisor. In such cases, the initial evaluation process as defined below will be used. The supervising administrator shall submit a written evaluation to the superintendent/president.

(See the Administrator Evaluation Forms matrix for explanation of forms.)

Initial Evaluation:
During the first month of employment, the administrator will confer with the supervisor to establish goals and objectives (form GO) and a professional development plan (form PD) which align with the college’s strategic plan, the unit’s operational plan (program review), and Board Policy 2440 7150.

By the end of the first six months of employment, the supervisor will distribute a survey (form S-2) to faculty and staff who report to the administrator and other individuals who have direct knowledge of the administrator’s work. The supervisor and the administrator will identify specific individuals to be surveyed (form S-1); however any member of the campus community may participate in the survey. The supervisor will summarize the results of the survey including survey comments (form S-3). The supervisor shall meet with the administrator to review job performance and input from colleagues. The results of the review shall be included in the written evaluation (form E).
With a successful evaluation, the administrator will undergo a comprehensive evaluation in the next evaluation cycle beginning in November.

If the overall performance evaluation indicates “improvement needed” or “unsatisfactory,” the supervisor and the administrator will develop a corrective action plan for the upcoming year, including a timeframe for review of progress. The supervisor will write a progress report for the administrator’s personnel file within 90 days of the evaluation.

An administrator whose evaluation indicates “improvement needed” or “unsatisfactory” will have one year to demonstrate improvement.

After one year, should the administrator’s comprehensive evaluation again indicate “needs improvement” or “unsatisfactory,” the superintendent/president has the option to recommend to the board of trustees non-renewal of the administrator’s employment contract or termination.

Comprehensive Evaluation:
According to the evaluation schedule, a comprehensive evaluation shall be conducted as follows:

The supervisor shall survey (form S-2) coworkers, including all faculty and staff who report to the administrator and other individuals who have direct knowledge of the administrator’s work. Surveys are to be distributed by November 15 and returned by November 30th.

The administrator will complete a self evaluation (form SE) by November 30 of the appropriate year.

Prior to February 1, the supervisor will meet with the administrator to review the evaluation results and will complete an evaluation summary report (form E). The supervisor will consider all information relevant to the administrator’s defined goals and objectives, including the survey results. The administrator shall sign the form indicating that the evaluation has taken place. Signing the form does not necessarily mean agreement with the evaluation. The administrator may attach, within 15 days, a response to the evaluation form.

After the review of the evaluation, the administrator and supervisor will identify goals and objectives (form GO) and a professional development plan (form PD) for the next year.

With a successful comprehensive evaluation, a recommendation will be made to extend the administrator’s contract.

If the overall performance evaluation indicates “improvement needed” or “unsatisfactory,” the supervisor and the administrator will develop a corrective action plan for the upcoming year, including a timeframe for review of progress; and the administrator’s employment contract will not be extended beyond the current term or the administrator will be placed on a one-year contract.

An administrator with an “improvement needed” or “unsatisfactory” evaluation will have until December 15 following the evaluation to work with the supervisor to...
demonstrate the required improvement. By January 31, the supervisor will write a progress report for the administrator's personnel file.

- Should the supervisor’s report be rated as “improvement needed” or “unsatisfactory,” the superintendent/president has the option to recommend to the board of trustees non-renewal of the administrator’s employment contract or termination.

Annual Evaluation:
According to the evaluation schedule, an annual evaluation shall be conducted as follows:

- The supervisor shall provide the administrator a performance evaluation summary (form E) by January 31 based on previously established expectations.

- Following the evaluation meeting, the administrator shall complete, in consultation with the supervisor, goals and objectives (form GO) and a professional development plan (form PD) for the following year.

- Evaluations for continuing administrators shall be completed by February 1 of the appropriate year and filed with Human Resources by February 15.

Evaluation Schedule:

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
<th>Year 11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial</td>
<td>Complete</td>
<td>Annual</td>
<td>Complete</td>
<td>Annual</td>
<td>Annual</td>
<td>Complete</td>
<td>Annual</td>
<td>Annual</td>
<td>Annual</td>
<td>Complete</td>
</tr>
</tbody>
</table>

Following the eleventh year, a comprehensive evaluation will be performed every four years.

Classified Administrator Evaluation
The classified administrator evaluation process is the responsibility of the direct supervisor. All administrators will be evaluated annually. New classified administrators will follow the initial evaluation process identified below. Evaluations for new classified administrators will be completed within the first year of employment. Evaluations for continuing administrators will be completed by February 1. The administrator shall sign the evaluation form indicating the review has taken place. Signing the evaluation form does not necessarily indicate agreement with the evaluation results. The administrator being evaluated may attach a response to the evaluation within 15 days.

The district may evaluate administrators at any time as determined by the superintendent/ president or the administrator’s immediate supervisor. In such cases, the comprehensive evaluation process as defined below will be used. The supervising administrator shall submit a written evaluation to the superintendent/president.
(See the Administrator Evaluation Forms matrix for explanation of forms.)

**Initial Evaluation:**
During the first month of employment, the administrator will confer with the supervisor to establish goals and objectives (form GO) which align with the college’s strategic plan, the unit’s operational plan (program review), and Board Policy 2110.

By the end of the fourth month of employment, the supervisor will confer with the administrator, and will evaluate the administrator's job performance (form E) and review progress on the previously established goals and objectives (form GO). At this time a professional development plan (form PD) will be developed. The administrator shall sign the form indicating that the review has taken place. Signing the form does not necessarily indicate agreement with the evaluation results. The administrator may attach a response to the evaluation form within 15 days.

During the tenth month of employment, the supervisor will survey (form S-2) faculty and staff who report to the administrator and other individuals who have direct knowledge of the administrator’s work. The supervisor and the administrator will identify specific individuals to be surveyed (form S-1); however any member of the campus community may participate in the survey. The supervisor will summarize the results of the survey including survey comments (form S-3). The supervisor shall meet with the administrator to review job performance and input from colleagues.

Prior to the end of the eleventh month of employment, the supervisor shall meet with the administrator and provide a written evaluation of performance (form E). The supervisor will consider all information relevant to the administrator’s defined goals and objectives, including the results of the survey conducted in the previous month. The administrator shall sign the form indicating that the evaluation has taken place. Signing the form does not necessarily mean agreement with the evaluation results. The administrator may attach a response to the evaluation form within 15 days.

- With a successful evaluation, the administrator will become a regular employee and will undergo an annual evaluation in the next evaluation cycle beginning in November.

- If the administrator’s overall evaluation is “improvement needed” or “unsatisfactory,” the superintendent/president will determine whether to continue or terminate the administrator’s employment (Board Policy 2010). If the administrator’s employment is to continue, the supervisor and the administrator shall develop a corrective action plan including a review of progress within six months.

- The administrator will have until the time specified in the corrective action plan to work with the supervisor to demonstrate the required improvement. The supervisor will write a summary report for the administrator’s personnel file. The administrator shall sign the form indicating that the review has taken place. Signing the form does not necessarily mean agreement with the evaluation
results. The administrator may attach a response to the form within 15 days.

**Annual Evaluation:**
According to the evaluation schedule, an *annual* evaluation shall be conducted as follows:

- By January 31, the supervisor shall provide the administrator with a written evaluation of performance (form E) based on previously established expectations.
- Following the evaluation meeting, the administrator shall develop, in consultation with the supervisor, goals and objectives (form GO) and a professional development plan (form PD) for the following year.
- Evaluations for continuing administrators shall be completed by February 1 of the appropriate year and filed with Human Resources by February 15.

**Comprehensive Evaluation:**
According to the evaluation schedule, a *comprehensive* evaluation shall be conducted as follows:

- The administrator will complete a self evaluation (form SE) by November 30 of the appropriate year.
- The supervisor shall survey (form S-2) coworkers, including all faculty and staff who report to the administrator and other individuals who have direct knowledge of the administrator's work. Surveys are to be distributed by November 15 and returned by November 30.
- Prior to February 1, the supervisor will meet with the administrator to review the evaluation results and will complete an evaluation summary report (form E). The supervisor will consider all information relevant to the administrator's defined goals and objectives, including the survey results. The administrator shall sign the form indicating that the evaluation has taken place. Signing the form does not necessarily mean agreement with the evaluation. The administrator may attach, within 15 days, a response to the evaluation form.
- After the review of the evaluation, the administrator and supervisor will identify goals and objectives (form GO) and a professional development plan (form PD) for the next year.
- With a successful comprehensive evaluation, the administrator will undergo an annual evaluation in the next evaluation cycle beginning in November.
- If an administrator's overall evaluation is “improvement needed” or “unsatisfactory,” the supervisor and the administrator shall develop a corrective action plan for the upcoming year, including a timeframe for review of progress. The supervisor will write a progress report for the administrator's personnel file within 90 days of the evaluation.
Should the administrator’s performance again be rated as “improvement needed” or “unsatisfactory,” the superintendent/president has the option of continuing or terminating the administrator’s employment.

**Evaluation Schedule:**

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
<th>Year 11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial</td>
<td>Annua l</td>
<td>Comp l</td>
<td>Annua l</td>
<td>Annua l</td>
<td>Comp l</td>
<td>Annua l</td>
<td>Annua l</td>
<td>Annua l</td>
<td>Comp l</td>
<td>Annua l</td>
</tr>
</tbody>
</table>

Following the tenth year, a *comprehensive* evaluation will be performed every four years.

**Administrator Evaluation FORMS**

<table>
<thead>
<tr>
<th>Form Identifier</th>
<th>Time Line</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>GO Goals and Objectives</td>
<td>in conjunction with evaluation summary, by February 1</td>
<td>Used in <em>Initial, Annual</em> and <em>Comprehensive</em> evaluations.</td>
</tr>
<tr>
<td>SE Self Evaluation</td>
<td>By November 30</td>
<td>Used in <em>Comprehensive</em> evaluation.</td>
</tr>
<tr>
<td>PD Professional Development Plan</td>
<td>In conjunction with evaluation summary, by February 1</td>
<td>Used in <em>Initial, Annual</em> and <em>Comprehensive</em> evaluations.</td>
</tr>
<tr>
<td>S-1 Survey Distribution List</td>
<td>Between November 1-15</td>
<td>Used in <em>Initial</em> and <em>Comprehensive</em> evaluations.</td>
</tr>
<tr>
<td>S-2 Survey</td>
<td>Between November 15-30</td>
<td>Used in <em>Initial</em> and <em>Comprehensive</em> evaluations. It is the survey that is distributed to those who have direct knowledge of the administrator’s work.</td>
</tr>
<tr>
<td>S-3 Analysis of Survey Results</td>
<td>Between December 1 and January 30</td>
<td>Used in <em>Initial</em> and <em>Comprehensive</em> evaluations.</td>
</tr>
<tr>
<td>E Evaluation Summary Report</td>
<td>By February 1 filed with HR by February 15</td>
<td>Used in <em>Initial, Annual</em>, and <em>Comprehensive</em> evaluations. It is the form used by the supervisor to summarize the results of the evaluation procedure and is the form that becomes...</td>
</tr>
</tbody>
</table>
part of the administrator's personnel file.

Approved: No date
Revised: 4/21/09

(Replaces Administrative Procedure 2110.01)