

## **AP 7150 EVALUATION OF ACADEMIC AND CLASSIFIED MANAGERS**

Reference: Accreditation Standard III.A.1.b

1. Evaluations for academic and classified managers shall include an administrative and self-evaluation component. Evaluations for the Vice Presidents, Deans of Academic Affairs, Dean of North County Campus and South County Center, Dean of Student Services, and Executive Directors shall also include a faculty evaluation component. The final written evaluations shall be made on the standardized form contained in Appendix A.
  - A. Assistant Superintendent/Vice President: The administrative evaluation process for an Assistant Superintendent/Vice President is the responsibility of the Superintendent/President. The final evaluation report will include a written summary prepared by the Superintendent/President after having considered the Assistant Superintendent/Vice President's self-evaluation statement and goal attainment, a summary of faculty evaluations provided by the Academic Senate President as chair of the Faculty Evaluation Committee, and staff evaluations. The Superintendent/President will confer with the Assistant Superintendent/Vice President who is being evaluated to discuss these materials and the results of the evaluation process.
  - B. Dean, North County Campus and South County Center: The administrative evaluation process for the Dean is the responsibility of the Assistant Superintendent/Vice President of Student Services and College Centers. The final evaluation report will include a written summary prepared by the Assistant Superintendent/Vice President after considering a self-evaluation statement, including a report of goal attainment from the Dean, a summary of staff evaluations, a summary of faculty evaluations provided by the Academic Senate President as chair of the Faculty Evaluation Committee, and staff evaluations. The Assistant Superintendent/Vice President will confer with the Dean to discuss these materials and the results of the evaluation process.
  - C. Dean of Academic Affairs: The administrative evaluation process for a Dean of Academic Affairs is the responsibility of the Assistant Superintendent/Vice President of Academic Affairs. The final evaluation report will include a written summary prepared by the Assistant Superintendent/Vice President after considering a self-evaluation statement, including a report of goal attainment, from the Dean of Academic Affairs, a summary of staff evaluations, and a summary of faculty evaluations provided by the Academic Senate President as chair of the Faculty Evaluation Committee. The Assistant Superintendent/Vice President of Academic Affairs will confer with the Dean who is being evaluated to discuss these materials and the results of the evaluation process..
  - D. Dean of Student Services: The administrative evaluation process for the Dean of Student Services is the responsibility of the Assistant Superintendent/Vice

President of Student Services and College Centers. The final evaluation report will include a written summary prepared by the Assistant Superintendent/Vice President after considering a self-evaluation statement, including a report of goal attainment from the Dean of Student Services, a summary of staff evaluations, and a summary of faculty evaluations provided by the Academic Senate President as chair of the Faculty Evaluation Committee. The Assistant Superintendent/Vice President will confer with the Dean who is being evaluated to discuss these materials and the results of the evaluation process.

E. Executive Director: The administrative evaluation process for an Executive Director is the responsibility of the corresponding/supervising Assistant Superintendent/Vice President, or Superintendent/President. The final evaluation report will include a written summary prepared by the corresponding/supervising Assistant Superintendent/Vice President, or Superintendent/President after considering a self-evaluation statement from the executive director being reported on, and input from selected staff and faculty. The self-evaluation will include goal attainment and job description fulfillment.. The corresponding/supervising Assistant Superintendent/Vice President or Superintendent/President will confer with the Executive Director who is being evaluated to discuss these materials and the results of the evaluation process.

F. Academic Director/Manager: The administrative evaluation process for an Academic Director is the responsibility of the corresponding/supervising Assistant Superintendent/Vice President, and/or the appropriate Dean of Academic Affairs. The final evaluation report will include a written summary prepared by the corresponding/supervising Assistant Superintendent/Vice President, and/or appropriate Dean of Academic Affairs after considering a self-evaluation statement from the Director and input from selected staff and faculty. The self-evaluation will include goal attainment and job description fulfillment. The Assistant Superintendent/Vice President and/or appropriate Dean of Academic Affairs will confer with the Director being evaluated to discuss these materials and the results of the evaluation process.

G. Classified Director/Manager: The administrative evaluation process for a Classified Director is the responsibility of the corresponding/supervising Assistant Superintendent/Vice President, or administrator. The final evaluation report will include a written summary prepared by the corresponding/supervising Assistant Superintendent/Vice President or administrator after considering a self-evaluation statement from the Classified Director and input from selected staff and faculty. The self-evaluation will include goal attainment and job description fulfillment. The corresponding/supervising Assistant Superintendent/Vice President or administrator will confer with the Director being evaluated to discuss these materials and the results of the evaluation process.

## 2. Frequency of Evaluations

- A. The Assistant Superintendent/Vice Presidents, Deans, and Executive Directors shall be evaluated at least once during their first year of service and subsequently a year prior to the established contract renewal date.
  - B. Academic and Classified Managers and Classified Supervisors shall be evaluated at least once during their first year of service and subsequently at least once in every three years thereafter.
  - C. Two original final written evaluation reports shall be printed and signed. One signed original report will be given to the evaluated academic or classified manager. The second original signed final evaluation report shall be given to the Human Resources Office to be placed in the manager's personnel file. In cases in which managers receive evaluation scores of "1- Unsatisfactory or 2- Needs Improvement", the supervisor and manager being evaluated must develop a written improvement plan. The plan must note the areas that need improvement and include a strategy for meeting the discussed expectations. This improvement plan will be attached to the signed original report and submitted to the Human Resources Office.
3. The procedure for completing the faculty evaluation component for the evaluation of academic and classified managers is contained in Attachment B of this procedure.
  4. The procedure for completing the peer and staff evaluation component for the evaluation of academic and classified managers is contained in Attachment C of this procedure.

Approved: 3/20/1991

Reviewed: 10/30/2014

Revised: 9/1/1993, 12/11/1996, 3/22/2016

**Formerly R 2065**

San Luis Obispo County Community College District/Cuesta College  
 Manager/Supervisor Evaluation

Employee Name \_\_\_\_\_ Today's Date \_\_\_\_\_

Unit/Department \_\_\_\_\_ Evaluation Period \_\_\_\_\_ to \_\_\_\_\_  
 month/year month/year

Evaluation Type: Annual \_\_\_ Other \_\_\_ (if other, explain) \_\_\_\_\_

**Employee Goals (narrative):**

<p><b>Leadership and Supervision</b>          The employee is a team builder and group leader who accepts responsibility for his/her own work, develops trust and credibility, demonstrates honest and ethical behavior, coaches, evaluates, inspires, sets realistic expectations, recognizes achievements, effectively manages conflict, aligns performance goals with District goals, provides feedback, appropriately delegates, and promotes professional development within the department.</p>				
<p><b>Performance Review (circle choice):</b>          Markings of unsatisfactory* and needs improvement* require the reviewer to add a comment or explanation and an improvement plan.</p>				
<b>Employee self-evaluation</b>				
1- Unsatisfactory *	2- Needs Improvement *	3- Satisfactory	4- Above Satisfactory	5- Excellent
Comment:				
<b>Supervisor evaluation</b>				
1- Unsatisfactory *	2- Needs Improvement *	3- Satisfactory	4- Above Satisfactory	5- Excellent
Comment:				

Actionable Improvement Plan:

**Professional Performance**

Employee has high quality performance expectations of self, colleagues and his/her department. He/she efficiently and effectively delivers timely and accurate results; is resilient when responding to unexpected situations that are not going well; takes initiative to make improvements; distinguishes relevant from irrelevant information; makes clear, consistent, transparent, and timely decisions; and acts with integrity in all decision making.

**Performance Review (circle choice):**

Markings of unsatisfactory\* and needs improvement\* require the reviewer to add a comment or explanation and an improvement plan.

**Employee self-evaluation**

1- Unsatisfactory *	2- Needs Improvement *	3- Satisfactory	4- Above Satisfactory	5- Excellent
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Comment:

**Supervisor evaluation**

1- Unsatisfactory *	2- Needs Improvement *	3- Satisfactory	4- Above Satisfactory	5- Excellent
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Comment:

Actionable Improvement Plan:

**Interpersonal/Communication Skills**

Employee motivates and works effectively with co-workers within the office/work area and

the college; connects with peers, subordinates and customers; actively listens; clearly and effectively shares information; demonstrates effective oral and written communication skills; cooperates and collaborates with colleagues, as appropriate; and works in partnership with others.

**Performance Review (circle choice):**  
 Markings of unsatisfactory\* and needs improvement\* require the reviewer to add a comment or explanation and an improvement plan.

**Employee self-evaluation**

1- Unsatisfactory *	2- Needs Improvement *	3- Satisfactory	4- Above Satisfactory	5- Excellent
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Comment:

**Supervisor evaluation**

1- Unsatisfactory *	2- Needs Improvement *	3- Satisfactory	4- Above Satisfactory	5- Excellent
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Comment:

Actionable Improvement Plan:

**Professional Knowledge Base**

Employee performs key responsibilities as articulated in the job description; understands the big picture and aligns priorities with broader goals, measures, and outcomes; and keeps current in skills/knowledge, industry standards and federal mandates.

**Performance Review (circle choice):**  
 Markings of unsatisfactory\* and needs improvement\* require the reviewer to add a comment or explanation and an improvement plan.

**Employee self-evaluation**

1- Unsatisfactory *	2- Needs Improvement *	3- Satisfactory	4- Above Satisfactory	5- Excellent
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Comment:				
<b>Supervisor evaluation</b>				
Unsatisfactory *	Needs Improvement *	Satisfactory	Above Satisfactory	Excellent
Comment:				
Actionable Improvement Plan:				

<b>Achievement of Learning Outcomes / Institutional Effectiveness</b>				
Employee is solution oriented and demonstrates integrity, accountability and efficient leadership to meet learning and/or administrative outcomes. He/she measures outcomes, evaluates alternatives and uses feedback to make changes, as needed.				
<b>Performance Review (circle choice):</b>				
Markings of unsatisfactory* and needs improvement* require the reviewer to add a comment or explanation and an improvement plan.				
<b>Employee self-evaluation</b>				
1- Unsatisfactory *	2- Needs Improvement *	3- Satisfactory	4- Above Satisfactory	5- Excellent
Comment:				
<b>Supervisor evaluation</b>				
1- Unsatisfactory *	2- Needs Improvement *	3- Satisfactory	4- Above Satisfactory	5- Excellent

Comment:
Actionable Improvement Plan

<b>Timely and Effective Evaluation of Direct Reports</b>				
Employee provides feedback to employees regarding performance by way of the evaluation process in a timely manner consistent with Human Resources and Board Policy.				
<b>Performance Review (circle choice):</b>				
Markings of unsatisfactory* and needs improvement* require the reviewer to add a comment or explanation and an improvement plan.				
<b>Employee self-evaluation</b>				
1- Unsatisfactory *	2- Needs Improvement *	3- Satisfactory	4- Above Satisfactory	5- Excellent
Comment:				
<b>Supervisor evaluation</b>				
1- Unsatisfactory *	2- Needs Improvement *	3- Satisfactory	4- Above Satisfactory	5- Excellent
Comment:				
Actionable Improvement Plan				

<b>Budgeting</b>
Employee prepares accurate budget projections; is able to operate effectively within budget allocation; and uses innovative methods to leverage allocations.
<b>Performance Review (circle choice):</b>
Markings of unsatisfactory* and needs improvement* require the reviewer to add a comment or explanation and an improvement plan.



<b>Employee self-evaluation</b>				
1- Unsatisfactory *	2- Needs Improvement *	3- Satisfactory	4- Above Satisfactory	5- Excellent
Comment:				
<b>Supervisor evaluation</b>				
Unsatisfactory *	Needs Improvement *	Satisfactory	Above Satisfactory	Excellent
Comment:				
Actionable Improvement Plan				

<b>Overall Performance</b>				
The employee's overall performance of duties.				
<b>Performance Review (circle choice):</b>				
Markings of unsatisfactory* and needs improvement* require the reviewer to add a comment or explanation and an improvement plan.				
<b>Employee self-evaluation</b>				
1- Unsatisfactory *	2- Needs Improvement *	3- Satisfactory	4- Above Satisfactory	5- Excellent
Comment:				
<b>Supervisor evaluation</b>				
1- Unsatisfactory *	2- Needs Improvement *	3- Satisfactory	4- Above Satisfactory	5- Excellent
Comment:				

**Supervisor Narrative**

*Signature by the employee indicates he or she has read the performance evaluation and has received feedback from his or her supervisor.*

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**Supervisor Signature**

\_\_\_\_\_  
**Employee Signature**

## 1. Faculty Evaluation Committee

- A. Faculty evaluations shall be made on standardized forms provided by the Academic Senate.
- B. Coordination of the faculty evaluations and the Faculty Evaluation Committee for Deans of Academic Affairs, and Assistant Superintendent/Vice Presidents, will be the responsibility of the Academic Senate President, or designee.
- C. The Faculty Evaluation Committee for Deans of Academic Affairs will be composed of the Superintendent/President, the Assistant Superintendent/Vice President of Academic Affairs, the current Academic Senate President, the current Academic Senate Vice President, and either one previous Academic Senate President, Vice President or the Academic Senate President or Vice President elect.
- D. The Faculty Evaluation Committee for Assistant Superintendents/Vice Presidents will be composed of the Superintendent/President, the current Academic Senate President, and either the current Academic Senate Vice President, or one previous Academic Senate President or the Academic Senate President or Vice President elect.
- E. The Faculty Evaluation Committee for Vice President, Human Resources and Labor Relations will be composed of the Superintendent/President, the current Academic Senate President, and either the current Academic Senate Vice President, or one previous Academic Senate President or the Academic Senate President or Vice President elect.
- F. The Faculty Evaluation Committee for the Dean of North County and South County Center and the Dean of Student Services will be composed of the Superintendent/President, the current Academic Senate President, and either the current Academic Senate Vice President, or one previous Academic Senate President or the Academic Senate President or Vice President elect.
- G. The Academic Senate President shall be responsible for scheduling a pre-evaluation meeting with the manager being evaluated to:
  - 1) Review the faculty evaluation component process
  - 2) Review and agree upon the faculty evaluation component instrument
  - 3) Determine which faculty should be involved in the evaluation
  - 4) Determine the time period in which the evaluation will occur
- H. Following the pre-evaluation meeting, the Academic Senate President shall be responsible for administrating the faculty evaluation component.
- I. Following the close of the evaluation period, the Academic Senate President shall be responsible for sending all the results of the faculty evaluations to the manager that is being evaluated and the faculty evaluation committee.

- J. Following the close of the evaluation period, the Academic Senate President shall be responsible for compiling a summary of the evaluation results that should include:
- 1) The number of respondents, both part-time and full-time faculty
  - 2) The frequency respondents have worked with the manager
  - 3) A summary of results and written comments for questions related to job duties and leadership style
  - 4) A list of commendations and recommendations for both job duties and leadership style, if any
  - 5) A discussion of any recommendations from the previous evaluation and the plan for improvement, if any
  - 6) An overall assessment on the performance of the manager's job duties, using a rating of: 1 – Unsatisfactory, 2- Needs Improvement, 3- Satisfactory, 4- Above Satisfactory, 5- Excellent
  - 7) An overall assessment on the performance of the manager's leadership style, using a rating of: 1 – Unsatisfactory, 2- Needs Improvement, 3- Satisfactory, 4- Above Satisfactory, 5- Excellent
- K. The Academic Senate President shall be responsible for scheduling a post- faculty evaluation component meeting with the manager and the Faculty Evaluation Committee to discuss the summary of the evaluation results with the manager being evaluated.
- L. The Academic Senate President shall be responsible for conferring with only the other faculty on the Faculty Evaluation Committee concerning the Academic Senate President's summary of the evaluation results and the overall assessment rating.
- M. The Academic Senate President shall be responsible for sending the summary of the evaluation results to the manager being evaluated and the Faculty Evaluation Committee prior to the post-evaluation meeting.
- N. Following the post-evaluation meeting all copies of results of the faculty evaluation component summary, and other related reports/documents shall be forwarded to the Superintendent/President's office for disposition. The originals will be kept in a confidential file in the Superintendent/President's office and all other copies shall be destroyed, upon the completion of the evaluation process.
- O. The faculty on the Faculty Evaluation Committee shall have access to the previous Faculty Evaluation Committee's summary. .

- P. All proceedings, evaluations, records, and reports as well as the summary of the evaluations shall be held in strict confidence.
  - Q. The Academic Senate President may appoint a committee or charge the Faculty Evaluation Committee to examine the evaluation procedures for possible revisions.
  - R. Any recommendations for updating this policy will be submitted to the Academic Senate Council and Cabinet for review, feedback and approval.
2. Faculty Participation: The following defines the scope of faculty participation in each evaluation:

<u>Administrative Position</u>	<u>Faculty Participation</u>
Asst. Superintendent/Vice President of Academic Affairs	All full-time and part-time faculty
Asst. Superintendent/Vice President of Administrative Services	Selected faculty*
Asst. Superintendent/Vice President of Student Services	Selected faculty*
Vice President, Human Resources And Labor Relations	Selected faculty*
Dean, North County Campus and South County Center	Selected faculty*
Deans of Academic Affairs	All cluster faculty
Deans of Student Services	Selected faculty*
Executive Directors	Selected faculty*
Academic Directors	Selected faculty*
Classified Directors	Selected faculty*

\* Selected by the Superintendent/President in consultation with the Academic Senate President and the manager involved.

1. Peer and staff evaluation component:

- A. Peer and staff evaluations shall be made using a standardized form provided by the Human Resources Department (Appendix A).
- B. The respective academic or classified manager being evaluated will provide a list of names of those from whom he/she desires feedback/input.
- C. Human Resources will contact the individuals identified and provide them with the peer/staff evaluation form. The results will be collected and a summary prepared by Human Resources. The summary will be delivered to the administrator conducting the evaluation.
- D. The original copies of the peer/staff evaluations will be kept in a confidential file in the Superintendent/President's office following the final meeting between the academic or classified manager and his/her supervisor. All other copies shall be destroyed.