

5 Evaluation Procedures

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INTRODUCTION

A standardized evaluation process for Lurleen B. Wallace Community College personnel and services is an essential and positive component of the institutional effectiveness measures of the College. It is the official policy of the College that both formal evaluations of services and formal and informal evaluations of College personnel be conducted on a regularly scheduled basis.

The objectives of such evaluations include improved communications between supervisors and employees, increased institutional and employee effectiveness and productivity, and the ultimate achievement of the College's mission and goals. A successful and positive evaluation program can be accomplished through the support and cooperation of employees at Lurleen B. Wallace Community College.

EVALUATION OF PROGRAMS AND SERVICES

The evaluation of programs and services is facilitated by the Office of Institutional Effectiveness and Quality (IE&Q) in accordance with the schedule in the *Institutional Effectiveness and Quality Calendar* and the procedures outlined in the *Institutional Effectiveness Process Manual*. Each academic and technical program and each functional area has developed a set of measureable student learning or achievement/operational outcomes, as well as a series of tools for assessing the extent to which those outcomes are met. Outcomes are assessed annually, and required action plans ensure that all areas strive for continuous improvement. Results and improvement plans are reviewed by the Institutional Effectiveness Committee, the Academic Peer Review Committee, or the Technical Peer Review Committee, as appropriate.

IE&Q assists with the assessment process by administering a number of evaluation instruments used for data collection. These include the following College-wide surveys, as well as several program- or department-level surveys:

- The Student Evaluation of College and Services
- The Employee Evaluation of College and Services
- The Graduating Student Survey
- The Student Evaluation of Instruction

Additional means of evaluation include the Annual Planning Form, the Annual Accomplishments Report, the Annual Book of Reviews for Institutional Effectiveness, the General Education Competencies Report, and the Annual Report of Student Success. Additional details about these and other documents are provided in Section 4 of the *Policies and Procedures Manual* and in the *Institutional Effectiveness Process Manual*.

EVALUATION OF PERSONNEL

Lurleen B. Wallace Community College faculty members are evaluated at least once each academic year by students using the *Lurleen B. Wallace Community College Student Evaluation of Instruction*. The full-time faculty, part-time faculty, and adjuncts are evaluated by students in

the fall semester. In addition, any faculty member may be evaluated by students in any semester he/she teaches at the request of the faculty member, his/her supervisor, or the Dean of Instruction.

Annually, all non-temporary employees at Lurleen B. Wallace Community College are evaluated by their immediate supervisor(s). These evaluations are typically conducted during each spring semester. Non-instructional employees hired on a semester-by-semester or temporary basis are not formally evaluated, unless requested by the supervisor or supervisory chain of command, because those employees work directly with their supervisors in classrooms, labs, or office environments that require constant collaboration, assessment, and feedback between the supervisor and the employee.

The groups of personnel evaluated are listed below:

- Evaluation of the President by the Chancellor, as requested
- Evaluation of College Personnel by Immediate Supervisor
- Evaluation of Division Chairs by the Dean of Instruction
- Evaluation of Faculty by Immediate Supervisor
- Evaluation of Faculty by Students

Specific guidelines for evaluation procedures are outlined as follows:

Evaluation of the President

Presidents will be evaluated regularly by the Chancellor of the Alabama Community College System. The evaluation may be conducted at any time selected by the Chancellor.

In addition, the President and other administrative offices are evaluated by College employees. The Office of Institutional Effectiveness has the responsibility for managing the processes for evaluation of the President and other administrative offices.

Evaluation of College Personnel by Immediate Supervisor

The Office of Human Resources has the overall responsibility of managing the process for evaluation of personnel by immediate supervisor. These evaluations are conducted annually and are based on the duties outlined in the individual's job description and the criteria listed on the appropriate evaluation instrument. For convenience, College personnel are grouped into the following categories:

- Administrative/Professional Staff
- Support Staff
- Division Chairs
- Faculty

All administrative staff personnel (including the Vice Presidents, Deans, Associate Deans, and Assistant Deans) and professional staff personnel of Lurleen B. Wallace Community College are

evaluated by their immediate supervisor(s) in accordance with the duties outlined in the individual's job description and with the criteria listed in the *Lurleen B. Wallace Community College Evaluation of Administrative/Professional Staff Personnel*.

All support staff personnel of Lurleen B. Wallace Community College are evaluated annually by their supervisor(s) in accordance with the duties outlined in the job description and by criteria listed in the *Lurleen B. Wallace Community College Evaluation of Support Staff Personnel*.

All Division Chairs of Lurleen B. Wallace Community College are evaluated by the Dean of Instruction in accordance with the criteria listed in the *Lurleen B. Wallace Community College Evaluation of Division Chair Personnel*.

All full-time and part-time faculty members of Lurleen B. Wallace Community College are evaluated annually by the appropriate Division Chair in accordance with the criteria listed in the *Lurleen B. Wallace Community College Evaluation of Instructional Personnel*.

Adjunct instructors will be annually evaluated through observation by supervisors or experienced peer instructors approved by the Dean of Instruction as well as through student evaluations. All first time adjuncts will be observed during the first semester of employment. In addition, any adjunct may be observed by the supervisor or experienced peer instructor and/or evaluated by students in any semester he/she teaches at the request of the adjunct, his/her supervisor, or the Dean of Instruction. All adjuncts of Lurleen B. Wallace Community College will be observed in accordance with the criteria listed in the *Lurleen B. Wallace Community College Instructor Observation Report*. Adjuncts are evaluated by students in accordance with the criteria outlined in the *Lurleen B. Wallace Community College Student Evaluation of Instruction*.

Evaluation packets for administrative staff, professional staff, and support staff, which include the appropriate evaluation instrument, the job description, a blank professional development plan for establishing new goals, and the previous year's professional development plan, are disseminated to appropriate supervisors by the Office of Human Resources. Evaluation packets for full-time and part-time faculty, which include the appropriate evaluation instrument, a blank professional development plan for establishing new goals, and the previous year's professional development plan, are disseminated to the appropriate Division Chairs by the Office of Human Resources. The individual completes the *Lurleen B. Wallace Community College Annual Professional Development Plan for Instructional and Non-Instructional Employees*. The immediate supervisor completes the evaluation instrument and, for non-instructional employees, the immediate supervisor evaluates the employee based upon each duty/responsibility listed on the job description. The immediate supervisor then discusses the evaluation and the professional development plan with the individual being evaluated during an evaluation conference.

During this annual supervisor's evaluation of a non-instructional employee, revision to the employee's job description and/or job title will be reviewed and submitted through the chain of command to the President for final approval. The President will forward the approved job description to the Human Resources Coordinator for dissemination as appropriate, which includes a copy to the employee, a copy to the appropriate supervisor, a copy for the job

descriptions manual, and a copy to the personnel file. In the event job descriptions and/or job titles need to be revised at other times, the same process described above will be followed.

Also during this evaluation, the immediate supervisor reviews the previous year's professional development plan. The supervisor signs the plan to indicate completion of the previous year's goals or makes a notation on the plan to document any goals that were not accomplished or are still in progress. The immediate supervisor and the individual being evaluated sign the new professional development form and sign the completed evaluation instrument to indicate that the evaluation has been discussed with the individual. The immediate supervisor returns the evaluation packet to the Office of Human Resources where the evaluation, job description, and professional development plan are filed in the individual's confidential personnel file.

Evaluation of Faculty by Students

All full-time, part-time, and adjunct faculty are evaluated every fall semester by their students. Additionally, any instructor may be evaluated in any semester he/she teaches at the request of the instructor, his/her division chair, or the Dean of Instruction. Faculty members are evaluated by their students in accordance with the criteria outlined in the *Lurleen B. Wallace Community College Student Evaluation of Instruction*.

The Office of Institutional Effectiveness and Quality (IE&Q) manages the student evaluation process, which is outlined below:

1. The Office of the Dean of Instruction generates a list of courses being taught in the current term and suggests possible courses in which evaluations might be administered.
2. The Dean of Instruction requests that Division Chairs review the list and recommend the addition or deletion of courses.
3. The Dean of Instruction reviews the recommendations of the Division Chairs, makes changes, as needed, to assure the thoroughness and integrity of the evaluation process, and forwards the completed list to IE & Q.
4. IE&Q creates a packet for each instructor and course that includes the appropriate number of *Lurleen B. Wallace Community College Student Evaluation of Instruction* forms, clear directions, and any identifying information (instructor number, section number, etc.) needed to complete the evaluation process.
5. IE&Q distributes these packets to division chairs, who administer the evaluations or arrange for someone else to do so. Instructors may not administer evaluations to their own classes.
6. Completed evaluations are returned to IE&Q for analysis of results. Copies of results are provided to the appropriate division chair and the Human Resources Coordinator.
7. Division chairs analyze the results and schedule a debriefing with the instructor, generally during his or her annual evaluation. The Instructor's professional development plan is developed during this conference to document strategies for overcoming deficiencies and building strengths.
8. The supervisor makes three copies of the professional development plan and evaluation results. One copy is kept on file by the supervisor, and one copy is given to the instructor. The original is returned to Human Resources and placed in the instructor's personnel file.

PROFESSIONAL DEVELOPMENT PLANS

Lurleen B. Wallace Community College requires that each full-time employee submit for administrative review an annual professional development plan. The *Lurleen B. Wallace Community College Annual Professional Development Plan for Instructional and Non-Instructional Employees* is submitted and reviewed annually as a portion of the employee's personnel evaluation. Approval for the use of professional development funds requires that the desired professional development activity has been justified by a need established in the professional development plan.

All full-time and part-time faculty are required to submit an annual professional development plan as a part of the Institutional Effectiveness process. In order for the professional development plan to be used toward an increase in salary level for a faculty member, the professional development plan must be approved as a planned program.

The College defines a "planned program" as one of the following:

1. A program of study that meets current or future needs of the institution and is documented in the annual professional development plan which is signed by appropriate administrators in the employee's chain of command.
2. A program of study that results in a formal award in the faculty member's assigned teaching field (e.g., a doctorate) and is documented in the annual professional development plan which is signed by appropriate administrators in the employee's chain of command. The planned program of study must conform to SACSCOC principles for in-field teaching (course title, course description). Courses in a planned program of study that do not have an in-field course prefix must be approved by the Dean of Instruction prior to enrollment. Should the university awarding the degree accept graduate course credits previously earned by the faculty member toward the formal award; the College will also count these hours as part of the planned program.