

Evaluation Guidebook  
for  
Part-Time Counselors

## **Table of Contents**

- X3.1.1 Introduction and Contract Language regarding Implementation of Guidelines
- X3.1.2 More Introductory Contract Language including Purpose of Evaluations
- X3.1.3 Evaluation Process
- X3.1.4 Workplace Observation Procedure for Counselors
- X3.1.5 Student Evaluation Procedure for Counselors
- X3.1.6 Rights and Responsibilities of Evaluatees
- X3.1.7 Guidelines for Evaluators
- X3.1.8 Timetable
- X3.1.9 Orientation to Evaluation
- X3.1.10 Performance Criteria for Part-Time Counselors
- X3.1.11 Workplace Observation Form for Counselors (sample)
- X3.1.12 Student Evaluation Form for Counselors (sample)
- X3.1.13 Summary Report From (sample)
- X3.1.14 Self-Evaluation Worksheet for Counselors and Procedure for Completing the Self-Evaluation Report
- X3.1.15 Improvement Plan and Sample Improvement Plan Form

This packet contains all of the policy and procedure language from Appendix X to the UF/CCCCD Contract related to the evaluation of part-time counselors. Part-time classroom faculty, librarians, learning disability specialists, faculty who teach on-line, probationary and full-time faculty should consult different guidebooks (available on-line, from the UF or from any Division Dean's office). The forms included in this book are samples only. Please use the forms available in your Division Office. If you have questions about the evaluation process or about the forms, please contact the United Faculty or your Division Dean. The forms and procedures for part-time faculty also apply to Emeritus faculty.

**X3.1.1           CONTRA COSTA COMMUNITY COLLEGE DISTRICT IMPLEMENTATION OF FACULTY EVALUATION GUIDELINES**

These revised faculty Evaluation Guidelines replace the faculty Evaluation Guidelines approved by the Governing Board on April 27, 1994 and shall be implemented beginning Fall 2010.

All faculty evaluations conducted after implementation of this agreement shall use the new forms and procedures, but no evaluation timelines will be altered nor any faculty member reevaluated as a result of this agreement.

**X3.1.2           CONTRA COSTA COMMUNITY COLLEGE DISTRICT FACULTY EVALUATION GUIDELINES**

Guidelines for faculty evaluation were developed by United Faculty, academic senate, and management representatives. The goals of evaluation are to promote professionalism and enhance performance among the faculty of the District and to allow assessment of performance based on clear and relevant criteria. The college president is responsible for the implementation of the evaluation process.

**X3.1.3           EVALUATION PROCESS**

Part-time faculty will be evaluated in the first, fourth and seventh semesters. After the seventh semester, all subsequent evaluations will take place every six semesters (not including summers). Part-time faculty will have two evaluators during the seventh semester, as per Article 25.2.

For part-time faculty, the evaluation process will be conducted by one regular faculty member appointed by the department/subarea (except for the seventh semester evaluation when there will be two regular faculty members appointed). Management shall have the right to assign an educational manager to evaluate the part-time faculty member. The department/subarea appointee will serve as chair of the committee. The evaluatee has the option of adding another regular faculty member of choice. If the option is exercised, the department/subarea may also add another regular faculty member. For a part-time faculty member who serves in more than one discipline, including responsibilities such as coaching, journalism, forensics and the performing arts, each department/subarea/program within those disciplines has the right to conduct an evaluation.

- X3.1.3.1 The chair/evaluator will conduct a pre-evaluation conference with the part-time faculty member to obtain materials and information from the evaluatee, to discuss evaluation criteria, and to develop a schedule for observations, student evaluations, and meetings. Timetables for classroom observation and administration of a student evaluation shall be adjusted to accommodate classes that are less than a semester in length. Such adjustments shall be made with mutual agreement of the evaluatee and the chair of the evaluation committee.
- X3.1.3.2 The evaluation of the part-time faculty member or faculty emeritus employee shall be based on the criteria delineated in this document.
- X3.1.3.3 The evaluator(s) shall have attended an orientation to evaluation during the previous three years.
- X3.1.3.4 Classroom/workplace observations shall occur.
- X3.1.3.5 Student evaluations will be administered.
- X3.1.3.6 The evaluator(s) will complete the summary report. When there are multiple evaluators, the evaluators will collaborate to produce a single summary report.
- X3.1.3.7 The chair/evaluator will review the results of the evaluation with the part-time faculty member. The summary report shall be signed and the materials will be forwarded to the area dean/assistant dean of instruction to be placed in the file of the part-time faculty member or faculty emeritus employee.
- X3.1.3.8 The evaluatee may submit a written response to the Evaluation Summary Report within ten days of having received it and have the response placed in his/her personnel file.

X3.1.4 **WORKPLACE OBSERVATION PROCEDURES FOR COUNSELORS**

- X3.1.4.1 Evaluation shall be conducted by the evaluator(s) in accordance with the timetables.
- X3.1.4.2 Observations shall be scheduled at least one week in advance with the mutual agreement of the faculty member to be evaluated.
- X3.1.4.3 In the pre-evaluation conference, the evaluator(s) shall obtain materials used in the course of job performance, such as individual educational plans.
- X3.1.4.4 The evaluator/observer shall observe counselors working with clients for at least one hour.
- X3.1.4.5 The documentation used for workplace observation shall include narrative comments. (See Workplace Observation Form).
- X3.1.4.6 Within two weeks of the workplace observation, each evaluator shall complete the observation form and meet with the evaluatee to discuss the observation.

### X3.1.5 **STUDENT EVALUATION PROCEDURE FOR COUNSELORS**

- X3.1.5.1 Student evaluation forms shall be administered, completed, and returned by each student at the end of each counseling session conducted by the counselor between the start of the fifth week and the end of the eighth week of the semester. At the appointment desk, students will receive evaluations and envelopes for completion after the counseling session. The student shall submit the completed form in a sealed envelope to the appointment desk for collection by the chair of the evaluation committee. The disbursement and collection of student evaluations will cease when the number collected reaches fifty (50) for probationary faculty and thirty (30) for tenured, part-time and faculty emeritus employees. The chair of the evaluation committee will then deliver the forms to the appropriate manager or designee.
- X3.1.5.2 When a counselor is being evaluated in a classroom setting during the same semester that he or she is being evaluated during counseling sessions, student evaluations will be administered in the class as well as at counseling sessions. In this case, the disbursement and collection of student evaluations in counseling sessions will cease when the number collected reaches thirty (30) for probationary faculty and twenty (20) for tenured, part time and faculty emeritus employees.
- X3.1.5.3 The appropriate manager shall ensure that the student evaluations are confidentially scored and transcribed. A summary sheet of the objective data shall be prepared for each class in which student evaluations are administered. Written comments shall be transcribed for all faculty. The evaluation committee shall review the summary data sheet and the written comments. The chair shall summarize the written comments and the objective data in the summary report. The summary data sheet and transcriptions of written comments shall be attached to the summary report.
- X3.1.5.4 The original student evaluation forms shall be confidentially maintained. The evaluations will be stored until the next evaluation cycle.
- X3.1.5.5 The form used for student evaluations shall be the Student Evaluation Form for Counselors.

### X3.1.6 **RIGHTS AND RESPONSIBILITIES OF EVALUATEES**

- X3.1.6.1 Rights  
Within the first four weeks of the semester, the evaluatee shall be notified that he/she is to be evaluated and shall be given access to the forms and information relevant to the evaluation as found in the document entitled Evaluation Guidebook for Part-Time Counselors.
- X3.1.6.2 The evaluatee shall have the right to have any job performance deemed “needs improvement” specifically communicated to her/him in writing and based on the job-related criteria. If rehired, the faculty member shall be given a plan for improvement.
- X3.1.6.3 The evaluatee has the right to expect evaluator(s) to adhere to the guidelines stipulated in this article and to expect that evaluator(s) will strive to maintain

objectivity and ensure that the evaluation process is in agreement with principles of academic freedom.

- X3.1.6.4 The evaluatee has the right to a confidential process. Evaluations may be discussed by full-time faculty for rehiring purposes.
- X3.1.6.5 The evaluatee has the right to participate in setting time tables for class observations and conferences with the evaluator(s). The schedule should be discussed when the evaluator contacts the evaluatee in September or February.
- X3.1.6.6 The evaluatee has the right to appeal the process but not the substance of an evaluation. Where a procedural violation is alleged, the evaluatee shall, within fifteen (15) days of the time the evaluatee knew or should have known of such violation, file a request for a hearing with the United Faculty. The United Faculty shall investigate the alleged violation, and within fifteen (15) work days of receipt, shall determine no violation occurred, or shall file with the appropriate area dean, a request for a new evaluation. The Dean will then convene a Review Committee, to include the Department Chair, the Dean, and the UF Vice President, and the Committee will determine by consensus whether a new evaluation process should begin. The Committee will also decide on a timetable for the new evaluation. In the case where the Committee decides that a new evaluation is needed, the previous evaluation (the one where procedure was violated) will be discarded and no part of it will be placed in the evaluatee's personnel file.
- X3.1.6.7 Responsibilities  
The evaluatee is expected to participate in the evaluation process in a professional and timely manner. The evaluatee is required to attend scheduled meetings with his/her evaluator(s).

X3.1.7 **GUIDELINES FOR EVALUATORS**

- X3.1.7.1 Evaluators shall read all materials and follow guidelines and timetables.
- X3.1.7.2 Evaluators shall be objective. Judgments shall not be based on hearsay or unsubstantiated information.
- X3.1.7.3 Evaluators shall be constructive in their criticism, pointing out evaluation results and if necessary recommending a plan for improvement within a reasonable time frame.
- X3.1.7.4 Evaluators shall evaluate the faculty member's professional characteristics and ability to teach, counsel and perform librarian or learning disability functions based on job-related criteria. Evaluators shall not base the evaluation on personal characteristics, such as religious beliefs, sexual orientation and political affiliation.
- X3.1.7.5 Evaluators shall recognize that the faculty member being evaluated may have a different, yet effective, philosophy of education and teaching style.
- X3.1.7.6 Evaluators who believe they cannot objectively and fairly evaluate the faculty member shall disqualify themselves from participating in the evaluation.
- X3.1.7.7 Evaluators shall respect the confidentiality of the process.

- X3.1.7.8 Evaluators shall understand that non-classroom obligations are to be equitably distributed among all faculty members and that no individual is to be evaluated negatively either for failing to take on or for accepting more than a disproportionately large share of meetings and committees.
- X3.1.7.9 Evaluators shall treat the faculty member being evaluated with fairness, civility and respect.
- X3.1.7.10 Evaluators shall create a portfolio as follows:
- X3.1.7.10.1 This portfolio will serve as the basis for all evaluation, improvement of instruction and/or tenure decisions.
- X3.1.7.10.2 The portfolio shall be confidential and shall be available only to the faculty member, the Due Process Panel or Appeals Committee, members of the evaluation committee, the appropriate dean, the college president, and the chancellor. The portfolio will be included in the official personnel file.
- X3.1.7.10.3 The portfolio will contain, at the minimum:
- a. student evaluation transcriptions, including percentages and typed comments;
  - b. completed workplace observation forms;
  - c. completed self evaluation report;
  - d. improvement plan, if needed;
  - e. summary report form;
  - f. other documentation mutually agreed upon by the evaluation committee and the faculty;
  - g. job announcement for probationary faculty members;
  - h. criteria-related material from the personnel file; and
  - i. criteria-related input from the department chair and/or dean (if submitted).

X3.1.8 **TIMETABLE AND ACTIVITES**

Part-time faculty will be evaluated in the first, fourth and seventh semesters. After the seventh semester, all subsequent evaluations will take place every six semesters (not including summers). The evaluation process is reviewed in X3.1.3.

The evaluation will be completed, including a post-evaluation meeting and the submission of the Summary Report, by the end of the semester in which the evaluation was conducted.

- X3.1.8.1 The following schedule shall serve as a guide in completing the evaluation process:
- X3.1.8.1.1 August-September/January-February  
Evaluators are selected. Orientation to evaluation is conducted.
- X3.1.8.1.2 September/February  
Evaluator(s) and Evaluatee should meet for a pre-evaluation conference to obtain materials and information, to discuss evaluation criteria, and to develop a schedule for observations, student evaluations and meetings. Timetables for classroom observations and administration of student evaluations shall be adjusted to accommodate classes that are less than a semester in length. Such adjustments shall be made with mutual agreement of the evaluatee and the evaluator(s).
- In the fourth-semester and succeeding evaluations, the Evaluator(s) may review the previous evaluation(s) to ensure continuity of the process. Improvement plans shall also be reviewed in the pre-evaluation conference.
- X3.1.8.1.3 September-November/February-April  
Workplace observations occur. Within two weeks after the observations, the evaluator(s) and evaluatee should meet for a follow-up conference to review the observation(s).
- X3.1.8.1.4 September-November/February-April  
Student evaluations are conducted.
- X3.1.8.1.5 November/April  
Evaluatee completes the Self Evaluation Report and submits it to the evaluator. Once this is complete, and once the student evaluation scores have been compiled and student comments transcribed by the Division Office staff, the evaluator(s) complete the Summary Report and then hold a post-evaluation conference with the evaluatee to discuss all aspects of the evaluation including the Summary Report and the development of an Improvement Plan, if necessary. The Summary Report shall be signed and placed in the Evaluation portfolio, which will then be forwarded to the appropriate dean for sign off to acknowledge receipt and placement in the personnel file of the evaluatee.

### X3.1.9 **ORIENTATION TO EVALUATION**

The District and the United Faculty agree to work together to develop an on-line training tutorial for training faculty in evaluation procedures. Once this training is available, we agree to reconsider the timetable and requirements for training. Until such time as we have developed the tutorial, current training will be updated and proceed according to the guidelines established below.

- X3.1.9.1 Each probationary and tenured faculty member being evaluated and faculty who are evaluating probationary, tenured, part-time, and faculty emeritus employees shall participate in a faculty orientation program at the assigned college. This orientation shall take place no later than one month into the semester during which the faculty member is being evaluated.

- X3.1.9.2 The college president, the academic senate president, UF vice president, equal employment opportunity officer or their designees shall be responsible for the planning and implementation of the orientation.
- X3.1.9.3 The orientation program shall include the purpose of evaluation activities, the procedures employed and the timetables required, information about the evaluation portfolio, how to conduct classroom observations and observations of counselors, librarians, and learning disabilities specialists.
- X3.1.9.4 The faculty member shall bring to the orientation the UF/CCCCD Agreement which contains the evaluation policies, procedures, and materials.
- X3.1.9.5 Every tenured faculty member must attend an orientation once every three years.

**X3.1.10 PERFORMANCE CRITERIA FOR PART-TIME COUNSELORS**

The District and United Faculty recognize that the professional responsibilities of counselors, librarians, learning disabilities specialists, and physical disabilities specialists are varied and complex and that individual counselors, librarians, learning disabilities specialists, or physical disabilities specialists may perform somewhat different functions in their work environments. However, the goal of the counselor, librarian, learning disabilities specialist, and physical disabilities specialist are to aid and support students as they learn and to support other faculty within their professional responsibility.

The following criteria will be used in the evaluation of part-time and faculty emeritus counselors.

- X3.1.10.1 Demonstrate competence in performing counseling procedures.
  - X3.1.10.1.1 Adhere to the weekly schedule that meets the requirements of this contract.
  - X3.1.10.1.2 Use counseling skills appropriate to the counseling session.
  - X3.1.10.1.3 Clarify the counseling needs and goals of students, being both attentive to student questions and comments as well as clear and precise in response.
  - X3.1.10.1.3 When appropriate, identify referral sources and make suitable referrals.
  - X3.1.10.1.4 Conduct counseling in such a way as to establish rapport with students and encourage independence, and help students identify priorities and meet their goals.
  - X3.1.10.1.5 Provide students with accurate, available information regarding certificate, transfer, and degree programs and articulation when applicable.
  - X3.1.10.1.6 When appropriate, discuss available educational and/or career options.
  - X3.1.10.1.7 Maintain accurate records and submit reports such as individual educational plan (IEP) according to published deadlines.

- X3.1.10.2 Recognize the rights of students.
  - X3.1.10.2.1 Do not discriminate based on age, gender, disability, nationality, race, religion or sexual orientation.
  - X3.1.10.2.2 Recognize the right of students to have points of view different from the instructor's.
  - X3.1.10.2.3 Be responsive to the needs and special circumstances of students.
  - X3.1.10.2.4 Treat students fairly and politely.
- X3.1.10.3 Participate in the evaluation process in a professional and timely manner.

**SAMPLE WORKPLACE OBSERVATION FORM FOR COUNSELORS**

*Workplace Observation Form for Counselors*

Evaluatee \_\_\_\_\_ Time and Place of Observation \_\_\_\_\_ Date \_\_\_\_\_

Evaluator \_\_\_\_\_ # of Students Counseled \_\_\_\_\_

On a scale of 1 to 5, please indicate the extent to which the counselor meets the criteria listed below. Please include comments in the column on the right. Attach additional comments as necessary.

5 excellent      4 above average      3 average      2 below average      1 poor      NA not applicable

	5	4	3	2	1	NA	Comments
<b>1. Expertise:</b> The counselor used skills appropriate to the session.							
<b>2. Attentiveness:</b> The counselor clarified the student's counseling needs and was attentive to questions and comments.							
<b>3. Clarity:</b> The counselor was clear and precise in responses to students.							
<b>4. Referrals:</b> When appropriate, the counselor identified referral sources and made suitable referrals.							
<b>5. Rapport:</b> The counselor conducted counseling in such a way as to establish rapport with students and encourage independence.							

	5	4	3	2	1	NA	Comments
<b>6. Accuracy:</b> The counselor provided students with accurate, available information regarding certificate programs, degree programs, transfer programs and articulation.							
<b>7. Respect:</b> The counselor treated students respectfully and responded to their individual needs and special circumstances.							
<b>8. Evaluation Process:</b> The counselor participated in the evaluation process in a professional and timely manner.							

**STUDENT EVALUATION FORM FOR COUNSELORS**

This student evaluation is part of our regular effort to maintain quality services and instruction. We take your answers seriously, and we hope you will also take them seriously. Please write comments to explain your scores. If you have questions about this form or the evaluation procedure, please ask.

Your answers are anonymous; all comments are typed before being shown to faculty. Completing this survey will in no way affect your course grade. Thank you for participating in this evaluation.

**On a scale of 1 to 5, please evaluate your counselor:**

5 Always/Excellent      4 Often/Above Average      3 Sometimes/Average      2 Rarely/Below Average

1 Never/Poor      NA "Not Applicable" (I can't answer.)

The counselor	NA	5	4	3	2	1	Comments
1. provided me with the information I needed.							
2. helped me clarify my goals.							
3. helped me identify the steps to reach my goals.							
4. listened to me and answered questions clearly.							
5. helped me develop and focus on my priorities.							
6. discussed different educational and/or career options that are available to me.							
7. referred me to other resources and services on or off campus.							
8. showed an interest in me personally.							
9. helped me with my individual needs.							
10. treated me with respect.							

**Summary Evaluation Form for Faculty**

Evaluatee: \_\_\_\_\_ Date of hire: \_\_\_\_\_ Evaluation Sem/year: \_\_\_\_\_

Check Faculty Status: \_\_\_\_\_ Tenured Full-time Faculty \_\_\_\_\_ Probationary (Tenure Track) Faculty \_\_\_\_\_ Part-time Faculty

\_\_\_\_\_ Check here if the Part-time Faculty currently has Staffing Preference (prior to this evaluation):

<p><b>Summary of previous evaluation (available in Division Office), if applicable</b></p>
<p><b>Summary of student evaluations – attach summary of scores and typed comment (provided by Division Office)</b></p>
<p><b>Summary of classroom/workplace observations – attach observation forms and comments</b></p>

<p><b>Summary of self-evaluation – attach self evaluation report</b></p>	<p><b>Criteria-related input from dept. chair and/or dean</b></p>	<p><b>Evaluatee comments – attach a separate sheet if necessary</b></p>
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## Summary Evaluation Form for Faculty

<p><b>Level of Performance (Check one) – To be completed by Chair of Evaluation Committee</b></p> <p>___ <b>Consistently High Ratings</b> – Excellent overall performance.</p> <p>___ <b>Satisfactory Performance</b> – Acceptable overall performance.</p> <p>___ <b>Needs Improvement</b>– Low scores in some areas necessitate an improvement plan. Evaluatee will be evaluated again next semester (if still employed by CCCCDD).</p> <p>___ <b>Unsatisfactory Performance</b> – Unacceptable overall performance.</p>	
<p>___ <b>Signature of Evaluatee</b> – (signature indicates receipt but not necessarily agreement)</p>	<p>___ <b>Date</b></p>
<p><b>Signature of Evaluation Committee Members: (size of committee is determined by faculty status)</b></p> <p><b>Chair /Evaluator</b> (print name) _____ (signature) _____ <b>Date</b> _____</p> <p><b>Committee Member</b> (print name) _____ (signature) _____ <b>Date</b> _____</p> <p><b>Committee Member</b> (print name) _____ (signature) _____ <b>Date</b> _____</p>	
<p><b>This box only applies to probationary faculty.</b></p> <p><b>Recommendation</b> (To be completed by Chair of Evaluation Committee)</p> <p>___ <b>Grant Tenure</b> _____ <b>Continue in Probationary Status</b> _____ <b>Termination of Service</b> _____</p> <p><b>Resolution</b> (To be completed by college president)</p> <p>___ <b>Grant Tenure</b> _____ <b>Continue in Probationary Status</b> _____ <b>Termination of Service</b> _____</p> <p><b>President</b> _____ <b>Date</b> _____</p> <p><b>Chancellor</b> _____ <b>Date</b> _____</p>	

X3.1.14 **SELF EVALUATION FOR COUNSELORS**

For your self-evaluation, you are asked to write a report discussing your counseling procedures and methodology, your handling of professional responsibilities, and your professional development.

X3.1.14.1 This worksheet is meant to help you reflect on your experiences. You will turn in only your report. This worksheet will not be put in your personnel file.

Self Evaluation Worksheet: The statements and ratings below are to be used as a checklist; they are not meant to represent all of what you do, nor are they meant to represent required duties and responsibilities – part time faculty will mark “Not Applicable” more often than full time faculty. Use this worksheet as a guideline for your self-evaluation report in which you can include additional details and reflection. Each of us is on a continuing quest to improve our practice – this is your opportunity to reflect on that quest and articulate your goals and plans for the future. After completing this worksheet, you can determine which items you want to highlight in your self-evaluation report. The worksheet may also serve as a tool for engaging in dialog with your evaluator.

**Counseling Procedures and Methodology**

	Often/ Always	Sometimes	Rarely/ Never	Not Sure/ Not Applicable
I maintain accurate records and submit reports such as individual education plans according to published deadlines.				
I use appropriate and varied tools for evaluating and assessing student learning outcomes.				
I identify referral sources and make suitable referrals when appropriate.				
I discuss available educational and/or career options with students when appropriate.				
I provide students with accurate, available information regarding certificate, transfer, and degree programs and articulation when applicable.				
I help students identify priorities and meet their goals.				
I communicate ideas clearly, concisely, and effectively.				
I conduct counseling in such a way as to establish a rapport with students.				
I am attentive to student questions and concerns.				
I encourage students to be independent.				
I adhere to the weekly schedule that meets contractual requirements.				
I use counseling time efficiently.				
I am sensitive to the needs of students with diverse backgrounds and experience.				

## Professional Responsibilities

	Often/ Always	Sometimes	Rarely/ Never	Not Sure/ NA
I submit required reports/documents in a timely manner.				
I respond to communication from colleagues (including faculty, classified staff and management) in a timely and professional manner.				
I attend and participate in division, department, and other required meetings.				
I participate in department committees/tasks (i.e. Program Review).				
I serve on college committees and/or task forces.				
I serve on peer evaluation and/or hiring committees.				
I mentor colleagues and share successful counseling strategies.				
I provide student mentoring regarding matriculation, tutoring, or student services when appropriate.				
I assist in outreach by promoting my college and by recruiting students and/or faculty and staff.				

## Professional Development

	Often/ Always	Sometimes	Rarely/Never	Not Sure/ NA
I serve on District and/or statewide committees.				
I participate in activities designed to enhance professional performance and scholarship (i.e. research, advanced coursework, recording, publishing).				
I keep current in my field (i.e. by reading journals, attending exhibits, performances, conferences).				
I maintain professional contacts (i.e. through listservs, blogs, conferences).				
I present at conferences or professional meetings.				
I participate in community organizations.				
I seek out training in my field (i.e. by taking classes, working with a mentor)				
I am a member of a professional organization.				

X3.1.14.2 **Self Evaluation Report:** Using the categories and your ratings on the self-evaluation worksheet, write about your past job performance and plans for professional growth and development. Your report should have four sections:

1. Counseling Procedures and Methodology
2. Professional Responsibilities
3. Professional Development
4. Needs and Goals

Possible questions to consider include:

A) Counseling Procedures and Methodology

- What new effective counseling practices or pedagogical approaches have you used recently?
- How do you plan to continue developing your activities and approaches in the future?
- How might you be willing to share successful strategies with colleagues?

B) Professional Responsibilities

- In what ways did you participate in campus/district/statewide/community activities? (may not be applicable for part-time and probationary faculty)
- What are your plans for participating in campus/district/statewide/community activities in the coming semesters? (may not be applicable for part-time faculty)

C) Professional Development

- What were your major professional challenges this semester?
- How do you plan on addressing these challenges in the future?
- What professional development activities do you anticipate pursuing in the near future?

D) Needs and Goals

- What support do you need from the college/department/division in order to accomplish your goals related to teaching and methodology, professional responsibilities and/or professional development?

**X3.1.15 IMPROVEMENT PLAN**

- X3.1.15.1 If the Evaluator or Evaluation Committee determines that the faculty performance “needs improvement,” and if the part-time faculty member is to be rehired in a subsequent semester, a specific plan for performance improvement shall be developed by the Evaluator(s) in consultation with the Evaluatee using the Improvement Plan Form.
- X3.1.15.2 The improvement plan shall include specific criteria-related recommendations and timetables for action. The timeline shall not exceed three semesters from the date of development of the plan for completion of activities.
- X3.1.15.3 The Evaluator(s) and the Evaluatee shall agree upon available resources such as staff development, workshops such as instructional skills, conferences, or other classroom/job environment observations.
- X3.1.15.4 The Evaluator or designee (Department Chair or Dean) shall monitor and record on the Improvement Plan Form that the Evaluatee completes each element of the plan within the agreed-upon timeline.
- X3.1.15.5 The Department shall conduct another evaluation when the improvement plan has been completed.
- X3.1.15.6 Sample Improvement Plan Form

<b><i>Improvement Plan</i></b>			
Evaluation Period			
Faculty Member _____	Date _____	From: _____	To: _____

<b>Performance Criteria Needing Strengthening</b>	<b><i>Activities for Improvement</i></b>	<b><i>Expected Completion Date</i></b>	<b><i>Actual Completion Date</i></b>

<b>Signatures:</b>	
Faculty member being evaluated _____	Evaluation Committee Chair _____
Dean _____	
<b>Comments:</b>	

A copy will be sent to the Evaluatee after signed by all parties, and the original will be placed in the Evaluatee’s personnel folder. Upon completion of the Improvement Plan, the Evaluation Committee Chair or designee will note completion dates on this form and send a final copy to the Evaluatee.