

I. Introduction

Effective January 1, 1980, the Illinois General Assembly amended the "Public Community College Act" by providing that any full-time faculty member (engaged in teaching or academic support) who has been employed for three consecutive years, shall enter upon tenure unless dismissed. The statute further provides that a board may, at its option, extend such period for one additional school year.

It is assumed that the three consecutive years are completed at Carl Sandburg College. Employees that are three-quarter time contractual faculty are eligible for tenure.

- A. By March 1, those full-time faculty who will have completed three years of service by the end of the academic year will be considered for tenure by the Board of Trustees.
- B. The first and second academic year, all non-tenured faculty will be evaluated each semester. During the third academic year, they will be evaluated fall semester only. (If a probationary year is required, they will be evaluated spring semester of Year 3 and fall semester of Year 4).
- C. The tenure process is conducted by the Tenure Commission, a body of three faculty members elected by the Faculty Assembly. Members serve three-year staggered terms. The third-year member becomes chairperson.

II. Evaluation Process

- A. Purpose
The purpose of the evaluation process is to improve instruction, to help the individual faculty member improve his or her level of job performance, to make a basis for year-end recommendation for rehiring, and to provide information for making a tenure recommendation/decision.
- B. Types of Evaluation
Evaluation forms will be uniform for all faculty. The process will be applied to all non-tenured faculty in a uniform fashion. The Tenure Commission is responsible for distributing blank forms, collecting completed evaluations and distributing copies of these assessments, and serving as the depository of all the evaluation documents.

1. Annual Faculty Non-Tenured Professional Report (FEF #1)
 - a. During the first academic week of spring semester each year, the non-tenured faculty completes the report (FEF #1 - Annual Faculty Non-Tenured Professional Report) and submits it to the Tenure Commission.
 - b. Copies of the report are distributed to the chief academic officer, and the immediate supervisor, (or chief student services officer in the case of counselors).
2. Faculty Peer Evaluation (FEF #2) (voluntary)
 - a. This dimension of evaluation allows faculty to directly support good job performance and/or register concern for less than satisfactory performance.
 - b. The Tenure Commission will send a notice to all faculty members in November that the commission will supply each faculty member with several copies of the form (FEF #2 - Faculty Peer Evaluation) on request.
 - c. These are signed, voluntary evaluations which can be submitted to the Tenure Commission at any time.
 - d. The Tenure Commission will prepare copies without names (and may do minor editing to avoid identification) which will be sent to the chief academic officer, the immediate supervisor (or chief student services officer in the case of counselors), and the faculty member.
3. Client/User Annual Evaluation of Non-Tenured Coordinator of LRC Instructional Services (FEF #5.4)
 - a. Because of the particular nature of the services provided by the Coordinator of LRC Instructional Services, special College-wide peer evaluations (FEF #5.4 - Client/User Annual Evaluation of Coordinator of LRC Instructional Services) will be distributed to faculty members and other staff users to be completed during November. Copies of the results will be distributed to the chief academic officer and the faculty member.

4. Student Evaluation of Non-Tenured Teaching Faculty (FEF #3.1)
 - a. All students taught by a non-tenured teacher are asked to complete an unsigned student evaluation of the faculty member.
 - b. During the first and second evaluation years, the evaluations will be done during the fall and spring semesters. During the third evaluation year, evaluations will be done during the fall semester only. With various course lengths, evaluations will be completed three-fourths of the way through the course term length (i.e., 16-week courses will be done at the 12th week, 8-week courses at the 6th week, 4-week courses at the 3rd week, etc.).
 - c. After receiving forms (FEF #3.1 - Student Evaluation of Non-Tenured Teaching Faculty) from the Tenure Commission, the Dean/Associate Dean or his/her designee will be responsible for distributing and collecting the evaluation forms and returning the completed evaluations to the Tenure Commission in a sealed manila envelope.
 - d. Compilations of the evaluations will be distributed to the faculty member at the end of the semester.
 - e. The distribution of student evaluations for the first semester of an instructors' tenure process will be distributed to the Dean/Associate Dean (and coordinators where appropriate), only after the submission of the annual supervisory report (which is due the first week of the second semester). Copies of the student evaluations will be distributed to the instructor and to the chief academic officer when they are completed. During subsequent semesters in the tenure process, there will be no restriction on Dean/Associate Dean's (and coordinators where appropriate) access to student evaluations. The Tenure Commission will distribute these evaluations to Dean/Associate Dean (and coordinators where appropriate) as well as to the chief academic officer and to the instructors.
5. Student Evaluation of Non-Tenured Counseling Faculty (FEF #4.1)
 - a. A sample of no more than 150 counselees and/or advisees of non-tenured counselors are to be asked to complete an unsigned student evaluation of the faculty member. The Commission should be assured that the sample returned is adequate.
 - b. During the first and second evaluation years, the evaluations will be done during the fall and spring semesters. During the third evaluation year, evaluations will be done during the fall semester only. With various course lengths, evaluations will be completed 3/4 of the way through the course term length (i.e., 16-week courses will be done at the 12th week, 8-week courses at the 6th week, 4-week courses at the 3rd week, etc.).

- c. In the case of probationary counselors, a list of all counsees is obtained from data processing by the Tenure Commission. The Tenure Commission then sends letters to a sample as described in “a” above. (Student Evaluations of Non-Tenured counseling Faculty – FEF #4.1 – are to be completed and returned to the Commission.)
 - d. Compilations of the evaluations will be distributed to the faculty member at the end of the semester.
 - e. A copy of the compilation goes to the chief academic officer. The chief academic officer is privileged to consult with the chief student services officer regarding conclusions drawn from the student evaluations. Neither the evaluations nor the compilations, however, may be shared with the chief student services officer.
6. Supervisory Classroom Visitation Report (FEF #3.2) (Teaching Faculty)
- a. Classroom visits, on campus, will be made by the Dean/Associate Dean or a designee recommended by the chief academic officer. Classroom visits, off campus, will be made by the administrator serving as immediate supervisor (with the provision that either the faculty member or the immediate supervisor could request participation by a member of the Office of Instruction). There will be two visits each semester each year unless more visits seem necessary.
 - b. Before evaluating classroom performance, the supervisor must consult with the faculty member on what will be covered in the evaluation process. For example, there should be a review of the course syllabus (outline and content) for the course being visited. Instructional methodology might also be discussed. During this session, the supervisor and faculty member should decide what class will be visited and when the evaluation will take place.
 - d. There will be consultation between the faculty member and Dean/Associate Dean or immediate supervisor as soon as possible following each visit; the consultation must be within two calendar weeks. When evaluation and the remediation processes are discussed between the immediate supervisor and faculty member, the faculty member signs the classroom visitation report to verify that the consultation has been held (FEF #3.2 Supervisory Classroom Visitation Report) and may add comments which then become a part of the report.

- d. The original classroom visitation report (FEF #3.2 - Supervisory Classroom Visitation Report) goes to the Tenure Commission which will send a copy to the chief academic officer. (The Dean/Associate Dean and the faculty member will make their own copies before submitting it to the Tenure Commission.)

7. Supervisory Annual Evaluation of Non-Tenured Teaching Faculty (FEF #3.3)

- a. The Dean/Associate Dean or immediate supervisor will complete a written annual evaluation of the non-tenured faculty in his/her area indicating quality of job performance and growth during the year. The faculty member will sign the evaluation to verify that the evaluation has been discussed with the Dean/Associate Dean and may add comments if desired.
- b. The Dean/Associate Dean will make his or her own copy and submit the original to the Tenure Commission. The Tenure Commission will send a copy to the chief academic officer. (The faculty member should make his/her own copy before submission.) This report must be submitted to the Tenure Commission during the first week of the spring semester.

8. Instructional Program Coordinator's Annual Evaluation of Non-Tenured Teaching Faculty (FEF #3.5)

- a. The instructional program coordinator will complete a written annual evaluation of the non-tenured faculty in his/her program. The faculty member will sign the evaluation to verify that the evaluation has been discussed with the program coordinator and may add comments if desired.
- b. The program coordinator will make his or her own copy and submit the original to the Tenure Commission. The Tenure Commission will send copies to the chief academic officer and the Dean/Associate Dean. (The faculty member should make his/her own copy before submission.) This report must be submitted to the Tenure Commission during the first week of the spring semester.

9. Supervisory Report - Student Services Personnel - Non-Tenured Counselor (FEF #4.2a)

- a. The chief student services officer will complete at least one written report each semester. The faculty member will sign the report to verify that it has been discussed with the supervisor and may add comments if desired.

- b. The chief student services officer will make his or her own copy and submit the original to the Tenure Commission. The Tenure Commission will send a copy to the chief academic officer. (The faculty member should make his/her own copy before submission.)
10. Supervisory Report - Student Services Personnel - Non-Tenured Admissions Counselor (FEF #4.2b)
- a. The chief student services officer and the Director of Admissions and Records will individually complete at least one written report each semester. The faculty member will sign each report to verify that evaluations have been discussed with the supervisors and may add comments if desired.
 - b. The chief student services officer and the Director of Admissions and Records will make their own copies and submit the originals to Tenure Commission. The Tenure Commission will send a copy to the chief academic officer. (The faculty member should make his/her own copy before submission.)
11. Supervisory Annual Evaluation of Non-Tenured Counseling Faculty (FEF #4.3a/b)
- a. The chief student services officer will complete a written annual evaluation of counseling faculty indicating the quality of job performance and growth during the year. The faculty member will sign the evaluation to verify that it has been discussed with the supervisor and may add comments if desired.
 - b. The chief student services officer will make his or her own copy and submit the original to the Tenure Commission. The Tenure Commission will send a copy to the chief academic officer. (The faculty member should make his/her own copy before submission.) This report must be submitted to the Tenure Commission during the first week of the spring semester.
12. Supervisory Report - Non-Tenured LRC Personnel (FEF #5.2)
- a. The Dean of Learning Resource Services will complete at least one written report each semester. The faculty member will sign the report to verify that it has been discussed with the supervisor and may add comments if desired.

- b. The Dean of Learning Resource Services will make his or her own copy and submit the original to the Tenure Commission. The Tenure Commission will send a copy to the chief academic officer. (The faculty member should make his/her own copy before submission.)

13. Supervisory Annual Evaluation of Non-Tenured Coordinator of LRC Instructional Services (FEF #5.3)

- a. The Dean of Learning Resource Services will complete a written annual evaluation of non-tenured LRC personnel which will indicate quality of job performance and growth during the year. The faculty member will sign the evaluation to verify that the evaluation has been discussed with the supervisor and may add comments if desired.
- b. The Dean of Learning Resource Services will make his/her own copy and submit the original to the Tenure Commission. The Tenure Commission will send a copy to the chief academic officer. (The faculty member should make his/her own copy before submission.) This report must be submitted to the Tenure Commission during the first week of the Spring Semester.

14. Supervisory Report - Non-Tenured Coordinator of Adult Education (FEF #6.2)

- a. The appropriate supervisor will complete at least one written report each semester. The faculty member will sign the report to verify that the evaluation has been discussed with the supervisor and may add comments if desired.
- b. The appropriate supervisor will make his/her own copy and submit the original to the Tenure Commission. The Tenure Commission will send a copy to the chief academic officer. (The faculty member should make his/her own copy before submission.)

C. Reappointment of Non-Tenured Faculty Not Eligible for Tenure

The chief academic officer makes a recommendation to the chief executive officer regarding the reemployment of non-tenured faculty not eligible for tenure. The chief executive officer subsequently recommends the reappointment of these faculty to the Board of Trustees. Prior to making his/her recommendation to the Board, the chief executive officer will notify in writing any non-tenured faculty member he/she does not intend to recommend for reappointment. The ultimate reemployment decision is made by the Board. Following action of the Board, the chief academic officer shall hold a brief summary conference with each non-tenured faculty member.

D. Non-Tenured Faculty Serving as Division Chairpersons

The non-tenured faculty member serving as a division chairperson is evaluated by the Office of Instruction using the process described in "A" above. Classroom observation reports (FEF #3.2) and annual evaluations (FEF #3.3) will be submitted to the Tenure Commission.

E. Training of Immediate Supervisors

The chief academic officer sees that the immediate supervisors get training in the evaluation of good job performance and remediation of problems and monitors the evaluation/remediation process.

F. Training of Faculty

1. The Dean/Associate Dean or immediate supervisor will work closely with new faculty to help them remediate problems (classroom performance, tests, non-teaching responsibilities) that are identified during the evaluation process: Annual Faculty Non-Tenured Professional Report, voluntary peer evaluations, classroom visitations, and both formal and informal faculty/student interaction.
2. Faculty who have had minimal educational training are encouraged to take education courses. Tuition will be paid and credit toward movement on the salary scale will be given the non-tenured faculty member.

III. Tenure Decision Process (Illustrated on Attachment A)

A. Purpose

The purpose of the tenure decision process is to support quality instruction, provide job security for faculty members, and accord tenure to faculty who demonstrate effective job performance.

B. Fall Orientation

The chief academic officer holds a joint meeting with the Tenure Commission, immediate supervisors, and all new faculty to orient the new faculty member to the evaluation/tenure process and to explain job descriptions and evaluation forms. The chief student services officer will participate when student services personnel are involved.

C. Responsibilities

1. Immediate Supervisor

The immediate supervisor completes the appropriate evaluation forms and reports, and administers the process of student evaluations, if needed. All original material is sent to the Tenure Commission and deadlines are met. Consultations are held according to the schedule specified by the policy.

2. Tenure Commission

- a. The Tenure Commission contacts each non-tenured faculty member annually in writing to acknowledge that the process has been followed.
- b. After reviewing all available materials, the Tenure Commission makes a tentative tenure recommendation by February 1st to the Conference Committee concerning those faculty who are eligible for tenure.
- c. The Tenure Commission has the responsibility to see that forms are completed by the appropriate students or full-time personnel and that conferences are held. The Tenure Commission may seek the assistance of the Office of Instruction.

3. Chief Academic Officer

- a. In September each year, the chief academic officer will compile a list of faculty members to be evaluated, including information concerning their status in the evaluation process and the Dean/Associate Dean and/or supervisor and/or coordinator who will be evaluating each.
- b. The Office of Instruction holds a fall orientation as described above in "B".
- c. The chief academic officer reviews all materials and makes a tentative recommendation to the Conference Committee.

4. Conference Committee

- a. The Conference Committee consists of the members of the Tenure Commission, the chief academic officer, and one other administrator named for a one-year term in September by the chief academic officer from the Vice President or Dean level from an area with no personnel being evaluated, if possible.
- b. The major function of the Conference Committee is to discuss all the available information, reach a consensus and make a recommendation to the chief academic officer by February 1 regarding a tenure recommendation for each third-year non-tenured faculty member or fourth-year probationary faculty member. The recommendation will be taken to the chief executive officer by the chief academic officer and the Tenure Commission Chairperson.
- c. In keeping with the evaluation process, the Conference Committee is responsible for initiating a remediation process for non-tenured faculty as needed. Either the Tenure Commission or the chief academic officer may call a special meeting of the Conference Committee to discuss the need for remediation for a specific faculty member as part of the remediation process. The Conference Committee may direct the chief academic officer to share areas of concern made apparent through the student evaluation process with the immediate supervisor. The chief academic officer should emphasize that confidences shared should not bias the supervisor's Annual Evaluation of the non-tenured faculty member, as the Annual Evaluation is based on other documented materials and observations.
- d. The Conference Committee may make one of the following decisions about any third-year faculty member:
 - (1) to recommend that tenure be granted,
 - (2) to recommend that tenure be denied,
 - (3) to recommend a fourth probationary year.

The Conference Committee may make one of the following decisions about any fourth year faculty member:

- (1) to recommend that tenure be granted,
- (2) to recommend that tenure be denied.

- e. If a consensus cannot be reached for any individual faculty member regarding a recommendation, any member(s) of the Conference Committee has the privilege of making an alternate recommendation to the chief executive officer.
 - f. During spring semester, the Conference Committee will re-evaluate all procedures and forms and make recommendations for any changes to the Faculty Council.
5. Office of the President
- a. The chief executive officer notifies the individual faculty member and the Conference Committee of his/her recommendations before the recommendations go to the Board of Trustees.
 - b. The chief executive officer takes his/her recommendation to the Board.
6. Board of Trustees
- a. The final decision for rehiring rests with the Board.
 - b. The Board must give the non-tenured faculty member notice in writing 60 days before the end of his/her third consecutive school year if they do not intend to rehire him/her or if they wish to give a probationary period in a fourth year.
 - c. If a probationary year is given, the Board must state the corrective actions which the faculty member should take. The specific reasons for the one-year extension shall be confidential and must be issued in writing to the faculty member.
 - d. The Board must give the probationary faculty member, who is on the one-year extension, written notice 60 days before the end of his/her fourth consecutive school year at Carl Sandburg College if they do not intend to rehire him/her.
 - e. In case the Board's decision is not to rehire him/her, specific reasons for the dismissal shall be confidential and must be issued to the faculty member in writing. A conference with the appropriate administrator shall be held.
 - f. If the Board fails to give such notice within the time provided during the third academic year or during the probationary year, the faculty member shall enter upon tenure during the ensuing school year.

IV. Probationary Year

Corrective Plan: When a non-tenured faculty member is given a probationary year, a corrective plan must be developed by the chief academic officer, the immediate supervisor, (or chief student services officer), and the probationary faculty member involved. The plan will then be submitted to the Conference Committee for approval and subsequently signed by all parties involved. The plan must be developed within thirty (30) days of the Board action granting an additional year. Copies of the plan will be distributed to the chief academic officer, the immediate supervisor, the Tenure Commission, and the faculty member.

The corrective plan shall include a detailed report of specified weaknesses that were evident during the first three years and the manner in which the faculty member should eliminate these problems. During this time, a schedule of monthly meetings will be set up for the faculty member and the supervisor to discuss the accomplishments and/or problems of the faculty member. Finally, a written report (a summary of the progress) shall be prepared by the immediate supervisor and filed with the chief academic officer, the Tenure Commission, and the faculty member. The faculty member shall sign and may respond to the report.

At the end of the probationary year, the faculty member will be evaluated only on the fourth year material. Therefore, the corrective plan must be followed in detail by all people involved. The Tenure Commission will use the same forms and procedures for the fourth year probationary faculty member in addition to any other provisions of the Corrective Plan.

V. Clarification of Submitted Materials

During the evaluation process, any party may consult with any person who had submitted information regarding a faculty member for the purpose of clarification of that previously submitted material.

VI. Purging Files

A faculty member's tenure file shall be retained for ten years following the final tenure decision. After that date, the file will be destroyed.

VII. Special Cases

The Tenure Commission and the chief academic officer will prepare a schedule on an individual basis with people who are hired out of cycle.

NON-TENURED TEACHING FACULTY

Non-tenured teaching faculty will be evaluated, as indicated in the schedule below, during each of the first three years of service.

Fall Semester

- FEF #2 Peer Evaluation *
- FEF #3.1 Student Evaluation
(3/4 point of the course length)
- FEF #3.2 Supervisory Classroom Visitation Report
(two per semester)

Spring Semester

- FEF #1 Professional Self-Report
(first week)
- FEF #3.1 Student Evaluation
(3/4 point of the course length)
- FEF #3.2 Supervisory Classroom Visitation Report
(two per semester)
- FEF #3.3 Supervisory Annual Evaluation
(first week)
- FEF #3.5 Coordinator's Annual Evaluation
(if required) (first week)

Spring Semester of Third Year

No evaluations are done if the faculty member is granted tenure. If, however, tenure is not granted at this time and he/she is given an additional, probationary year, the standard evaluation forms will be used as part of a corrective plan during the Spring Semester and the following Fall Semester.

*Peer Evaluation forms are obtained from the Tenure commission in November and may be completed at any time.

NON-TENURED COUNSELORS

Non-tenured counselors will be evaluated, as indicated in the schedule below, during each of the first three years of service.

Fall Semester

- FEF #2 Peer Evaluation*
- FEF #4.1 Student Evaluation (counselee)
(3/4 point of the course length)
- FEF #4.2a Supervisory Report
(at least one per semester)
or
- FEF #4.2b Supervisory Report
(at least one per semester)

Spring Semester

- FEF #1 Professional Report
(first week)
- FEF #4.1 Student Evaluation (counselee)
(3/4 point of the course length)
- FEF #4.2a Supervisory Report
(at least one per semester)
or
- FEF #4.2b Supervisory Report
(at least one per semester)
- FEF #4.3a/b Supervisory Annual Evaluation
(first week)

Spring Semester of Third Year

No evaluations are done if the faculty member is granted tenure. If, however, tenure is not granted at this time and he/she is given an additional, probationary year, the standard evaluation forms will be used as part of a corrective plan during the Spring Semester and the following Fall Semester.

*Peer Evaluation forms are obtained from the Tenure Commission in November and may be completed at any time.

NON-TENURED
COORDINATOR OF ADULT EDUCATION

The Non-Tenured Coordinator of Adult Education will be evaluated, as indicated in the schedule below, during each of the first three years of service.

Fall Semester

- FEF #2 Peer Evaluation*
- FEF #6.2 Supervisory Report
(at least one per semester)

Spring Semester

- FEF #1 Professional Report
- FEF #6.2 Supervisory Report
(at least one per semester)

Spring Semester of Third Year

No evaluations are done if the faculty member is granted tenure. If, however, tenure is not granted at this time, and he/she is given an additional, probationary year, the standard evaluation forms will be used as part of a corrective plan during the Spring Semester and the following Fall Semester.

*Peer Evaluation forms are obtained from the Tenure Commission in November and may be completed at any time.

NON-TENURED COORDINATOR OF LRC INSTRUCTIONAL SERVICES

Non-tenured LRC personnel will be evaluated, as indicated in the schedule below, during each of the first three years of service.

Fall Semester

- FEF #2 Peer Evaluation *
- FEF #5.2 Supervisory Report
(at least one per semester)
- FEF #5.4 Client/User Evaluation of LRC Instructional Services
(November)

Spring Semester

- FEF #1 Professional Report
(first week)
- FEF #5.2 Supervisory Report
(at least one per semester)
- FEF #5.3 Supervisory Annual Evaluation
(first week)

Spring Semester of Third Year

No evaluations are done if the faculty member is granted tenure. If, however, tenure is not granted at this time and he/she is given an additional, probationary year, the standard evaluation forms will be used as part of a corrective plan during the Spring Semester and the following Fall Semester.

*Peer Evaluation forms are obtained from the Tenure Commission in November and may be completed at any time.