Integrated Science and Technology Department

Criteria Guidelines for
Annual Evaluation, Reappointment, Promotion, and Tenure

Last Modified: April 2, 2013
Original Date of Document: September 1997

Part I. General Considerations, p. 1
Part II. Teaching Standards, p. 3
Part III. Scholarly Achievement and Professional Qualifications Standards, p. 5
Part IV. Professional Service Standards, p. 7
Part V. Amendment Process, p. 9
A. Faculty Responsibilities

Faculty members in Integrated Science and Technology Department (hereafter referred to as ISAT) should be dedicated, accomplished, and viable professionals and educators. ISAT faculty members should meet the general responsibilities of a full-time JMU faculty member as defined in the Faculty Handbook. Along with these professional responsibilities, ISAT faculty will enjoy the privileges and responsibilities of academic freedom.

B. Criteria

ISAT will use the Faculty Handbook criteria for annual evaluation, re-appointment, promotion, and the awarding of tenure. These criteria are (a) teaching, (b) scholarly achievement and professional qualifications (hereafter referred to as scholarship), and (c) professional service.

ISAT recognizes that the quality of faculty performance goes beyond those three categories and also depends upon professionalism and self-motivation. Therefore, in addition to the evaluation criteria described in sections II through IV, faculty members are expected to demonstrate a high level of professional conduct, as described in the three points delineated below. These factors should be clearly evidenced like other aspects of a candidate’s portfolio. Consideration of these factors shall be included in the evaluation of teaching, scholarship, and professional service. Thus, a candidate’s ratings in these categories may be positively or negatively affected by their professionalism, as described in the following three areas:

1. Personal leadership. A faculty member should regularly display personal initiative and follow through, the ability to discern high-priority areas of need and suggest effective solutions, and the willingness to accept responsibility for completing assigned or self-initiated tasks.

2. Professional commitment. A faculty member should generally exhibit a positive attitude, and enthusiasm for ISAT and its needs, as well as the college and the larger JMU community. This commitment should not stem from the pursuit of personal incentives or reward, but should reflect a genuine spirit of dedication to the profession and to the ISAT Department and its programs.

3. Professional collegiality. Faculty members should be willing to participate and cooperate with other faculty members, to help foster and nurture a spirit of teaming and mutual support, and foster harmony among faculty, staff, and students. Such faculty members contribute to a positive work environment in the Department and University.

C. Flexibility of Guidelines

The evaluation standards described in this document should not be interpreted as inflexible and absolute. The reward system within ISAT should be sufficiently flexible that all members of the faculty can concentrate on their strongest areas within teaching, scholarship, and service. Faculty are encouraged to identify activities that contribute to two or more of these areas.
D. Time Span of Criteria

For both promotion and tenure, the standards applied shall consider all accomplishments of the faculty member’s entire career that are relevant to the member’s role in the ISAT Department, but with greater emphasis placed on recent accomplishments by the faculty member.

E. Promise of Continued Performance

Evidence of promise for continued dedication to (1) teaching, (2) scholarship, and (3) professional service are essential before an ISAT faculty member can be recommended for reappointment, tenure, or promotion.

F. Standards for Promotion and Tenure

Recommendations for promotion are made separately from recommendations for tenure and reappointment. The *minimum* required standards shall be:

- *Satisfactory* ratings in all of the criteria shall be necessary for promotion to assistant professor.
- An *Excellent* rating in one of the criteria and *Satisfactory* ratings in the others shall be necessary for promotion to associate professor.
- *Excellent* ratings in two of the criteria, one of which must be teaching, and a *Satisfactory* rating in the other shall be necessary for promotion to professor.
- An *Excellent* rating in one of the criteria and *Satisfactory* ratings in the others shall be necessary for a tenure recommendation.

In addition, for all cases of promotion and tenure, the factors described in Sections A-E, above, shall also be considered.

To be eligible for early tenure/promotion, a faculty member must provide a compelling case that far exceeds the Academic Unit’s standard normally required for tenure/promotion and must be evaluated by the AUH and the PAC.

G. Standards for Reappointment

The minimum qualification for a faculty member to receive a non-tenure-track reappointment is *Satisfactory* ratings in all three review criteria. In addition for all cases of non-tenure track reappointment, the factors described in Sections A-E, above, shall also be considered. Other factors such as program need and program financial exigencies will also be considered in determining reappointment of faculty.
Part II. Teaching Standards

1. A *Satisfactory* rating requires evidence that the faculty member is dedicated to their teaching responsibilities and performs reliably across their assigned courses. Attainment of this rating can be demonstrated by activities and achievements such as:

   a) Commitment to assigned classes, e.g. thoroughness of class preparation, careful and objective grading, and timely return of tests and papers.

   b) Course organization, e.g. clearly defined course objectives; course content, syllabi, handouts, readings and/or textbook consistent with the course description; and course level and rigor consistent with student abilities and ISAT practice.

   c) Clear and effective communication with appropriate use of teaching resources.

   d) Mastery of the subject matter.

   e) Acceptable student evaluations of classes over the period of review.

   f) Commitment to effective student advising when assigned duties as an adviser.

   g) Positive attitude toward students, as shown by availability outside of class, assistance with student professional development, and jobs/graduate school placement.

   h) Personal leadership demonstrated through self-initiative and follow-through with instructional tasks.

   i) Participation as a valued team member in team teaching, curriculum development, or instructional improvement activities.

2. To receive an *Excellent* rating, a faculty member should demonstrate vitality and innovation in their teaching, demonstrate commitment that goes beyond the classroom, and a notably high level of student engagement. The individual should show a dedication to teaching beyond meeting the satisfactory requirements. Attainment of this rating can be demonstrated by activities and achievements such as:

   a) Strongly positive student response to teaching, e.g. student-sponsored teaching awards, consistently above average student evaluations, or unusually positive alumni comments.

   b) Peer recognition of teaching ability and commitment to teaching, e.g. JMU or externally sponsored teaching awards or exceptionally positive reports of peer observation of teaching.

   c) Evidence of instructional vitality, e.g. developing new courses, methods and materials; innovations in course content or methodology; and use of a variety of teaching methods.

   d) Leadership in non-traditional learning experiences and activities, e.g. honors research, independent study, class projects, field teaching, etc.

   e) Quality teaching in a variety of learning contexts, e.g., special lectures, seminars, special studies, discussion groups, etc.
f) Breadth in teaching expertise, e.g. the ability to teach a variety of subject areas, at the upper and lower levels, or courses for non-majors.

g) Publication of book chapters, textbooks, or teaching materials.

h) Presentations and publications on innovations in course content and teaching methodology.

i) Professional development through such efforts as:
   • Participation in workshops, conferences or similar activities devoted primarily to improving teaching methods and course content.
   • Participating in regional and national pedagogical organizations.

j) Leadership in teamwork, e.g. generating a spirit of teaming, building team consensus or capabilities, initiating teams that effectively address ISAT curriculum needs.

k) Instructional leadership, e.g., the ability to initiate and execute constructive change in an ISAT, JMU, or external curriculum.

l) Demonstrated instructional accomplishments that the PAC deems exceptional.

3. A faculty member who shows serious deficiencies shall be rated as Unsatisfactory.
Part III. Scholarly Achievement and Professional Qualifications Standards

1. A *Satisfactory* rating requires evidence that the faculty member is continuing to learn and stay abreast of developments within his/her field. The activities listed below are examples of evidence that may be used to support a rating of *Satisfactory*. Attainment of this rating can be demonstrated by activities and achievements such as:

   a) Membership in relevant professional and scholarly societies and organizations.
   b) Participation in professional meetings, field conferences, and other scholarly gatherings.
   c) Research involving students in independent studies or within the Honors Program.
   d) Supervising student independent study and honors projects.
   e) Presenting papers at regional meetings.
   f) Publishing in non-refereed journals.
   g) Development of instructional or education materials.
   h) Demonstration of professional development through such activities as:
      - Ongoing personal professional development (NSF short courses, attending national meetings, etc.) or an organized program of self-study in a new area of research.
      - Securing additional education at professional short courses and conferences.
   i) Engaging in unpublished ongoing research.
   j) Presentation of faculty seminars and colloquia.
   k) Reviewing proposals for sponsored government, academic, or industry programs.

2. To receive an *Excellent* rating, the individual must contribute to the advancement of knowledge. An *Excellent* rating requires evidence from professionals external to JMU that the individual is recognized for scholarly contributions or professional expertise. Attainment of this rating can be demonstrated by activities and achievements such as:

   a) Demonstrated contribution to knowledge through a focused, goal directed program of research or other scholarly activity.
   b) Receipt of professional achievement awards, or other evidence that demonstrates external recognition of individual professional achievement.
   c) Invited lectures and/or publication in the proceedings of national or international conference.
   d) Publication of book reviews, discussions, and technical reports in one's professional area.
   e) Publication of books or monographs in one's professional area.
   f) Service as editor of a national or international journal or referee of papers for such a journal.
g) Recipient of government or foundation grants, awards, or contracts.

h) Active research involving students and demonstrable through presentation or publication in a professional forum.

i) Publication of ongoing research and other scholarly activity in refereed national or international professional journals or serving as editor of a scholarly volume in one’s field.

j) Presentation of papers at national or international professional meetings.

k) Initiating a successful grant proposal for external funding and/or directing the resulting project.

l) Authoring textbooks or teaching materials.

m) Professional consulting which reflects recognition of the individual’s expertise.

n) Other scholarly achievement, recognition, or professional qualification which the PAC deems exceptional.

3. A faculty member who shows serious deficiencies shall be rated as Unsatisfactory.
Part IV. Professional Service Standards

Professional Service includes activities that advance the mission of the University, the College, or the Department; activities that advance one’s professional scholarly community; and activities that benefit society in areas related to one’s professional expertise.

A Satisfactory rating can be attained through an adequate level of participation in activities such as those listed below. This must include an adequate level of service to ISAT. To receive an Excellent rating, the individual must be at least Satisfactory in performing the activities below, and must demonstrate a higher level of leadership, initiative, effectiveness, and consistency in service. A faculty member who shows serious deficiencies shall be rated as Unsatisfactory.

1. Service that advances the missions of the university, the college, and the department.
   a. Serving and participating as a valued team member on departmental and program committees, task forces, etc.
   b. Serving and participating as a valued team member on college and university committees, task forces, etc.
   c. Participating in public relations events and student recruiting.
   d. Participating in grant proposals for external funding for teaching and equipment support.
   e. Serving as a faculty advisor to student organizations.
   f. Serving as a satisfactory student curriculum advisor.
   g. Initiating and carrying out a program which leads to a significant increase in ISAT or JMU resources, or in ISAT’s or JMU’s ability to perform its mission.
   h. A major service or office at the Department, College or University level.
   i. Service leadership, e.g., the ability to initiate and execute constructive change in ISAT.
   j. Other professional service which the PAC deems to be a leadership contribution.

2. Service that advances one’s professional scholarly community.
   a. Serving as a referee or reviewer of scholarly articles or textbooks.
   b. Reviewing proposals for sponsored government, academic, or industry programs.
   c. Serving as an officer of a professional organization.
   d. Serving as an editorial member of a professional journal.
   e. A major effort conducting workshops, symposia, and training sessions in one's professional area.
   f. Other professional service to the faculty member’s professional scholarly community which the PAC deems to be a leadership contribution.
3. Service that benefits society in areas related to one’s professional expertise.
   a. A contribution which applies the resources of the University to solving a problem of local, regional, state, national, or international concern.
   b. A major effort to solve a problem at the local, state, national, or international level providing a significant benefit to society and in an area directly related to one’s professional expertise.
   c. A major service or office at the local, state or national level related to one’s professional competence.
   d. Other professional service directed at the betterment of society which the PAC deems to be a significant contribution.
Part V. Amendment Process

Recommendations regarding changes to these Guidelines may be submitted to the Department Head by a two-thirds vote of the ISAT faculty.