Integrated Science and Technology (ISAT)
Implementation Guidelines for
Annual Evaluation, Reappointment, Promotion, and Tenure
Last Modified: 31 March 2013
Original Date of Document: May 5, 1998

Part I. General Considerations, p. 1
Part II. Personnel Advisory Committee, p. 2
Part III. Procedures for Contract Faculty, p. 3
Part IV. Procedures for Tenure-Track Faculty, p. 5
Part V. Deadlines for Promotion and Tenure Process, p. 6
Part VI. Amendment Process, p. 6
Part I. General Considerations

A. Annual Evaluations
Every ISAT faculty member shall undergo a yearly evaluation. An ISAT faculty member is one who has professional responsibilities assigned from or directed toward the academic programs within the ISAT Department. The Dean has the responsibility for evaluating the Department Head (AUH) and will determine the method to be employed in that evaluation process.

B. Consultation with PAC
Consultation among the PAC, Department Head, and the Dean is encouraged prior to any decision affecting re-appointment, promotion, or tenure. The Department Head is not obligated to concur with the PAC’s advice and recommendations.

C. Supporting Materials
Each ISAT faculty member is responsible for submitting complete and timely review materials. These materials should thoroughly document performance in teaching, scholarly achievement and professional qualifications, and professional service.

The Annual ISAT Faculty Summary will serve as the primary source of information for the annual evaluation, including a one-year reappointment decision. However, faculty members may submit additional materials for this evaluation at their own discretion.

The format for materials in support of reappointment, promotion, or tenure decisions is left up to the individual faculty member. Faculty are strongly urged to organize their materials and provide sufficient documentation that will facilitate a thorough evaluation of their teaching, scholarly achievement and professional qualifications, and professional service.

D. Level of Performance
It is the responsibility of the Department Head and the PAC to rate a faculty member’s performance as Excellent, Satisfactory, or Unsatisfactory. The PAC and the Department Head should exercise their subjective judgments as to whether Excellent, Satisfactory, or Unsatisfactory performance has been achieved in each of the three criteria. Because annual evaluations are made for a single year’s performance, and reviews for tenure, promotion, and reappointment consider the faculty member’s cumulative record over a multiyear period, there may be some differences in what constitutes Satisfactory and Excellent ratings for these two types of reviews.
Part II. Personnel Advisory Committee

1. An elected PAC shall make recommendations on personnel matters to the Department Head and Dean. Normally this will entail recommendations regarding promotion of ISAT faculty. Recommendations for reappointment will be provided in special cases when the PAC is requested to provide a recommendation by the Department Head or faculty member (see paragraph above). In the case of promotion, the PAC will provide an information copy of its recommendations to the Department Head after the Dean has received both the PAC’s and Department Head’s recommendation. In all cases, however, consultation among the PAC, Department Head, and the Dean is encouraged prior to any decision affecting reappointment or promotion. All full-time ISAT faculty except the Department Head are eligible for the elected PAC. Rules governing the Elected PAC are:

a) The Elected PAC will normally be composed of 7 members, each serving a staggered three-year term. Three-year membership is intended to provide consistent application of criteria and feedback of ISAT faculty. In the event that an elected PAC member is being considered for promotion or tenure, the PAC member shall step down from participating in the PAC deliberations for the academic year in which the consideration occurs. A substitute PAC member will be selected by the PAC to replace the candidate on the PAC. The substitute PAC member will be selected from a list of alternates elected by the faculty.

b) ISAT faculty will normally elect members on a 3-year cycle; two members will be elected in each of the first two years and three members in the third year (a 2-2-3 cycle). An elected PAC member’s term will not be extended due to being considered for promotion or tenure.

c) New service on the elected PAC begins after elections at the start of the academic year. Elections shall be held in the spring semester. Nominations for PAC membership shall be held either by e-mail or during a faculty meeting. If the nominations occur at a faculty meeting, candidates shall be nominated from the floor by full-time ISAT faculty, excluding the Department Head. If nominations occur via e-mail, the nominations shall be by full-time ISAT faculty members, excluding the Department Head and the nominations shall be kept open for at least one week. Elections will be by secret ballot the week following the nomination of a slate of candidates. The faculty should strive for a diverse/representative slate of candidates.

d) A subcommittee of the tenured faculty on the PAC will make the recommendation on the award of tenure. In the event that the tenured PAC consists of less than five members, tenured alternates will be selected in the manner described below. This person or persons will serve only one year on the subcommittee to make tenure recommendations. The entire PAC will be allowed to participate in the discussions and deliberations on tenure.

e) After completing service on the PAC, faculty shall not be required to serve again for twice the length of time actually served on the PAC. For example, faculty who serve for three full years on the PAC shall not be required to serve for the next six years, and faculty who serve for one year as an alternate shall not be required to serve for two years.
f) When temporary vacancies occur on the PAC due to a PAC member’s recusal in a year that he/she is under consideration for promotion and/or tenure, the PAC shall identify all ISAT faculty who have never served on the PAC, and randomly select from this group until all alternate positions have been filled. If all ISAT faculty have served on the PAC, then the PAC shall identify the faculty who have had the longest time since PAC service, and select from this group randomly.

**Part III. Procedures for Contract Faculty**

Contract renewal and reappointment of contract faculty will be based on annual evaluations. The Annual ISAT Faculty Summary will be used as the primary source of information for the annual evaluations. The annual summary will include material for the academic year previous to the year in which the evaluation is being conducted. As a minimum, a faculty member must maintain, on the basis of the annual evaluations, a *Satisfactory* rating in each of the three criteria (see Criteria Guidelines Document) to be eligible for contract renewal. However, additional considerations similar to those for tenure will also be considered in determining qualification for reappointment such as promise of continued long-term performance, program need, and program financial exigencies. The contract will be renewed on a rolling-term basis that extends the current term by one year for a satisfactory reappointment evaluation (except for the first satisfactory reappointment evaluation, which leads to a two-year extension).

**A. Procedures for Annual Reviews and Contract Reappointment**

A more detailed explanation of the reappointment process and the Renewable Term Appointment (RTA) is contained in the Faculty Handbook.

1. The first reappointment review will take place in the spring semester of the second year of the initial contract. Subsequent reviews will take place annually. A *Satisfactory* rating from the first reappointment review will qualify a faculty member for a contract extension, and the University may offer to extend the contract for an additional two years assuming the University’s continued need for the faculty member’s services. All such offers will be reviewed and approved through the Dean’s office. The effect of any contract extension would be that the academic year following the extension offer would be the first year of a new three-year term.

2. An RTA faculty member may be terminated prior to the end of the initial three-year appointment period for inadequate performance. Notification will be by March 1 of the first year if the contract will terminate at the end of the first year. Notification will be by December 15 of the second year if the RTA will terminate at the end of the second year.

3. After the first reappointment, evaluations will be conducted annually, and the following will apply.
   - A faculty member whose annual evaluation results in a *Satisfactory* rating will be qualified for a contract extension, and the University may offer to extend the contract for an additional year assuming the University’s continued need for the faculty member’s services.
• A faculty member whose annual evaluation results in an *Unsatisfactory* rating in one or more criteria shall not receive a revolving term extension. Effectively, the unexpired portion of the contract is unchanged. The faculty member will be cautioned that a consecutive unsatisfactory evaluation in the current year will result in his or her dismissal at the end of that (the second successive unsatisfactory) year

• If a year of *Satisfactory* annual evaluation consecutively follows a year of unsatisfactory rating, the faculty member will again be eligible for a revolving term contract extension.

• If a year of *Unsatisfactory* annual evaluation consecutively follows a year of unsatisfactory rating, the faculty member will be terminated at the end of the second year of unsatisfactory performance.

B. Procedures for Promotion

The JMU Faculty Handbook governs both the procedures and standards for promotion. Faculty are advised to be familiar with the provisions regarding promotion in the current version of the handbook. The minimum essential criteria for promotion (Part I. I) are:

• *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.

The ISAT standards contained in Parts II, III, and IV of this document will be the basis of the ratings for the teaching, scholarly achievement and professional qualifications, and professional service criteria.

C. Procedures for Early Promotion

Contract faculty members who intend to submit a package for promotion before they have completed their time in rank (as described in the Faculty Handbook or their contract) are advised to be familiar with the provisions regarding early promotion in the current version of the Handbook. When they notify the Department Head of their intent to submit their package (see Part V), the Department Head shall inform them that they are submitting early and that additional criteria will apply.

A faculty member who wishes to apply for early promotion, as defined by the Faculty Handbook, must submit an application and supporting materials to the AUH and PAC. The AUH and PAC will review the materials, will consult with each other, and will consider whether the faculty member’s application presents a compelling case. The AUH and the PAC will separately determine if the early application presents a compelling case for promotion. If either the AUH or the PAC determines that the application does not present a compelling case, the applicant will be strongly urged to withdraw the early application before recommendations are sent forward to the dean.
Part IV. Procedures for Tenure-Track Faculty

Recommendations for promotion may be separated from recommendations for tenure.

A. Procedures for Promotion

The promotion procedure for tenured and tenure-track faculty is the same as that for contract faculty. (See Section III. B and C, above.)

B. Procedures for Tenure

The JMU faculty handbook governs both the procedures and standards for tenure. Tenure-track faculty are advised to be familiar with the extensive provisions regarding tenure in the current version of the handbook. Recall that an Excellent rating in one of the criteria and Satisfactory ratings in the others shall be is the minimum necessary requirement to be awarded tenure (Part I. I). The ISAT standards contained in Parts II, III, and IV of this document will be the basis of the ratings for the teaching, scholarly achievement and professional qualifications, and professional service criteria.

C. Interim Evaluation Procedures

All tenure-track faculty will submit a summary of their activities and accomplishments in the areas of teaching, scholarly achievement and professional qualifications, and professional service to the PAC by January 15 of their third year of their contract. This summary should include a two- to three-page narrative highlighting the faculty member’s reflections on her/his career to date and anticipated career trajectory. In addition, the faculty member should provide a brief description of the evidence and accomplishments in the categories of teaching, scholarship, and service as they correspond to the Criteria Guidelines for the department, as well as a list of those from whom letters of support will be solicited. At the faculty member’s discretion, she or he may opt to include a limited amount of evidence in support of this case, particularly when the faculty member has some concerns about whether the evidence would be fully considered. The PAC may request additional information as it deems appropriate. No later than March 15, the PAC will provide the faculty member with a written and oral evaluation of their progress towards the promotion and tenure standards. This feedback will include suggestions for improvement.

D. Procedures for Early Promotion and Tenure

Tenure-track faculty members who intend to submit a package for promotion and tenure before they have completed their time in rank (as described in the Faculty Handbook or their contract) are advised to be familiar with the provisions regarding early promotion and tenure in the current version of the handbook. When they notify the Department Head of their intent to submit their package (see Part VI), the Department Head shall inform them that they are submitting early and that additional criteria will apply.

A faculty member who wishes to apply for early tenure and/or promotion, as defined by the Faculty Handbook, must submit an application and supporting materials to the AUH and PAC. The AUH and PAC will review the materials, will consult with each other, and will consider whether
the faculty member’s application presents a compelling case. The AUH and the PAC will separately determine if the early application presents a compelling case for tenure and/or promotion. If either the AUH or the PAC determines that the application does not present a compelling case, the applicant will be strongly urged to withdraw the early application before recommendations are sent forward to the dean.

### Part V. Deadlines for Promotion and Tenure Process

The Department Head will notify by 1 March each faculty member who will be reviewed for Tenure in the following academic year.

Faculty members must notify the Department Head of their intention to submit a package for Promotion and Tenure by 1 April (or the following Monday if 1 April falls on the weekend).

Faculty members must submit packages for Promotion and Tenure to the Departmental Secretary by 15 September (or the following Monday if 15 Sept. falls on the weekend).

All letters to the PAC regarding Promotion and Tenure must be received by the Departmental Secretary by 15 October.

### Part VI. Amendment Process

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