VIII. Annual Evaluations of Faculty

A. Process
The SMAD Academic Unit Head (AUH) and the SMAD Personnel Advisory Committee (PAC) will independently conduct annual evaluations of faculty in years when merit money is available and in years when no merit money is available. Each will use the established criteria for the department and rate each faculty member as Excellent, Satisfactory, or Unsatisfactory in each of the three areas of teaching, scholarly and creative activity, and service. This system results in six ratings overall.

By June 1 of each year, faculty in SMAD are required to complete both a Faculty Annual Report (FAR) and Faculty Activity Plan (FAP). The forms will be distributed to faculty by May 1.

The FAR provides a summary of activities in teaching, scholarly achievement (research/creative) and service for the past academic year, running from June 1 to May 31.

The FAP asks faculty to indicate anticipated or desired teaching assignments and provides a summary of the type of research, creative work and service in which the faculty member expects to engage in the coming year. The relative weights of the three performance areas of teaching, scholarly achievement and professional qualifications, and professional service for an individual faculty member shall be determined by the faculty member and the AUH prior to the start of the academic year, and the minimum relative weight for any area shall be ten percent. In SMAD, at least fifty percent must be assigned to teaching. The agreement on weights may be renegotiated in mid-year under appropriate circumstances.

B. Academic Unit Head’s (AUH) Evaluation of Faculty
Based on the activities described in the FAR and considering the weights from the previous year’s FAP, the AUH will create a written evaluation, including the E, S and U ratings for each category, and provide it to the faculty member by October 1, as outlined in the JMU Faculty Handbook.

C. Personnel Advisory Committee’s (PAC) Evaluation of Faculty
The AUH will provide copies of the FARs and previous year’s FAPs to the PAC chair by August 30. Each member of the PAC will independently review the FARs; however, all PAC members together as a committee will discuss each FAR before arriving at a final evaluation for each category, based on the consensus of all AUPAC members. The PAC will forward its evaluations to the AUH no later than October 24.

By November 1, the AUH will send to faculty members a merit letter or email to indicate how the PAC rated them (E, S, U) in each of the three categories.

The PAC will handle appeals of the PAC Annual Evaluations for Merit expeditiously.

The deadlines outlined below will permit completion of the appeals process of the PAC Annual Evaluations for Merit in time for the December 1 deadline for salary adjustment notification from the AUH.

A faculty member wishing to appeal the PAC’s Annual Evaluation for Merit must contact the PAC chair in writing (or by email) within one week of receiving the AUH notification (i.e., no later than November 8). The faculty member requesting the appeal should provide a basis for the appeal.

Upon receiving a request for an appeal, the PAC chair will convene a meeting of the PAC – at the earliest possible date, but no later than November 15 – to review the faculty member’s request for appeal and the PAC’s initial evaluation.
In considering the appeal, the crucial questions for the PAC are whether all relevant information was objectively reviewed by the PAC, and whether the PAC evaluated similar achievements among similarly situated SMAD faculty members using the same standard of judgment. (See JMU 2010 Faculty Handbook III.E.4.h. page 33.)

Within one-business day after the PAC has met to review the appeal, the PAC chair will schedule a meeting with the PAC and the faculty member – at the earliest possible date, but no later than November 21 – to explain the PAC’s response to the faculty member.

If the PAC decides to adjust the initial evaluation, the PAC Chair will advise the AUH no later than November 21, in time to meet the December 1 deadline.
### SMAD PAC Timeline of Annual Evaluation Process

<table>
<thead>
<tr>
<th>Dates</th>
<th>Description</th>
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<tbody>
<tr>
<td>End of Spring Semester</td>
<td>Election of PAC and PAC Chair</td>
</tr>
<tr>
<td>June 1</td>
<td>FARs &amp; FAPs Due to AUH</td>
</tr>
<tr>
<td>August 30</td>
<td>FARs &amp; FAPs Due to PAC from AUH</td>
</tr>
<tr>
<td>Oct. 24</td>
<td>PAC evaluations to AUH</td>
</tr>
<tr>
<td>Nov. 1</td>
<td>AUH sends to faculty member a merit letter to explain how s/he receives merit allocation with E/S/U system.</td>
</tr>
<tr>
<td>Nov. 8</td>
<td>Faculty member contact PAC Chair w/explanation for appeal no later than 11/8.</td>
</tr>
<tr>
<td>Nov. 15</td>
<td>PAC Chair convenes PAC to discuss appeal within one-business day no later than 11/15.</td>
</tr>
<tr>
<td>Nov. 21</td>
<td>PAC schedules meeting with faculty member by 11/21 to discuss appeal.</td>
</tr>
<tr>
<td>Dec. 1</td>
<td>PAC adjusts evaluation and passes info to AUH, who reworks merit letter to reflect the change by Dec. 1.</td>
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</tbody>
</table>

![Evaluation Flowchart](chart.png)
D. Merit Allocations

All raises are based on merit and are tied to the annual evaluation-of-faculty process outlined above. The AUH and PAC consider ratings of Satisfactory and Excellent meritorious. Ratings of Unsatisfactory are not considered meritorious. Following the SMAD Evaluation Guidelines, the PAC and AUH will award merit points in the areas of teaching, scholarly/creative, and service.

Sixty-five percent (65%) of the total merit pool shall be allocated to faculty with at least Satisfactory ratings in teaching, scholarly/creative, and service. This allocation will be awarded as a uniform percentage increase to each meritorious faculty member’s base salary.

Thirty-five percent (35%) of the merit pool shall be allocated to the rating of Excellent and distributed on a point basis (the high-merit awards).

The PAC will present to the AUH the ratings of all faculty for distribution of funds. The high-merit awards will be distributed by the AUH based on a combined score of 50% from the PAC and 50% from the AUH.

In years when merit money is allocated, the amounts will be determined based on both the AUH and PAC evaluations of faculty. In order to be eligible for a merit increase, a faculty member must be “overall satisfactory” by achieving at least four satisfactory ratings combined. Among those with an overall satisfactory rating, 65 percent of available merit money will be awarded as a percentage increase to their base salary. For example, if a 4 percent increase is available to the department, 65 percent of that would equal 2.6 percent. All faculty with an overall satisfactory rating would receive a 2.6 percent increase.

The remaining 35 percent will be awarded based on “high merit,” defined by the number of excellent ratings achieved by a faculty member with an overall satisfactory rating. This will be determined by taking the total amount of money available for high merit and dividing by the total number of excellent ratings among all the faculty, resulting in a dollar amount assigned for each excellent rating.

In the example below, a total of $19,600 is available for high merit with a total of 59 excellent ratings among all the faculty. This results in an amount of $332.20 ($19,600/59) for each excellent rating achieved. Faculty 2 received six excellent ratings, therefore an amount of $1,993.20 would be assigned for high merit (6 X $332.20).

**Example Distribution**

- 20 Faculty
- Total Salaries: $1,400,000
- 4% Merit Money Available: $56,000
- 65% of 4% = 2.6 (65% of $56,000 = $36,400 “Overall Satisfactory” money available)
- 35% of 4% = 1.4 (35% of $56,000 = $19,600 “High Merit” money available)
- Total Number of Excellent Rankings: 59
- If distributed equally and not based on merit, each faculty would receive $2,800
- $19,600 divided by 59 = $332.20 per excellent ranking
- 6 Excellents = $1,993.20
- 5 Excellents = $1,661.00
- 4 Excellents = $1,328.80
- 3 Excellents = $996.60
- 2 Excellents = $664.40
- 1 Excellent = $332.20
IX. First Year Review (Initial Evaluation)

A first year review, or initial evaluation, is required by the university as outlined in the JMU Faculty Handbook. Although the university stipulates that this review be conducted by the Academic Unit Head, in SMAD the PAC also contributes to this evaluation. The first year review pertains to all first year faculty in the department, tenure-track and RTAs.

By the end of the first week of the second semester of employment, first-year faculty members will submit a mini-dossier providing a summary of their activities during their time at James Madison University in Teaching, Scholarship, and Service. This should be assembled in a binder and submitted to the AUH. The material in the mini-dossier should consider the Department, College, and University standards.

A. Outline of Mini-Dossier

Part 1- Narrative
Your written summary of Teaching, Scholarship, and Service.

Part 2- CV and Evidence
This should include a comprehensive Curriculum Vita, the required supporting documents for Teaching, and any additional documents for Scholarship and Service.

Teaching
Provide a brief summary of your teaching activities during your first semester at James Madison University. What do you consider your most significant accomplishments in your courses? What were the greatest challenges?

Provide a list of your courses taught with enrollment numbers for the Fall and Spring semesters.

Provide all course syllabi and a sample of teaching materials (part 2).
Include the overall numeric teaching evaluation number for each of your first semester courses and the SMAD department average. Include all of the written student comments from your first semester classes (part 2).

**Scholarship**
Please provide a brief summary of your scholarly/creative activities this year. You may include activities prior to joining SMAD if they are relevant to your current work or there is an overlap. If this work includes a dissertation in progress provide a status of the project.

**Service**
Please provide a brief summary of your service activities this year. This should include committee and organizational service for the department, college, university, profession and community.

**Looking Ahead**
With consideration toward tenure and promotion and the standards of the College and University, what goals have you set for teaching, scholarship, and service for the next one, two, and three years?

**B. Timeline**

**First Semester:** The SMAD Academic Unit Head (AUH) will provide a new faculty member with information concerning the academic unit evaluation procedures and criteria in the faculty member’s first semester. The initial evaluation will be conducted at the beginning of the faculty member’s second full semester of full-time employment at JMU.

**Second Semester – End of Week 1:** Submission of mini-dossier to SMAD AUH.

**Second Semester – End of Week 2:** SMAD PAC chair will provide the committee’s written evaluation to the SMAD AUH.

**Second Semester – End of Week 3:** The AUH shall hold an evaluation conference with the faculty member. The conference provides an opportunity to discuss the faculty member’s first semester performance and professional needs as perceived by both the faculty member and AUH.

**Second Semester – End of Week 3:** The AUH shall provide to the faculty member a written initial evaluation. The evaluation shall state whether the faculty member’s overall performance has been satisfactory or unsatisfactory.

A copy of the evaluation, signed by the faculty member and the AUH, shall be sent to the dean by the AUH. If the faculty member refuses to sign the evaluation, this refusal shall be noted on the evaluation when the AUH sends it forward to the dean.

Unsatisfactory performance as determined in the initial evaluation will normally result in nonrenewal of an appointment of an untenured first-year faculty member. AUPAC review of the faculty member’s performance is required as specified in *Faculty Handbook* if the AUH finds that the faculty member’s performance is unsatisfactory. The AUPAC review must be completed and sent to the dean within seven days of receiving a recommendation for nonrenewal of a first-year faculty member from the AUH.

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**X. Third Year Review**

Although the university does not require a third-year review, SMAD believes the third-year review is an important element in the process of gaining tenure and promotion. Therefore, SMAD requires a third-year review for assistant professors, both tenure-track and renewable term appointment (RTA).

By the end of the third week of the second semester, third-year faculty members will submit a mini-dossier providing a summary of their activities during their time at James Madison University in Teaching, Scholarship,
and Service. This should be assembled in a binder and submitted to the AUH. The material in the mini-dossier should consider the Department, College, and University standards.

**A. Outline of Mini-Dossier**

**Part 1 - Narrative**

Your written summary of Teaching, Scholarship, and Service.

**Part 2 - CV and Evidence**

This should include a comprehensive Curriculum Vita, the required supporting documents for Teaching, and any additional documents for Scholarship and Service.

**Teaching**

Provide a brief summary of your teaching activities during previous semesters at James Madison University. What do you consider your most significant accomplishments in your courses? What were the greatest challenges?

Provide a list of your courses taught with enrollment numbers for all semesters.

Provide all course syllabi and a sample of teaching materials (part 2).

Include the overall numeric teaching evaluation number for each of your courses and the SMAD department average. Include all of the written student comments from at least one course.

**Scholarship**

Please provide a brief summary of all your scholarly and creative activities while at JMU. You may include activities prior to joining SMAD if they are relevant to your current work or there is an overlap.

**Service**

Please provide a brief summary of all your service activities. This should include committee and organizational service for the department, college, university, profession and community.

**Looking Ahead**

With consideration toward tenure and promotion and the standards of the College and University, what goals have you set for teaching, scholarship, and service for the next two years?

**B. Timeline**

**Second Semester – End of Week 3:** Submission of mini-dossier to SMAD AUH.

**Second Semester – End of Week 5:** SMAD PAC chair will provide the committee’s written evaluation to the SMAD AUH.

**Second Semester – End Week 6:** The AUH shall hold an evaluation conference with the faculty member. The conference provides an opportunity to discuss the faculty member’s performance and professional needs as perceived by both the faculty member and AUH.

**Second Semester – End of Week 7:** The AUH shall provide to the faculty member a written evaluation. A copy of the evaluation will be placed in the faculty member’s personnel file.
XI. Tenure and Promotion

A. JMU Faculty Handbook
Policies on tenure and promotion are contained in the JMU Faculty Handbook. Essentially, the faculty member may apply for promotion, or the PAC or AUH may nominate a faculty member for promotion. Written nomination must be made by September 1 and the dossier must be submitted by October 1. The dossier must contain a summary of activities and accomplishments in the areas of teaching, scholarly achievement and professional qualifications, and professional service and is submitted to the AUH, who will make the material available to the PAC.

A faculty member in the penultimate year of the probationary period must apply for tenure and submit a summary of activities and accomplishments in the areas of teaching, scholarly achievement and professional qualifications, and professional service to the AUH, who will make the material available to the PAC.

Those applying for tenure and/or promotion should carefully review all of the policies and deadlines contained in the JMU Faculty Handbook. Candidates are reviewed under the criteria set by the university, the Dean of the College of Arts & Letters and the SMAD Criteria for Evaluation of Faculty.

B. College of Arts & Letters
Dean’s Criteria
The material below represents the Dean’s criteria for tenure and promotion, as of October 2010. Any updates or revisions will be included if they occur.

Faculty members in the College of Arts and Letters are evaluated for tenure and promotion using the criteria outlined in the Faculty Handbook (III.E.). Faculty members are evaluated on the basis of their performance in the areas of teaching, scholarly achievement and professional qualifications, professional service, and the potential for continued professional development in each area.

Teaching performance may be evaluated by self-evaluation, peer evaluation, unit head evaluation, student evaluation, and/or portfolio evaluation. (Generally, untenured faculty members are expected to distribute student evaluations to all of their classes each semester; tenured faculty members are expected to distribute student evaluations to at least one of their classes every semester.) In order to evaluate whether a faculty member’s teaching is excellent, satisfactory, or unsatisfactory, the departmental PAC and the unit head may also examine syllabi, course grade distribution, letters/e-mails from former students, and exams and other teaching resources. The PAC and the unit head may also take into account the development of new courses or other evidence of curricular development; evidence of supervision of special studies or theses; evidence of student mentoring; evidence of effective academic advising; evidence of assistance to students in finding employment or internships; and/or attendance at workshops or conferences on teaching, for example.

Scholarly achievement and professional qualifications “may differ according to discipline,” as noted in the Faculty Handbook. Normally the faculty member will be expected to hold the appropriate terminal degree. In order to evaluate whether a faculty member’s scholarly achievement is excellent, satisfactory, or unsatisfactory, the departmental PAC and the unit head will examine the faculty member’s record of scholarly publication or creative activity. That record should show a continuing scholarly/creative agenda and the promise of future productivity. Of primary importance in this area are the following: A book published by a recognized press; a monograph published by a recognized press; edited volumes published by a recognized press; at least three scholarly essays or creative works in media of international, national, or regional distribution (including refereed journals, refereed electronic publications, or chapters in books, juried or refereed competitions); and/or the receipt of a major external grant. These will satisfy the college standard in this area. Departmental PAC’s and unit heads will consider the publication of textbooks and books of readings by the standards of the unit. The departmental PAC and the unit head may also consider, as evidence of secondary importance, papers or presentations given at international, national, and regional professional meetings; organizing and presiding at panels for international, national, and regional professional meetings; refereeing of research manuscripts and other scholarly material; publication of book reviews; participation in departmental or campus-wide seminars,
colloquia, or conferences; writing a published study guide; and/or other relevant evidence of scholarly achievement, for example No matter the quantity, scholarly achievement “of secondary importance” cannot outweigh scholarly achievement listed above as “of primary importance.”

Professional service, according to the Faculty Handbook, “shall include committee service and leadership at James Madison University or in professional or educational organizations, or service otherwise enhancing the profession, academic unit, college or university.” The college expects some service to the unit and its students. In order to evaluate whether a faculty member’s professional service is excellent, satisfactory, or unsatisfactory, the departmental PAC and the unit head will take into account the faculty member’s attendance at departmental faculty meetings; participation in departmental discussion concerning curriculum and instruction, hiring, and departmental policy changes; student advising; sponsorship of student organizations; service as coordinator of a graduate, major, or minor program; service as a member of university, college, or departmental committees; service as chair of university, college, or departmental committees; service as an officer of national, regional, or state professional organizations, and/or professional consultations, for example.

This document is intended to establish standards for a satisfactory rating in the three areas in which faculty members will be evaluated for tenure and for promotion to either associate or full professor. It is not intended to supercede the standards of the individual units of the college, and indeed these individual units may establish higher standards for a rating of satisfactory.

Dean’s Annual Memorandum
In addition to the policy above, it has been customary for the Dean to send an annual memorandum outlining the material to be submitted. Below is a example of that memo from September 5, 2013. Check with the SMAD AUH for the most recent memo from the dean.
Several years ago we updated the procedures for submission of promotion and/or tenure applications. The process has gone very well and I would like it continued. Below are those procedures, unchanged from a year ago. Please see to it that appropriate individuals in your unit receive a copy.

Part I of the Submission

Two copies of Part I (on standard, white paper) are required. It is not to be stapled, encased in plastic sheet protectors, or put in any form of a notebook. All components of Part I are to be collated and held together with a single, large binder clip. The specific components of Part I are as follows:

1. A promotion and/or tenure cover sheet, a single sheet of paper specifying name, current rank and title(s), desired action (promotion to specific rank, promotion with tenure, tenure only, etc.), year of appointment to present rank, highest academic degree with date awarded, rank and date of JMU initial appointment, other ranks held at JMU and years in each, previous service as full-time faculty at other institutions (names, dates, and rank), and other closely related employment history.

2. A copy of the faculty member’s initial contract with JMU along with any additional contracts or letters/memos of agreement that alter the conditions under which tenure and/or promotion is to be considered.

3. A statement from the individual in support of his or her candidacy. I recommend that it be organized around the areas of teaching, scholarly achievement and professional qualification, and professional service. Within each of these three areas the candidate would argue how she or he has met the standards of the department/school and university.

4. Copies of each of the department head/school director’s annual evaluations.
5. Copies of all official evaluations conducted by the PAC since the time of the last promotion or during the entire probationary period if the faculty member is a candidate for tenure.

6. A comprehensive Curriculum Vitae.

**Part II of the Submission**

This part of the submission should be physically separate from Part I. **Only one copy is required.** It may be presented in notebooks, file folders, or any other organizing aid which helps a reader understand the submission. Part II is composed of materials offered in support of the application and should have three subdivisions:

**Part IIA: Evidence of Effective Teaching.** This part includes representative evidence of performance in teaching; e.g., peer reviews, student accomplishments, and both quantitative and qualitative summaries of student evaluations over the years since the last personnel action. Here it would be good practice to submit for review the responses of all students in a number of recent classes in addition to the overall summaries.

**Part IIB: Evidence of Effectiveness in the Area of Scholarship/Professional Qualification.** This part includes representative evidence of performance in the area of scholarship and professional qualification. In the case of scholarly achievements that result in a product (articles, convention papers, etc.), I would like copies of the **three** items the candidate considers his or her best efforts. When a tangible product no longer exists, e.g., a past gallery exhibit, the candidate should submit evidence of the quality of the activity in addition to a simple enumeration of appearances.

**Part IIC: Evidence of Performance in Service Activities** This part, too, should include evidence that the candidate’s participation in a service activity made a favorable difference. That is, more than an enumeration of activities is sought.

The department head/school director and the PAC will be making a separate recommendation on each application for promotion and/or tenure. These recommendations should be delivered to the dean’s office in sealed envelopes. The PAC and the head/director do not share their final recommendations until they have been submitted to the dean. Once they have been submitted to the dean, these recommendations are also given to the faculty member. **All promotion and tenure materials (Part I, Part II, PAC Recommendation, Head/Director Recommendation) are due in the dean’s office no later than November 15.**

Department/school PACs may require far more documentation than I request here; e.g., course syllabi and materials, past exams, grade distributions, supporting letters from peers or past students, etc. In the event that the materials contained in Parts I and II prove insufficient to make a decision, I reserve the option of inspecting any additional materials previously requested by department/school PACs and used during their decision process.

Copies of Parts I and Part II will be returned to the applicant.
C. School of Media Arts & Design

SMAD policies and deadlines conform to the university policies contained in the JMU Faculty Handbook. In addition, for tenure or for promotion to full professor only associate or full professors serving on the PAC may vote on the candidate. Although consultation among the AUH, PAC and dean is encouraged, the AUH and the PAC shall make independent evaluations of the facts and make independent recommendations.

XII. Criteria for Evaluation of Faculty
School of Media Arts and Design
James Madison University

Adopted Sept. 21, 2001

INTRODUCTION

The following criteria are presented to provide the basis for fair and consistent evaluation of faculty members in the School of Media Arts and Design. They will be used by the SMAD Personnel Advisory Committee and by the Director of the School when considering merit salary increases, requests for promotion, and decisions about tenure. Individual faculty should use them when preparing their own annual reports, and when requesting promotion or tenure.

Faculty performance in SMAD will be considered in the three traditional areas outlined in the JMU Faculty Handbook 2001: (1) Teaching; (2) Artistic/Scholarly Achievement and Professional Qualification; and (3) Professional Service. In each of those categories are listed a variety of potential activities and accomplishments suggesting a range of performance that might result in ratings of "excellent," "satisfactory" or "unsatisfactory." As part of the evaluation in teaching, faculty members must conduct student evaluations in each of their classes each semester. Student evaluations are optional for summer classes.

Satisfactory ratings in all three areas are required for promotion to assistant professor; an excellent rating in one area and satisfactory in the others are required for promotion to associate professor and for the award of tenure; excellent ratings in two areas and satisfactory in the other are required for promotion to professor. SMAD requires that, for promotion to professor, one of the two excellent ratings must be in teaching.

Diversity and the uniqueness of individual faculty add to the quality of the School. Individual faculty are not expected to complete every item in each category, but are free to emphasize those activities that meet their own intellectual, creative and professional goals, so long as those goals are in keeping with the needs of the School. A key role of the Personnel Advisory Committee of the School of Media Arts and Design is to support individual faculty seeking to achieve excellence within the school.

The SMAD PAC will review the faculty’s annual reports and make written recommendations to the School Director concerning merit salary increases. Once merit salary increases are allocated, the SMAD PAC may request a review of the results with the Director. Individual faculty members may review any written evaluations they received from the SMAD PAC with the School Director. In addition, an appeal procedure is described in the JMU Faculty Handbook 2001, III.E.4.g.

In cases of first-year reviews, the SMAD PAC will provide faculty members with copies of recommendations sent to the Director, including, where appropriate, suggestions for improving performance in one or more of the evaluation categories. The SMAD PAC will conduct a third-year review (or mid-term review for faculty whose contracts provide for a probationary period shorter than the maximum seven-years).

With regard to requests for promotion or tenure, the SMAD PAC will provide the individual faculty member with a copy of its recommendation as soon as it is given to the Dean of the College of Arts and Letters. The PAC will notify candidates in advance in cases when promotion or tenure will not be recommended. A candidate may withdraw from consideration, without prejudice, at any time during the process.

Faculty should feel free to meet with the School Director, with individual members of the SMAD PAC, or with the
PAC as a whole for advice on preparing their credentials. Candidates for promotion or tenure may meet with the SMAD PAC to discuss the intangibles that may need clarification beyond the written record, or to review the results of their evaluation.

For more information about the evaluation process, including the deadlines for submitting materials, see the JMU Faculty Handbook 2001.

The evaluation criteria that follow are meant to be general in nature, so that a faculty member can make a case by providing evidence of the value of specific items. The items are not listed in order of importance.

**CRITERIA**

**Teaching: Satisfactory**

A faculty member being evaluated for promotion or tenure should provide evidence of as many items as appropriate in one or more of the categories listed below to support a satisfactory rating in teaching:

- 1. Teaches appropriate, well-prepared materials.
- 2. Works to improve teaching skills by attending such things as conferences, courses or workshops.
- 3. Keeps abreast of developments in individual field or field of interest and reflects these developments in teaching.
- 4. Pursues instructional development by securing university grants, local grants or other funding support.
- 5. Receives positive student evaluations. The faculty member should provide the PAC with statistical course evaluation printouts for the year. In cases of promotion and tenure the faculty member should provide the PAC with statistical course evaluation printouts from the four most recent semesters and open-ended student comments from the last two semesters. Include explanations of why a statistical evaluation may be considered positive in light of course level, majors/non-majors student enrollment, theory/practice nature of the course, etc.
- 6. Receives positive peer evaluations. In cases of promotion and tenure the PAC will arrange direct observation of the faculty member in the classroom. The PAC will also schedule a PAC interview with the faculty member if necessary or requested by the candidate.
- 7. Demonstrates accessibility to students outside of class, as illustrated by maintaining office hours in accordance with school policy.
- 8. Advises or supervises academic co-curricular activities whose quality is recognized by peers and professionals on the local or state level.
- 9. Encourages students to enter competitive exhibitions and competitions.
- 10. Demonstrates effectiveness in academic advising and/or career counseling.
- 11. Responds appropriately to annual evaluations. Appropriate responses may include evidences of change stemming from evaluations or an attached statement satisfactorily addressing points of disagreement.
- 12. Receives teaching/advising award on a university or state level.

**Teaching: Exceptional**

In addition to the items listed under “Satisfactory,” a faculty member being evaluated for promotion or tenure should provide evidence of as many items as appropriate in one or more of the categories listed below to support an excellent rating in teaching:
1. Demonstrates effective and innovative teaching, as exemplified by such things as revising course material in a significant way or originating courses.

2. Uses outside resources and instructional alternatives such as guest speakers, field trips, visiting artists and scholars. Enhances the general education of students through scholarly and professional outreach.

3. Receives superior student evaluations. The faculty member should provide the PAC with statistical course evaluation printouts for the year. In cases of promotion and tenure the faculty member should provide the PAC with statistical course evaluation printouts from the four most recent semesters and open-ended student comments from the last two semesters. Include explanations of why a statistical evaluation may be considered positive in light of course level, majors/non-majors student enrollment, theory/practice nature of the course, etc.

4. Shows strong evidence of outstanding student accomplishment.

5. Receives superior peer evaluations. In cases of promotion and tenure the PAC will arrange direct observation of the faculty member in the classroom. The PAC will also schedule a PAC interview with the faculty member if necessary or requested by the candidate.

6. Assumes extra teaching responsibilities, including supervising a significant number of independent projects or internships, directing honors projects, or teaching course overloads.

7. Pursues instructional development by securing major university, local or national grants or other funding support.

8. Advises or supervises academic co-curricular activities whose quality is recognized by peers and professionals on the regional or national level.

9. Demonstrates superior performance in academic advising and career counseling and/or shows excellent accessibility to students outside of normal class and office hours.

10. Interns at a professional media organization on the local, state or national level.

11. Receives a teaching award on a regional, national or international level.

**Artistic/Scholarly Achievement and Professional Qualification: Satisfactory**

A faculty member being evaluated for promotion or tenure should provide evidence of as many items as appropriate in one or more of the categories listed below to support a satisfactory rating in scholarly achievement and professional qualification. Evidence should be clearly relevant to the appropriate discipline.

1. Publishes research and other scholarly articles in refereed local or state journals. Produces creative works for local or state-wide performance and/or distribution. Publishes creative/journalistic work in local or state publications.

2. Writes, produces or directs creative works presented through the media on the local or state level.

3. Presents refereed papers or creative works at local or state meetings.

4. Publishes creative work, research, or scholarly articles in nonrefereed local or state journals/publications. Exhibits creative work in local or state-wide nonjuried shows.

5. Presents invited papers or creative works at local or state meetings.

6. Gives presentations or serves as a panel member at professional meetings at the local or state level.
• 7. Evaluates creative/scholarly work as editor or editorial board member for a local or state journal.

• 8. Designs, develops and disseminates computer programs or applications used in research or creative works on the local or state level.

• 9. Presents peer seminars or short courses at the local or state level.

• 10. Completes post-graduate study beyond the appropriate degree required to hold current position.

• 11. Consults for professional media organizations on the local or state level.

• 12. Attends courses or meetings at the local or state level that enhance professional development.

• 13. Performs in creative productions for local or state-wide broadcast.

• 14. Receives JMU or external research or related grants.

• 15. Holds a terminal degree or its equivalent in an appropriate field.

• 16. Receives awards for creative/scholarly work on a local or state level.

**Artistic/Scholarly Achievement and Professional Qualification: Excellent**

In addition to the items listed under “Satisfactory,” a faculty member being evaluated for promotion or tenure should provide evidence of as many items as appropriate in one or more of the categories listed below to support an excellent rating in scholarly achievement and professional qualification. Evidence should be clearly relevant to the appropriate discipline.

• 1. Publishes books, articles and/or creative works of regional, national or international significance.

• 2. Publishes research and other scholarly articles in refereed national or international journals. Produces creative works for regional, national or international performance and/or distribution. Publishes/exhibits juried creative works in regional, national or international publications/exhibitions.

• 3. Writes, produces, directs, or performs creative works presented through the media at the regional, national or international level.

• 4. Presents refereed papers or creative works at regional, national or international meetings.

• 5. Publishes research and other scholarly articles in nonrefereed regional, national or international journals.

• 6. Presents invited papers or creative works at regional, national or international meetings.

• 7. Gives presentations or serves as a panel member at professional meetings at the regional, national or international level.

• 8. Evaluates scholarly/creative works as editor or editorial board member for a regional, national or international journal.

• 9. Designs and develops computer programs or applications used in research or creative works that are disseminated regionally, nationally or internationally.
10. Presents peer seminars or short courses at the regional, national or international level.

11. Continues professional development by completing post-graduate fellowship or equivalent courses of study beyond the appropriate degree required to hold current position. Maintains professional licenses through continuing education.

12. Consults for professional media organizations on the regional, national or international level.

13. Performs in creative productions for regional, national or international distribution.

14. Receives a fellowship, research or related grant of regional, national or international significance.

15. Receives awards for creative/scholarly work on a regional, national or international level.

**Professional Service: Satisfactory**

A faculty member being evaluated for promotion or tenure should provide evidence of as many items as appropriate in one or more of the categories listed below to support a satisfactory rating in service:

1. Serves regularly on school, college and university committees. (normally 2 or 3 active committees a year).

2. Advises student organizations beyond those directly related to teaching duties.

3. Develops and sets up on-campus programs that contribute to the enrichment of the school, college or university.

4. Acquires outside funding or other resources that directly support on-going activities of the school, college or university.

5. Holds office in a local or state media or arts organization.

6. Serves on editorial board of a local or state publication.

7. Develops classes and workshops for local or state organizations.

8. Chairs or organizes competitive panels presented at local or state conventions.

9. Serves as juror, critic, reviewer or consultant for organizations/publications/exhibitions at the local or state level.

10. Helps develop management, production or commercial/non-commercial policies for media or arts industries on the local or state level.

11. Participates in an interdisciplinary program or in another supervisory/administrative capacity.

12. Receives an award for service from a local or state organization.

**Professional Service: Excellent**

A faculty member being evaluated for promotion or tenure should provide evidence of as many items as appropriate in one or more of the categories listed below to support an excellent rating in service:

1. Plays a positive leadership role through chairing or contributing substantially to school, college and university committees.
2. Makes significant contributions as an advisor of student organization(s).

3. Develops and sets up on-campus programs that bring regional, national or international recognition to the school, college or university.

4. Acquires substantial outside funding or other resources that directly support on-going activities of the school, college or university.

5. Holds office in a regional, national or international media or arts organization.

6. Serves on editorial board of a regional, national or international publication.

7. Develops classes and workshops for regional, national or international organizations.

8. Chairs or organizes competitive panels presented at regional, national or international conventions.

9. Serves as juror, critic, reviewer or consultant for organizations/publications/exhibitions on a regional, national or international level.

10. Helps develop management, production or commercial/non-commercial policies for media or arts industries on the regional, national or international level.

11. Serves as coordinator or director of an interdisciplinary program, or in another supervisory/administrative capacity.

12. Receives an award for service from a regional, national or international organization.

13. Organizes or participates in developing an exhibition at a regional, national or international level.

14. Volunteers significant time and effort to unassigned work that positively enhances the school, college or university.