

**Integrated Science and Technology (ISAT)**  
**Implementation Guidelines for**  
**Annual Evaluation, Reappointment, Promotion, and Tenure**

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## 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 ISAT program. The Dean has the responsibility for evaluating the Department Head 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 *Satisfactory*, *Exceptional*, or *Unsatisfactory*. The PAC and the Department Head should exercise their subjective judgments as to whether *Satisfactory*, *Exceptional*, 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 *Exceptional* ratings for these two types of reviews.

## Part II. Personnel Advisory Committees

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. A retiring member who was elected for three years must remain off the PAC least one year before being reelected to the PAC for a three-year term.
  - 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 University document, "Renewable Term Appointments for Instructional Faculty", February 17, 1997 (Revised November 20, 1997).

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 *exceptional* rating in one of the criteria and *satisfactory* ratings in the others shall be necessary for promotion to associate professor.
- *Exceptional* 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.

## **Part IV. Procedures for Tenure-Track Faculty**

Recommendations for promotion may be 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 VI. B., 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 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.

Within ISAT, the Department Head will notify by March 1 each faculty member who will be reviewed for tenure in the following academic year.

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

Faculty members must submit packages for Promotion and Tenure to the Departmental Secretary by 15 Sept. (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 Oct.

## **Part VI. Amendment Process**

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

**Integrated Science and Technology (ISAT)**  
**Criteria Guidelines for**  
**Annual Evaluation, Reappointment, Promotion, and Tenure**

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**Part I. General Considerations, p. 1**

**Part II. Teaching Standards, p. 3**

**Part III. Scholarly Achievement and Professional Qualifications Standards, p. 5**

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## Part I. General Considerations

### A. Faculty Responsibilities

Faculty members in Integrated Science and Technology (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 re-appointment, promotion, and the award of tenure. These criteria are (a) teaching, (b) scholarly achievement and professional qualifications, and (c) professional service. These criteria will also be used as the basis for the annual evaluations of ISAT faculty.

The standards included in teaching, scholarly achievement and professional qualifications, and professional service will tacitly include consideration of the following three criteria:

1. *Personal leadership.* A measure of self 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.* The measure of commitment, attitude, and enthusiasm for the ISAT program and its needs. Professional commitment does not seek personal incentives nor rewards for responding and reflects generosity of personal time in serving the program.
3. *Professional collegiality.* A measure of the extent to which the faculty member participates and cooperates with other faculty members, generates a spirit of teaming, is sought by others as a colleague in performing tasks, and/or fosters harmony among faculty, staff, and students.

### C. Flexibility of Guidelines

The evaluation standards described here should not be interpreted as inflexible and absolute. The reward system within the ISAT program should be sufficiently flexible that all members of the faculty can concentrate on their strongest areas within teaching, scholarship, and service.

### 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) scholarly activity, and (3) 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. Several factors may affect the awarding of tenure or promotion, e.g., Section D, above; however, the *minimum* required standards shall be those specified in the Faculty Handbook for promotion and tenure:

*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.

## **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, although factors similar to consideration for tenure (such as promise of continued long-term performance) will also be evaluated in determining qualification for reappointment. Other factors such as program need and program financial exigencies must also be considered in determining reappointment of faculty.

## Part II. Teaching Standards

1. To receive a *Satisfactory* rating for Teaching, a faculty member must demonstrate many of the activities listed below:
  - 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, the individual must show satisfactory performance in teaching. In addition, the individual must demonstrate several of the achievements listed below:
  - 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-ISAT 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 in either quality or quantity of effort 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*. An individual is expected to show many of these activities:
  - a) Membership and participation in professional meetings, field conferences, and other scholarly gatherings.
  - b) Research involving students in independent studies or within the Honors Program.
  - c) Supervising student independent study and honors projects.
  - d) Presenting papers at regional meetings and publishing in non-refereed journals.
  - e) Development of instructional or education materials.
  - f) 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.
  - g) Engaging in unpublished ongoing research.
  - h) Presentation of faculty seminars and colloquia.
  - i) 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 professional's external to JMU that the individual is recognized for scholarly contributions or professional expertise. The individual must demonstrate several of the achievements listed below:
  - 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) Service as editor of a national or international journal or referee of papers for such a journal.
  - f) Recipient of government or foundation grants, awards, or contracts.
  - g) Active research involving students and demonstrable through presentation or publication in a professional forum.

- h) 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.
  - i) Presentation of papers at national or international professional meetings.
  - j) Initiating a successful grant proposal for external funding and/or directing the resulting project.
  - k) Authoring textbooks or teaching materials.
  - l) Professional consulting which reflects recognition of the individual's expertise.
  - m) Other scholarly achievement, recognition, or professional development which the PAC deems exceptional.
3. A faculty member who shows serious deficiencies in either quality or quantity of effort 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.

To receive a Satisfactory rating for Professional Service, the individual must participate in many of the activities listed below at an acceptable level, and must provide an adequate level of service to the ISAT Department. To receive an Excellent rating, the individual must be at least Satisfactory in performing the activities below, must demonstrate leadership in service, and must demonstrate many of the achievements listed below at an extraordinary level. A faculty member who shows serious deficiencies in either quality or quantity of effort shall be rated as Unsatisfactory.

1. Service that advances the mission of James Madison University, the College of Integrated Science and Technology, and the Department of Integrated Science and Technology.
  - a. Serving and participating as a valued team member on Departmental, College and University committees, including ISAT representative to the Faculty Senate.
  - b. Participating in public relations events and student recruiting.
  - c. Participating in grant proposals for external funding for teaching and equipment support.
  - d. Serving as a faculty advisor to student organizations.
  - e. Serving as a satisfactory student curriculum advisor.
  - f. 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.
  - g. A major service or office at the Department, College or University level.
  - h. Service leadership, e.g., the ability to initiate and execute constructive change in the ISAT program.
  - i. 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 national or international 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 in the area of one's professional competence which the PAC deems to be a significant contribution.

## **Part V. Amendment Process**

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