

Department of Economics  
Promotion and Tenure Evaluation  
Guidelines

Approved: 2019

## I. INTRODUCTION

The Department of Economics Academic Unit Personnel Advisory Committee (AUPAC) will evaluate candidates for tenure and promotion in the areas of teaching, research, and service. The PAC shall consist of tenured members of the department who agree in writing in advance to abide by the procedures detailed in this document. Non-tenured faculty members are excluded from all discussions and all votes regarding candidates for tenure and/or promotion.

A positive recommendation for tenure and promotion to Associate Professor requires an evaluation of Excellent in at least one area and Satisfactory in the remaining areas. Promotion to Professor requires an evaluation of Excellent in at least two areas and Satisfactory in the remaining area. The Department of Economics values activities that support the goals of the college and university. Candidates for tenure and promotion must qualify as Scholarly Academic (SA) as defined in *James Madison University CoB Guidelines for Faculty Qualifications*.

The criteria for evaluation of research, as specified in section IV, are sufficient conditions and not necessary conditions. That is, a candidate satisfying the stated requirements will receive a Satisfactory or Excellent evaluation from the PAC in research without being required to produce additional evidence of performance. If a candidate fails to meet the sufficient conditions, an evaluation of Satisfactory or Excellent is not guaranteed. In such cases, it will be the responsibility of each member of the PAC to render an individual evaluation of the candidate's research record, and this may be an evaluation of Unsatisfactory. Thus, a candidate not satisfying the stated requirements may still receive a Satisfactory or Excellent evaluation in research. However, the candidate will be expected to specify fully how and why their research accomplishments represent achievement equivalent to the stated criteria. The Department of Economics values all three types of scholarship as defined by AACSB. These are (a) basic or discovery, (b) applied or integration/application, and (c) teaching and learning.

It is the responsibility of the candidate for PAC action to assemble and present data and supporting documentation for the use of the PAC by September 20 (i.e., 30 days prior to the date by which the PAC decision must be rendered, according to the JMU Faculty Handbook). For the purposes of this document, the following definition applies.

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The “base period” is defined as the time since (a) last promotion other than to Assistant Professor, (b) date of hiring if later than the date of last promotion other than to Assistant Professor, (c) [as it pertains to research criteria for promotion to Full Professor], the day after the PAC last rendered a positive decision on promotion to Associate Professor and [as it pertains to teaching and service criteria for promotion to Full Professor], September 1 of the year that the PAC last rendered a positive decision on promotion to Associate Professor.

## II. AMENDMENT PROCEDURE

Any proposal to modify this document must be submitted to the departmental faculty at least two (2) weeks in advance of a meeting on that proposal. A proposal to amend will be approved when there are affirmative votes from at least two-thirds (2/3) of the full-time, tenure-track members of the department (excluding administrators and persons on leave). Friendly amendments to a written proposal to modify this document may be voted upon at the meeting to consider the proposal. Other amendments will be voted on no sooner than one week later. Absentee votes on written proposals will be accepted.

All proposed changes to the Research section of this document must fulfill the following set of requirements.

1. The written proposal must be submitted at least two weeks prior to the formal consideration by the PAC.
2. The proposal must be signed by at least two full-time, tenured or tenure-track members of the Department of Economics.
3. The proposal must be accompanied by a written statement specifying the substantive basis for the proposed action.

## III. TEACHING

Determination that a candidate for tenure or for promotion to Associate Professor or Professor is either Unsatisfactory, Satisfactory, or Excellent, will be made by members of the PAC on the basis of their professional judgment. Teaching is a multifaceted activity that includes, course design and delivery, curriculum development, and interaction with students. Therefore, the evaluation process should be characterized by multiple sources of information and a broad view of the activities that that constitute effective teaching.

[Faculty Handbook, Section III.E.2.b(1): Consideration of teaching performance must include, but need not be limited to, the following: self-evaluation, evaluation by peers or AUHs, and student evaluations. Consideration should be given to a faculty member’s commitment to student advising and innovations in teaching as evidenced by development of new course work and teaching methodology.] Additional evidence of teaching performance includes (a) syllabi that are thorough, current, and reflective of the latest developments in the field of study, (b) outlines, exams, and other course materials, (c)

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student evaluations, both written and numerical averages, (c) grade point averages in courses taught, (d) peer evaluations of classroom performance, (e) performance of students on departmental or university assessment instruments, if available, (f) data from exit interviews or alumni reports on teaching performance, (g) support for students writing honors theses and independent studies projects.

Satisfactory Teaching is defined as effectively performing the following activities:

- Providing instruction at a rigorous and challenging level
- Stimulating learning and interest in the subject matter
- Being well-prepared for class
- Informing students of course objectives, assignments, and examination procedures
- Conducting class in a well-organized manner
- Communicating the subject matter clearly
- Maintaining scheduled office hours
- Treating students with courtesy and respect
- Providing career advising to students
- Maintaining fair and impartial grading standards
- Providing timely feedback on progress
- Staying current with the subject matter
- Participating in program activities to assess and update the curriculum

These activities are essential to good teaching and are, therefore, necessary for an evaluation of Satisfactory in the area of teaching

Excellent Teaching: In general, there are multiple paths to teaching excellence. Indicators of excellent teaching include, but are not limited to:

- Fulfilling the requirements for satisfactory teaching performance in an exemplary manner
- Evidence of a strong and sustained commitment to teaching
- Publications in refereed journals relating to teaching methods, pedagogical innovations, and course content
- Development of new course or major revisions of existing courses
- Teaching awards
- Outstanding student or peer evaluations
- Supervision of independent studies and honors theses

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## IV. RESEARCH

### A. Journal rankings, categories, and points

The PAC ranks journals into five categories:

- A-1 journals worth 11 points
- A-2 journals worth 7 points
- A-3 journals worth 4 points
- B journals worth 2 points
- C journals worth 1 point

For publications accepted after 5/1/2019, the journals in categories A-1, A-2, and A-3 are based on 8 metrics of research impact. Five of these scores come from RePEc: simple impact factor, recursive impact factor, discounted impact factor, recursive discounted impact factor, and h-index. The remaining three scores come from Scopus: CiteScore, SJR, and SNIP. The lists of journals in categories A-1, A-2, and A-3 can be found in Appendix 1. The algorithm for aggregating these metrics into journal rankings can be found in Appendix 2. Outside the A-1, A-2 and A-3 categories, journals count in the B category if they are JEL-indexed and count in the C category if they are not JEL-indexed.

Prior to an application for tenure and/or promotion, the PAC may designate a specific number of research points for a specific publication upon request of the author of that publication. If a faculty member has a journal publication that they believe merits more research points than the number that the PAC journal ranking list assigns to the journal where that article was published, then the faculty member may submit a written request to the PAC. This request is not to be taken lightly and the faculty member must provide documentation to support the request for classification.

If the publication is in a journal not included in the department's 8-score superlist, then the author may submit the 8 scores (from RePEc and Scopus) if those scores are available for that journal. In such a case, the faculty member can request to have their publication ranked in the same way as the journals on the department's 8-score superlist. If the publication is in a journal whose Borda score is in the range of Borda scores for the A-1 journals on the superlist, then that publication will receive 11 points. If the publication is in a journal whose Borda score is in the range of Borda scores for the A-2 journals on the superlist, then that publication will receive 7 points. If the publication is in a journal whose Borda score is in the range of Borda scores for the A-3 journals on the superlist, then that publication will receive 4 points. In cases like these, when the 8 scores are available, then points can be assigned without the PAC having to meet and discuss the request.

If the 8 scores (from RePEc and Scopus) are not available for the journal, then a PAC meeting, discussion, and vote will be held to evaluate the request. In such a case, the

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request may contain documentation such as citations of the publication or similar information regarding impact obtained from appropriate sources. In the written request, the faculty member should propose a number of points for their publication, and the PAC will either accept or decline the faculty member's proposal based on a majority vote. If the proposal is accepted, then that publication will be awarded the proposed number of research points whenever the faculty member makes their next application for tenure and/or promotion. The PAC will provide a written ruling on the article in question, with a copy to the AUH. Written requests should be submitted to the PAC chair and the AUH by March 31, and the PAC will provide their written ruling no later than May 1. Note that this is done at the level of the publication and does not impact the standing of the journal in the PAC journal ranking list.

B. Sufficient conditions for the various ratings are as follows:

1. Promotion to Associate Professor or Receipt of Tenure  
Satisfactory: A stock of research consisting of two (2) articles and eight (8) research points in total.  
Excellent: A stock of research consisting of three (3) publications, two (2) of which must be articles, and sixteen (16) research points in total.
2. Promotion to Professor  
Satisfactory: A stock of research consisting of three (3) articles and sixteen (16) research points in total.  
Excellent: A stock of research consisting of five (5) publications, three (3) of which must be articles, and thirty-two (32) research points in total.
3. Additional rules
  - i) Articles must account for at least 50% of the required total points.
  - ii) Articles in A-ranked journals (A-1, A-2, A-3) must account for at least 30% of the required total points.
  - iii) For promotion to Professor, at least 40% of the required total points must have been earned in the base period and one article must be sole authored.
  - iv) A comment or note in a journal will be assigned one-half (1/2) of the points that would be assigned to an article in the same journal. In all periods, publications in journals ranked A or B which are sole authored will have their point values multiplied by a factor of 1.2.

C. Alternate research vehicles

Monographs, chapters in books, textbooks, published proceedings papers and book reviews are legitimate alternate research vehicles. However, given the differences in goals, audiences, and quality, it is virtually impossible for the department to design a weighting scheme or specify the appropriate rates of substitution between these alternate research vehicles. Thus, it must be the responsibility of the candidate to specify the points that he or

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she believes to be appropriate for an alternate research vehicle and to provide a justification for that point specification.

## V. SERVICE

Determination that a candidate for tenure or for promotion to Associate Professor or Professor is either Unsatisfactory, Satisfactory, or Excellent, will be made by the members of the PAC on the basis of their professional judgment. Entering into that judgment should be evidence regarding the quantity and quality of their service activities for the Department of Economics, the College of Business, James Madison University as a whole, the economics profession as a whole, the academic community as a whole, and the non-academic community at large, both locally and more widely.

The Department of Economics recognizes three levels of service, in order of increasing merit:

- a) Level 3 Service is defined as participation in department, college, and university events for which faculty visibility is important. Generally, such participation does not require additional efforts either before or after. All faculty members are expected to participate in a variety of level 3 activities. Examples of level 3 service include:
  - Attending graduation ceremonies, COB Parent's Day Open House, COB Homecoming Open House, COB awards ceremonies, department meetings, or department seminars
  - Participating in faculty recruiting (meeting with candidates and attending candidate seminars)
  - Meeting with potential employers of COB students
  - Meeting with prospective students or their parents
  
- b) Level 2 Service is defined as important activities in support of one's program, the college, the university, or the profession that involve a moderate to significant time commitment. It is anticipated that the bulk of a faculty member's service activities will fall into this category. Examples of Level 2 service include:
  - Member of department, college, or university committees or of Faculty Senate
  - Proceedings editor or program chair for a professional conference
  - Active participation in curriculum development or program assessment
  - Participation in university-sponsored programs
  - Significant work refereeing for professional journals
  - Significant service as a discussant at professional conferences

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c) Level 1 Service is defined primarily as activities that involve a very significant time commitment. Secondary indicators of Level 1 service are 1) a high level of personal responsibility, 2) involvement in activities that are critical to the mission of the department, college, university, or professional organization, 3) distinguishing oneself in a leadership role, whether elected or appointed, 4) serving, with distinction, one's profession or the external community in a role that exploits one's professional knowledge, skills, and talents, 5) making a difference in those areas in which one has chosen to serve, and 6) being widely recognized as one who has an exemplary attitude towards service commitments and who serves as a role model for other faculty. Level 1 service should not be interpreted as requiring the presence of every indicator of exceptional performance. However, in all cases there should be evidence of a substantial contribution and an active role. Examples of level 1 service include:

- Major responsibility for a significant curriculum reform
- Speaker of Faculty Senate
- Chair of AACSB or SACS re-accreditation efforts or of a similarly important university committee
- Faculty advisor to an active, successful student organization
- High level office in a prestigious regional, national, or international organization involving a significant time commitment
- Editorial leadership at respected journals (such as editor-in-chief, managing editor, or especially active associate editors / co-editors)
- Program assessment coordinator

## VI. THIRD-YEAR REVIEWS OF TENURE-TRACK FACULTY

The PAC will conduct a "third year" evaluation of all tenure-track Faculty in the spring of the faculty member's third year at JMU. The faculty member will submit to the PAC (by March 1st of the third year) a report on his/her scholarship and service activity in addition to copies of course syllabi, examinations, student evaluations, a statement of the faculty member's teaching philosophy, and other materials related to teaching (including any materials requested by the PAC). The faculty member's progress toward tenure and promotion with respect to teaching, research, and service will be evaluated and reported to the faculty member in the form of a letter (by April 15th). A copy of this letter will be placed in the faculty member's permanent file.

## VII. EARLY PROMOTION/TENURE

Faculty may be considered for early tenure and/or early promotion to Associate Professor or Professor if their performance significantly exceeds normal expectations in all three functional areas of a faculty member's responsibilities. For this assessment to be made, both the PAC and the AUH must agree that a candidate is eligible for early consideration for tenure/promotion.

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## VIII. EVALUATION OF RENEWABLE TERM APPOINTMENT (RTA) FACULTY

Faculty holding Renewable Term Appointments (RTA) will be evaluated by the AUH after one semester, in their first year of employment (as required in the Faculty Handbook), and annually thereafter. RTA faculty must maintain at least Scholarly Practitioner (SP), Instructional Practitioner (IP), or Scholarly Academic (SA) status as agreed with the AUH. In their third year and sixth year, the AUPAC will provide feedback for RTA faculty development purposes. For these purposes, RTA faculty will submit to the AUPAC a dossier summarizing their activities and accomplishments in the areas of teaching, scholarly activity, and service since beginning employment at JMU. This dossier should be submitted to the AUPAC by February 1 and should include a curriculum vitae, copies of all annual evaluations written by the AUH, and supporting documentation as requested by the AUPAC. All faculty having RTA contracts as of the date of final approval of this document and who have been at JMU for less than three years will be reviewed by the AUPAC one time (in the 2021-22 academic year) for feedback and development purposes.