JMU Libraries

Evaluation and Procedures

Approved: 2023

James Madison University Libraries Promotion and Tenure Guidelines

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1. Introduction

This document covers professional contracts, development, and performance assessment for tenure-track and non-tenure track library faculty. It serves as a guide to the individual faculty members, the Personnel Advisory Committee (PAC), supervisors, the Academic Unit Heads (AUH), and the Dean of Libraries. It should be used in concert with the James Madison University Faculty Handbook. This document must be reviewed annually by the LFA Policy Committee to maintain alignment with the Faculty Handbook. In cases of discrepancy between the Faculty Handbook and this document, the Faculty Handbook must take precedence.

The components comprising each faculty member's job performance are delineated in their position description. Faculty members are expected to add to their professional qualifications through continuing education and to contribute to their professional field or area of specialization through scholarly achievement. Faculty members are also expected to engage in service and leadership activities that benefit the Libraries, the university, their profession, or the community.

1.1 Applicability

This document applies to all instructional faculty within the Libraries. Except where indicated, this document also applies to A&P faculty within the Libraries who are pursuing promotion.

1.2 Faculty Status, Positions, and Rank

Faculty status, positions, and ranks are described in section III.B. of the Faculty Handbook.

71 1.3 Version

72 The current version of the James Madison University Libraries Promotion and Tenure

73 Guidelines (PTG) supersedes all previous versions, and its terms replace the terms contained in
74 previous versions. The university expressly reserves the right to change policies, benefits, and
75 procedures, and faculty members are bound by changes as they become effective. Changes to
76 the PTG are made as needed by the LFA Policy Committee and are approved by majority vote of
77 eligible faculty members.

78 1.4 Approval of New Procedures and Criteria

79 This document covers procedures and criteria specific to the Libraries. As per the Faculty
80 Handbook, III.E.1.f. Approval, "Academic unit evaluation procedures and criteria must be
81 approved by the [Libraries] faculty members, AUH, dean, and Provost. New or revised
82 evaluation procedures and criteria may be proposed to the academic unit by individual faculty
83 members, the [Personnel Advisory Committee], or AUH. New or revised procedures and
84 criteria must be proposed and approved in a timely manner to allow their use by faculty
85 completing evaluations." See the [LFA Policy Committee Procedures](#) for the process for
86 recommending and approving policy changes.

87 1.5 Contracts

88 For information on contracts, see Faculty Handbook Section III.D.

89 1.6 Word Usage

90 • *Academic Unit* is defined as an administrative department or its functional equivalent,
91   as identified by the provost.
92 • *Academic Unit Head* is "the head of an academic department or the functional
93   equivalent of that position," according to Academic Affairs Policy #2 Academic Unit
94   Heads.
95 • *Day* indicates a calendar day by 5 pm, unless otherwise specified. A specific date
96   indicates that calendar date by 5 pm. If, however, a specified deadline falls on a day
97   when the university is not scheduled to be open, or is not open for business (as in an
98   emergency closing, a holiday, or a weekend), the deadline must be the next day the
99   university is open for business by 5 pm.
100 • *Milestone evaluations* refers to promotion and tenure reviews for faculty.
101 • *Must* indicates a mandatory action.
102 • *Should* and *may* indicate discretion on the part of the actor.
103 • *Will* is intended to be descriptive only and does not obligate or direct any action.

104 All references to any entity or publication refer to those entities and publications at James
105 Madison University unless otherwise specified.

106 1.7 Abbreviations and Style

107 This handbook is intended to conform to the stylistic conventions in use at James Madison
108 University. After a name or title has been used the first time, it will usually be abbreviated.

109 Some examples are listed below:

110 • Academic Unit Head – AUH
111 • Personnel Advisory Committee – PAC
112 • Administrative and Professional Faculty – A&P
113 • Board of Visitors – BOV
114 • Provost and Senior Vice President for Academic Affairs – provost
115 • Faculty Annual Review – FAR
116 • Faculty Anticipated Activity Plan – FAAP
117 • Renewable Term Appointment – RTA
118 • Speaker of the Faculty Senate – Speaker

119 2. Evaluations

120 University policies and procedures regarding evaluations are covered in the Faculty Handbook,
121 III.E. Evaluation, Promotion and Tenure.

122 2.1 Evaluation Fundamentals

123 2.1.1 Evaluation Bodies

124 As per the Faculty Handbook, III.E.2.a. AUPAC, the Libraries Personnel Advisory Committee
125 (PAC) "advises the AUH and makes recommendations on personnel matters within [the
126 Libraries]. The [PAC] is responsible to the faculty and to the AUH for conducting its functions,
127 and the dean must provide oversight of the work of the [PAC] to determine if it has followed
128 appropriate procedures." Guidelines for Libraries PAC membership, elections, and procedures
129 are on the Libraries PAC Hub site.

130 2.1.2 Records

131 Faculty members are responsible for keeping comprehensive records of their professional
132 activities to supply supporting documentation for all reviews.

133 Copies of all evaluations that are to be maintained as a matter of record must be stored in the
134 faculty member's personnel file in the Libraries Human Resources Department. Faculty
135 members may review their own personnel files (see Faculty Handbook, III.G.1. Reviewing
136 Personnel Files).

137 In support of its role in evaluations, the PAC has the right to review all relevant material in the
138 faculty member's personnel file (see Faculty Handbook, III.E.1.d. Access to Records by AUPAC).

139 If documents that were not submitted by the faculty member and are not contained in the
140 faculty member's personnel file are to be considered in an evaluation, the faculty member must
141 promptly be given access to the documents and given an opportunity to respond to them (see
142 Faculty Handbook, III.E.1.e. Access to Records by Faculty Member).

143 2.1.3 Confidentiality

144 All persons involved in the evaluation process must respect and maintain the strict
145 confidentiality of all relevant documents and deliberations.

146 2.2 Types of Evaluations

147 2.2.1 Supervisor Evaluations

148 The Libraries has adopted an evaluation structure to match its organizational structure. All
149 faculty evaluations are conducted by the faculty member's supervisor. For the purposes of
150 evaluations faculty supervisors are given AUH signatory authority, and in this document the
151 term "supervisor" (not "AUH") is used when referring to their evaluation responsibilities.
152 When a faculty member supervised by the dean undergoes a milestone review, the dean may
153 select another Libraries faculty supervisor to evaluate the materials of the faculty member, in
154 addition to the dean and the AUPAC.

155 • Initial evaluation. The initial evaluation will be conducted at the beginning of the faculty
156 member's second full semester of employment. The initial evaluation becomes a matter
157 of record and must be stored in the faculty member's personnel file in the Libraries
158 Human Resources Department.
159 • Faculty annual evaluations. Annual evaluations of all faculty members must be
160 conducted after the conclusion of each academic year. Annual evaluations become a
161 matter of record and must be stored in the faculty member's personnel file in the
162 Libraries Human Resources Department. The supervisor must provide the official
163 written evaluation to the faculty member by **October 1**. Appeals of instructional faculty
164 FARs are referred to the PAC.
165 • Midpoint review. The AUPAC and supervisor must independently review the
166 accomplishments of tenure track faculty at the midpoint of the probationary period,
167 typically during the third year of candidacy. The midpoint review becomes a matter of
168 record and must be stored in the faculty member's personnel file in the Libraries
169 Human Resources Department.
170 • A comprehensive evaluation concerned with promotion is conducted in addition to the
171 annual evaluation in the appropriate year. It becomes a matter of record and must be
172 stored in the faculty member's personnel file in the Libraries Human Resources
173 Department.
174 • A comprehensive evaluation concerned with tenure is conducted in addition to the
175 annual evaluation in the appropriate year. It becomes a matter of record and must be
176 stored in the faculty member's personnel file in the Libraries Human Resources
177 Department.

2.2.2 PAC Evaluations

- Rank recommendation review. Interview candidates have the option of requesting this review before the final round of interviews. The review is given to the supervisor, AUH, and dean.
- Midpoint review. The midpoint review is advisory to the faculty member. The midpoint review letter from the PAC becomes a matter of record and must be stored in the faculty member's personnel file in the Libraries Human Resources Department.
- A comprehensive evaluation concerned with promotion is conducted in the appropriate year. It becomes a matter of record and must be stored in the faculty member's personnel file in the Libraries Human Resources Department.
- A comprehensive evaluation concerned with tenure is conducted in the appropriate year. It becomes a matter of record and must be stored in the faculty member's personnel file in the Libraries Human Resources Department.
- Non-renewal of contracts.
- Post-tenure review.
- Instructional Faculty Annual Review appeals.

2.3 Rank Recommendations

Before the final round of interviews, the head of the search committee will offer all candidates the option of a rank recommendation review. If a candidate then requests this review, the PAC will evaluate the cover letter and curriculum vitae of the candidate and recommend a starting rank and tenure timeline. This evaluation must be completed by the end of the finalist interviews. The PAC will send a letter with its recommendations to the supervisor, AUH, and dean.

2.4 Orientation

During the first six months of the new faculty member's employment, the PAC must hold a meeting with the faculty member to advise them on the promotion and tenure process within the Libraries. It is at this meeting that the faculty member's individual promotion and tenure calendar will be discussed.

A&P faculty members may either establish a promotion timeline in their contracts or elect to establish a promotion timeline at any time after the orientation meeting. An A&P faculty member currently pursuing promotion may at any time decline to continue on the promotion track, without consequence. The individual A&P faculty member's promotion calendar is not binding; its establishment is intended to provide guidance to the faculty member and support their consistent progress toward meeting promotion requirements.

2.5 Initial Evaluation

University policies and procedures regarding initial evaluation of instructional faculty are covered in the Faculty Handbook, III.E.3. Initial Evaluation.

Initial evaluations are conducted at the beginning of a faculty member's second full semester of full-time employment, and must be completed by the end of the third week of that semester (see Faculty Handbook, III.E.3.d. Deadline). For Libraries faculty members on 12-month contracts, the summer is considered equivalent to a semester.

The supervisor must schedule an initial evaluation conference with the faculty member. The supervisor may request that the faculty member provide a written self-evaluation prior to this conference.

The supervisor must complete a written initial evaluation. The supervisor must provide the written evaluation to the faculty member within 14 days of the evaluation conference. The evaluation must state whether the faculty member's overall performance has been acceptable or unacceptable. Unacceptable performance during the initial evaluation period will normally result in nonrenewal (see Faculty Handbook, III.E.3.f. Nonrenewal).

2.6 Annual Evaluations
2.6.1 Administrative and Professional Faculty

Administrative and professional faculty are evaluated according to JMU Policy 1307, Performance Evaluation of Administrative & Professional Faculty.

A&P faculty in the Libraries who are pursuing promotion should submit a summary of activities and accomplishments during the previous 12 months in the areas of job performance, scholarly achievement and professional qualifications, and professional service to their supervisor for review and evaluation purposes, using the approved format described in the JMU Libraries Instructions for A&P Faculty Annual Evaluations.

2.6.2 Instructional Faculty

University policies and procedures regarding annual evaluations of instructional faculty are covered in the Faculty Handbook, III.E.4. Annual Evaluation.

2.6.2.1 Faculty Anticipated Activity Plan

By **August 31**, each faculty member must submit a Faculty Anticipated Activity Plan (FAAP) for the coming year (July 1 to June 30) to their supervisor, and copy their AUH. The relative weights of the three performance areas must be determined by the faculty member and their supervisor prior to the start of the academic year.

244   If no individual weights are negotiated, standard weights must be:

245   •   60% Job Performance
246   •   20% Scholarly Achievement and Professional Qualifications
247   •   20% Professional Service

248   Standard weights for RTA faculty must be:

249   •   80% Job Performance
250   •   10% Scholarly Achievement and Professional Qualifications
251   •   10% Professional Service

252   The agreement on weights may be renegotiated during the year under appropriate
253   circumstances.

254   2.6.2.2 Faculty Annual Review

255   The Faculty Annual Review (FAR) is conducted by the faculty member's supervisor. Annual
256   evaluations support a variety of decisions including those affecting tenure and promotion and
257   are integral components of PAC reviews. The FAAP and FAR processes completed by faculty
258   and supervisors are inextricably linked to the evaluation under PAC and/or supervisors or the
259   dean's purview.

260   As per the Faculty Handbook, III.E.4. Annual Evaluation, "In each of the three performance
261   areas, a faculty member must be evaluated as excellent, satisfactory, or unsatisfactory... In
262   addition to an evaluation in each of the three areas of performance, the faculty member's
263   overall performance must be evaluated as acceptable or unacceptable. A factor in determining
264   overall annual performance must be the relative weight associated with each of the areas of
265   performance."

266   The Libraries has adopted earlier deadlines for the FAR process as found in this section than
267   are required by the University. Each faculty member must submit to their supervisor a self-
268   evaluation summarizing activities and accomplishments in the areas of job performance,
269   scholarly achievement and professional qualifications, and professional service by **July 31**. The
270   self-evaluation covers the past 12 months, from July 1 to June 30.

271   The supervisor's preliminary evaluation of the faculty member is due to the faculty member for
272   review at least one business day before the scheduled annual evaluation conference (see
273   Faculty Handbook III.E.4.d.). The annual evaluation conference must be held before the FAR is
274   finalized, unless both the faculty member and the supervisor agree that no conference is
275   necessary. The supervisor will provide the faculty member with the final version of their
276   evaluation for signing by **August 31**. As per the Faculty Handbook, III.E.4.f. Deadline, "Any
277   failure to meet this deadline will extend the appeal process by the number of days the written
278   evaluation is late." Faculty members have a maximum of seven days following receipt of the
279   official written evaluation to make a written appeal of their annual evaluation to the PAC. The
280   evaluation process is not final until any appeal has been completed. See Faculty Handbook,
281   III.E.4.g. Appeal and III.E.4.h. Review Criteria, for more information on the appeal process.

282 The final, official version of the FAR, signed by the faculty member and supervisor must be filed
283 with Libraries HR, with the AUH copied, by **October 1**.

2.6.3 Faculty Annual Review of Academic Unit Heads

285 AUHs will be evaluated annually by the dean. For more information, see [Academic Affairs
286 Policy #2: Academic Unit Heads](#).

2.7 Midpoint Review

288 The PAC and supervisor will independently provide guidance and advice to the faculty member
289 on progress toward promotion and/or tenure at a midpoint. For a tenure-track faculty
290 member, the midpoint review occurs at the midpoint of their probationary period (typically in
291 the third year of employment). For a non-tenure-track faculty member (A&P, Lecturer, or RTA)
292 seeking promotion to associate professor, the midpoint review typically occurs three years
293 before the faculty member intends to apply for promotion.

2.7.1 Procedures

295 Early in the fall semester, the PAC will notify tenure-track faculty up for midpoint review and
296 put out a call for non-tenure-track faculty intending to submit midpoint review materials. The
297 faculty member must submit a summary of activities and accomplishments in the areas of job
298 performance, scholarly achievement and professional qualifications, and professional service
299 to the supervisor and PAC by the first day of the spring semester. Materials submitted must
300 cover the time span established in section 2.8.2 (for promotion in rank) or section 2.9.2 (for
301 tenure) in accordance with the faculty member's next anticipated review.

302 The PAC may ask for additional documentation or seek clarification on materials during the
303 review process.

304 The PAC will use the submitted documentation to write a letter to the faculty member
305 undergoing review. The supervisor will independently write a separate letter. The PAC and
306 supervisor drafts must be made available to the faculty member by February 20.

307 The faculty member must be given the opportunity for separate meetings with the PAC and the
308 supervisor to discuss the draft midpoint letters. This is not a negotiation but rather a chance to
309 hash out questions and deal with issues that the PAC or supervisor might not know about or
310 that a faculty member needs more opportunity to explain. A faculty member may opt out of the
311 meeting by alerting the PAC or supervisor in writing of their wishes to accept the letter as
312 drafted. These meetings must be completed in time for the faculty member under review to
313 deal with any issues well in advance of the next year's annual goal submissions.

314 After the meetings with the PAC and supervisor (or the faculty member decision to opt out),
315 final copies of the PAC and supervisor letters must be provided to the faculty member under

316 review, the supervisor, and the dean by March 15. These documents become part of the
317 academic unit's record and are filed in the Libraries Human Resources department.

2.8 Promotion in Academic Rank

319 University policies and procedures regarding promotion of faculty are covered in the Faculty
320 Handbook, III.E.6. Promotion in Academic Rank.

321 Faculty members who will apply for promotion must inform the PAC and their supervisor by
322 September 1 of that year. Promotion review materials are due to the PAC and supervisor by
323 October 1. (See Faculty Handbook, III.E.6.b.(1).) Guidelines on preparing promotion review
324 materials are available on the Libraries PAC Hub site.

2.8.1 Compelling Case for Early Promotion

326 To present a compelling case for early promotion to associate professor, a faculty member of
327 any classification must have completed at least four years as an assistant professor at JMU and
328 be evaluated by the supervisor and PAC as "Excellent" in job performance and scholarship and
329 at least "Satisfactory" in service. The faculty member must also be esteemed in the discipline, as
330 attested by at least three letters of recommendation from prominent people in the discipline.

331 To present a compelling case for early promotion to full professor, a faculty member must have
332 completed at least four years as an associate professor at JMU and be evaluated by the
333 supervisor and PAC as "Excellent" in job performance, scholarship, and service. The faculty
334 member must also be esteemed in the discipline, as attested by at least three letters of
335 recommendation from prominent people in the discipline.

336 Candidates for early promotion are evaluated by the supervisor and PAC using the same
337 standards as would apply to any other candidate.

338 Faculty members who wish to apply for early promotion must consult with the dean about
339 their candidacy by **March 1** of the academic year preceding their application. The dean will
340 advise the faculty member on the efficacy of that application by **April 1**. The dean will choose
341 the above-mentioned "prominent people in the discipline" from lists submitted by the faculty
342 members and their colleagues; the dean will then solicit those recommendations. Outside
343 reviews will be held confidential and not be shared with the faculty member. The faculty
344 member waives the right to see the recommendations by submitting an early application.

2.8.2 Time Span of Activities Considered for Promotion Reviews

347 The JMU Faculty Handbook specifies the minimum time span in rank before being reviewed for
348 promotion (III.E.6) and the length of the probationary period for tenure (III.E.7.b). This section
349 provides guidance on how far a faculty member may look back when selecting activities and
350 accomplishments to submit in an application for promotion.

351 Applications for promotion that also include an application for tenure must follow the time
352 span guidelines for tenure in section 2.9.2.

353 For promotion to the rank of assistant or associate professor, the faculty member must submit
354 for consideration activities and accomplishments from their time in the current rank, unless
355 otherwise specified in their contract or negotiated with the dean. It is the faculty member's
356 responsibility to inform the PAC and supervisor of any alterations to the faculty member's
357 promotion time span through their submitted materials.

358 For promotion to professor, the faculty member must submit for consideration all relevant
359 activities and accomplishments of their entire career, including selected work at prior
360 institutions or in other employment classifications when applicable. Achievements from the
361 faculty member's time in the current rank must be given more weight by evaluators.

362 Works in progress but not completed during the time period under review may be submitted
363 for consideration.

364 The amount of time spent in the current rank before applying for promotion must not be a
365 factor in evaluators' recommendations, i.e., a faculty member must be reviewed without regard
366 for the number of years spent in a rank. For example, a faculty member applying for promotion
367 to professor would receive the same recommendation regardless of whether their
368 accomplishments were obtained over five years, eight years, or ten years in the rank of
369 associate professor.

370 2.8.3 Standards

371 University policies regarding standards for promotion in academic rank are covered in the
372 Faculty Handbook, III.E.6.a. Standards.

373 2.8.3.1 Assistant Professor

374 At least satisfactory ratings in all areas are required for promotion to assistant professor.

375 2.8.3.2 Associate Professor

376 An excellent rating in job performance and at least satisfactory ratings in the others are
377 required for promotion to associate professor.

378 2.8.3.3 Professor

379 Excellent ratings in two areas (one must be job performance) and at least a satisfactory rating
380 in the third area are required for promotion to professor.

2.8.3.4 Senior Lecturer

An excellent rating in job performance and at least satisfactory ratings in the second and third areas are required for promotion to senior lecturer.

2.8.3.5 Principal Lecturer

Excellent ratings in job performance and one other area and at least a satisfactory rating in the third area are required for promotion to principal lecturer.

2.9 Tenure

University policies and procedures regarding tenure are covered in the Faculty Handbook, III.E.7. Tenure.

As per the Faculty Handbook, III.E.7. Tenure, "Tenure does not apply to any rank of lecturer or administrative or professional positions within the university. It is a concept with application only to the instructional faculty of the university."

As per the Faculty Handbook, III.D.4. Renewable-Term Appointments (RTA), RTAs are not candidates for tenure and cannot be awarded tenure.

Faculty members who will apply for tenure must inform the PAC and their supervisor by September 1 of that year. Tenure review materials are due to the PAC and supervisor by October 1. (See Faculty Handbook, III.E.7.f.(1).) Guidelines on preparing tenure review materials are available on the Libraries PAC Hub site.

2.9.1 Compelling Case for Early Tenure

To present a compelling case for early tenure, a faculty member must have completed at least four years as an assistant professor at JMU and be evaluated by the supervisor and PAC as "Excellent" in job performance and scholarship and at least "Satisfactory" in service. The faculty member must also be esteemed in the discipline, as attested by at least three letters of recommendation from prominent people in the discipline.

Candidates for early tenure are evaluated by the supervisor and PAC using the same standards as would apply to any other candidate.

Faculty members who wish to apply for early tenure must consult with the dean about their candidacy by **March 1** of the academic year preceding their application. The dean will advise the faculty member on the efficacy of that application by **April 1**. The dean will choose the above-mentioned "prominent people in the discipline" from lists submitted by the faculty members and their colleagues; the dean will then solicit those recommendations. Outside reviews will be held confidential and not be shared with the faculty member. The faculty member waives the right to see the recommendations by submitting an early application.

414 Candidates for early tenure may withdraw their application at any point before receiving
415 official notification of a decision. Failure to obtain tenure will result in termination of
416 employment at the end of the probationary period.

417 2.9.2 Time Span of Activities Considered for Tenure Reviews

418 When applying for tenure, the faculty member will submit for consideration accomplishments
419 since the start date of their tenure probationary period, or as otherwise documented in their
420 initial employment contract. This may include scholarship and service activities that were
421 already in progress but not yet completed on the faculty member's start date.

422 2.10 Post-Tenure Review

423 University policies and procedures regarding post-tenure review are covered in the Faculty
424 Handbook, III.E.8. Post-Tenure Review.

425 2.11 Faculty Appeals

426 The process for appeals of annual evaluation decisions is covered in section III.E.4.g of the
427 Faculty Handbook. In the case of an appeal, the Libraries PAC will be the review body. Appeals
428 must be submitted in writing within seven days of receipt of the official written evaluation.

429 Appeals of promotion and tenure decisions are covered in III.E.6 and III.E.7 of the Faculty
430 Handbook.

431 3. Criteria
432 3.1 Introduction

433 This section provides standards for Job Performance, Scholarly Achievement and Professional
434 Qualifications ("scholarship"), and Professional Service ("service"). It applies to midpoint,
435 promotion, and tenure evaluations for all faculty and to instructional faculty annual reviews.
436 The term "evaluators" in this section refers to anyone responsible for evaluating the
437 performance of faculty members, including AUHs, supervisors, and the PAC.

438 All Libraries faculty members have the freedom to pursue activities that align with their
439 professional goals and strengths. The Libraries support activities that demonstrate the values
440 of the Libraries, the university, and the faculty member's profession. While faculty members
441 are expected to be active in job performance, scholarship, and service, quality of work is more
442 important than quantity. Examples are provided and categorized for guidance and are not
443 intended to serve as a checklist or to be an exhaustive list of all qualifying activities.

444 The areas of performance that must be considered in all performance evaluations are as
445 follows:

446   • job performance
447   • scholarly achievement and professional qualifications
448   • professional service

3.2 Definition of Areas of Performance

3.2.1 Job Performance

451   Job performance is understood as each faculty member's practice of their professional duties,
452   as is appropriate for the individual faculty member's role in the organization. The components
453   comprising each faculty member's job performance are delineated in their position description.

3.2.2 Scholarly Achievement and Professional Qualifications

455   The JMU Faculty Handbook, section III.E.2.b.(2), states that Scholarly Achievement and
456   Professional Qualifications "include[s], but need not be limited to, publication of scholarly
457   works, presentations at professional conferences, achievement through performance in the
458   arts, engaging in recognized research, obtaining research grants, continuing professional
459   development through formal course work, publication of educational materials and consulting
460   activities."

461   Libraries faculty members are expected to develop and sustain their professional qualifications
462   through professional development and to contribute to their professional field or area of
463   specialization through scholarly achievement. The Libraries defines scholarly achievement as
464   publishing or otherwise disseminating the results of research, applications of knowledge to
465   one's work, grants, or creative works.

466   Scholarly achievement may be within one's professional field or in other academic or
467   professional disciplines. Co-authorship and collaborative projects, both within the Libraries
468   and with colleagues at JMU or other institutions, are encouraged. Each faculty member is
469   responsible for developing their own scholarly agenda and may choose the most appropriate
470   format, venue, and copyright/license for sharing their scholarly work.

471   The term refereed is defined in this document as published works that have gone through a
472   content review process by an expert in the field in which they are being published. This may be
473   done by a publication's primary editor or other formal review process.

474   An event or activity must have concluded by the evaluation deadline to be considered
475   complete. The Libraries recognizes that publication schedules are often out of the author's
476   control, therefore providing proof that a work is accepted for publication will count as
477   published and thus completed. Works that are currently under review do not count as
478   published.

479   Activities such as copy editing, peer-reviewing, and indexing the work of others or writing brief
480   descriptive reviews should generally be included under the Service section. In cases where
481   significant analysis or creativity is involved, these activities may be included in the Scholarly
482   Achievement section with explanation.

3.2.3 Professional Service

The JMU Faculty Handbook, section III.E.2.b.(3), states that Professional Service "must 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 term "committee" in this section is not limited to standing committees but includes task forces, working groups, advisory boards, and other groups of a similar nature.

Libraries faculty members are expected to engage in service activities that benefit the Libraries, the university, their profession, or the community. The faculty member must actively support the charge of the committee as a contributor or leader and document such work in their evaluation documents. For milestone evaluations, one term counts as a single service activity, regardless of the length of the term. Multiple terms on the same committee count as multiple activities.

3.3 Categorization of Activities

Activities that are part of one's assigned duties fall under job performance. Activities that are part of one's service on a committee fall under service unless they are part of one's assigned duties. It is understood that this might result in the same activity being listed under different areas by different faculty members, or by the same faculty member in different years. Categorizations used in annual reviews must be upheld by evaluators at milestone evaluations.

Faculty members are encouraged to pursue activities that encompass multiple areas of performance. These activities should be clearly documented by the faculty member to indicate their relevance to different areas. For example, a conference presentation should be listed under scholarship, but if the presentation was about a job-related or service project then the project itself should be listed under job performance or service as appropriate. These lists provided are examples and must not be used as an exhaustive checklist of activities. Individuals and supervisors must agree upon categorization during the annual review process.

3.3.1 Categorization of Job Performance

The following list provides examples of job performance. Other activities not listed here may also be counted.

3.3.1.1 Examples of Job Performance Activities

- fulfilling core duties of a faculty member's job description
- performance as documented on annual evaluations
- outcomes as a result of innovations or efficiencies in job performance
- leadership within the areas of the organization related to one's position
- research that influences services and activities of the Libraries

3.3.2 Categorization of Scholarly Achievement and Professional Qualifications Activities

3.3.2.1 Scholarly Achievement

The following lists provide guidance on how to categorize common scholarly activities for the purpose of assigning ratings. Scholarship activities are categorized based on vetting and the time and effort involved. Category A activities must be vetted (refereed) through external review and thus also involve a significant amount of time and effort. Category B activities are unvetted activities requiring considerable time and effort. Category C activities are unvetted activities that involve a smaller investment of time and effort. Other activities not listed here may also be counted.

3.3.2.1.1 Examples of Scholarly Achievement Activities

Category A

- Authoring or co-authoring a published scholarly book
- Authoring or co-authoring a published, refereed book chapter
- Authoring or co-authoring a published, refereed article or critical review of a resource in a scholarly or professional journal
- Editing or co-editing a published scholarly book
- Contributing significantly to the content of a digital scholarship project ([link to guidance document](#))
- Serving as principal investigator or co-investigator for a major grant award external to the university (for example, an IMLS, NIH, NSF, or Mellon Foundation grant)
- Giving a keynote or other invited presentation at a major academic or professional conference or similar event, such as ACRL, AECT, or ALA
- Curating a scholarly exhibit external to the university at a museum or other similar venue

Category B

- Giving a presentation or workshop at an academic or professional conference
- Presenting a paper at an academic or professional conference
- Giving a scholarly or professional development presentation through a professional organization
- Authoring or co-authoring standards, frameworks, best practices, or a white paper designed for wide dissemination by a professional organization
- Providing supporting contributions to the content of a digital scholarship project ([link to guidance document](#))
- Participating in the curation of a scholarly exhibit external to the university at a museum or other similar venue
- Authoring or co-authoring a non-refereed article in a journal, magazine, or other publication
- Authoring or co-authoring an article for a scholarly reference work

557 • Providing consulting work within or external to the university that uses scholarly or
558   professional expertise
559 • Participating in a minor grant award internal or external to the university
560 • Receiving an award or honor recognizing scholarly work or research or scholarship
561   contributions to the field

562 Category C

563 • Moderating or participating in a panel presentation at an academic or professional
564   conference
565 • Presenting a poster at an academic or professional conference
566 • Giving a lightning talk at an academic or professional conference
567 • Providing ancillary contributions to the content of a digital scholarship project ([link to
568   guidance document](#))
569 • Submitting an external grant application
570 • Publishing research/scholarly outputs, such as data sets, code or otherwise
571   disseminating new information through publication or a repository
572 • Curating a scholarly exhibit internal to the university

573 ## 3.3.2.2 Professional Qualifications

574 The following lists provide guidance on how to categorize common professional development
575 activities for the purpose of assigning ratings. Category D activities are accredited and/or
576 selective programs that require a significant amount of time and effort, or programs that
577 include formal evaluation of completed coursework. Category E comprises activities that are
578 unaccredited, unselective, and/or less of a commitment. Other activities not listed here may
579 also be counted.

580 *3.3.2.2.1 Examples of Professional Qualifications Activities*

581 Category D

582 • Completing an application-only intensive seminar or institute
583 • Completing a course that involves formal evaluation of assignments in a subject that
584   will enhance one's professional performance
585 • Earning a degree or certification in any academic or professional discipline beyond
586   what is required for one's current position
587 • Participating in a formal course of study leading to a degree or certification

588 Category E

589 • Participating in a training course that awards credit based on attendance or
590   participation
591 • Engaging in a workshop, seminar, webinar, conference presentation, training event, or
592   intentionally documented self-directed development on a topic of relevance to one's
593   professional performance

3.3.3 Categorization of Service Activities

The following lists provide guidance on how to categorize common professional service activities for the purpose of assigning ratings. Service activities are categorized based on their impact and the time commitment and effort involved. Category F activities must demonstrate leadership and/or significant impact, which generally requires a significant commitment of time and effort. Category G activities are those lacking a leadership role and significant impact, or with more moderate investments of time and effort. Category H activities are minimal, one-time commitments. Other activities not listed here may also be counted.

3.3.3.1 Examples of Service Activities

Category F

- Leading or co-leading a university committee
- Leading or co-leading a Libraries committee
- Leading or co-leading a professional organization or committee in an elected or appointed position
- Leading a search committee
- Serving on a Libraries, university, or professional committee and providing evidence of demonstrable effort and impact
- Serving as PAC Chair
- Serving on Faculty Senate
- Leading or co-leading a conference planning committee
- Organizing or co-organizing a major outreach, professional development, or mentoring program
- Contributing to the professional literature through serving as editor or co-editor of a scholarly or professional journal

Category G

- Serving on a university committee
- Serving on a Libraries committee
- Serving on a departmental working group or task force
- Participating on a committee at the local, state, regional, national, or international level
- Serving as a mentor through a formal arrangement, appointment, or program in the
- Libraries, on campus, or through a professional organization
- Contributing to the professional literature through editing columns, peer-reviewing, writing brief descriptive reviews, indexing, or annotating
- Participating in a special project outside one's job responsibilities that benefits the Libraries, its users, or the community
- Conducting a staff seminar or other training opportunity for the Libraries, university, or community on a topic of professional relevance
- Moderating or maintaining a professional discussion forum, website, or email list
- Receiving an award recognizing service contributions
- Participating in a year-long new faculty orientation as a new faculty member

634 Category H

635 • Selecting material for a book/resource display
636 • Volunteering in support of student activities
637 • Reviewing scholarship or other award or funding applications for the university or a
638   professional organization
639 • Serving as an external reviewer for promotion and/or tenure applications

3.4 Evaluation Criteria

641 Faculty members are rated as Excellent, Satisfactory, or Unsatisfactory in each performance
642 area. Evaluators must base ratings on the documented performance of the faculty member
643 within the context of the criteria and standards in this document, and not relative to the
644 performance of other faculty members. For reviews that cover a multiyear period, evaluators
645 should consider the faculty member's cumulative performance when assigning a rating. As per
646 the Faculty Handbook (III.E.6. and III.E.7.e.), the "pattern of prior annual evaluations should be
647 carefully considered" when reviewing a faculty member for promotion or tenure, but
648 evaluators "should use judgment and discretion in making recommendations". Evaluators
649 should take into account changes in role, reporting line, and policy that occurred during the
650 faculty member's career. The following criteria are based on a 60/20/20 distribution. Because
651 faculty members can adjust those weights in their FAAP and FAR, evaluators will make
652 commensurate adjustments when applying these criteria in annual evaluations. Faculty are
653 expected to meet the criteria listed below for milestone evaluations regardless of yearly
654 weights. It is up to the individual faculty member to document their contribution to any activity
655 and its impact, significance, and any notable innovations.

3.4.1 Annual Evaluation Criteria

3.4.1.1 Job Performance Criteria

658 To earn a rating of at least Satisfactory in the area of Job Performance, the faculty member must
659 fulfill the core duties of their job description.

660 To earn a rating of Excellent in the area of Job Performance, the faculty member must

661   1) fulfill the core duties of their job description
662   2) AND demonstrate progress toward additional aspects of job performance such as:
663   • taking on new or expanded responsibilities
664   • implementing and/or sustaining new or revised services or workflows
665   • coordinating services or workflows
666   • increasing effectiveness and/or efficiencies of services offered
667   • managing projects
668   • receiving awards or significant recognition from colleagues and/or constituents
669   related to job performance
670   • implementing services, contributing to initiatives, or making new job-related
671   contributions that demonstrate Libraries' and university values

672 A rating of Unsatisfactory is assigned when the faculty member does not meet the
673 requirements for a Satisfactory rating or fails to document their individual contributions.

674 ### 3.4.1.2 Scholarly Achievements and Professional Qualifications Criteria

675 To earn a rating of Satisfactory in the area of Scholarly Achievement and Professional
676 Qualifications, the faculty member must satisfy one of the following:

677 - complete at least one scholarly product from Category C AND complete at least three
678   professional development activities from Category E
679 - OR provide evidence of engaging in work on a scholarly product from Category A or B
680   (e.g., conducting background research, collecting data for a study, drafting an article)
681   AND complete a minimum of five professional development activities from Category E
682 - OR complete a minimum of ten professional development activities from Category E.

683 To earn a rating of Excellent in the area of Scholarly Achievement and Professional
684 Qualifications, the faculty member must satisfy one of the following:

685 - complete a minimum of one scholarly product from Category A
686 - OR complete a minimum of one scholarly product from Category B AND complete a
687   minimum of five professional development activities from Category E
688 - OR complete a minimum of two scholarly products from Category C AND complete a
689   minimum of five professional development activities from Category E
690 - OR complete a minimum of one professional development activity from Category D.

691 A rating of Unsatisfactory is assigned when the faculty member does not meet all the
692 requirements for a Satisfactory rating or fails to document their individual contributions.

693 ### 3.4.1.3 Professional Service Criteria

694 To earn a rating of Satisfactory in the area of Professional Service, the faculty member must
695 satisfy one of the following:

696 - make documented contributions in at least one service activity from Category F
697 - OR make documented contributions in at least two service activities from Category G
698 - OR make documented contributions in at least one service activity from Category G AND
699   at least three service activities from Category H
700 - OR participate in a year-long new faculty orientation as a new faculty member.

701 To earn a rating of Excellent in the area of Professional Service, the faculty member must
702 satisfy one of the following:

703 - make documented contributions in a minimum of two service activities from Category F
704 - OR make documented contributions in a minimum of one service activity from Category
705   F AND in two or more service activities from Category G
706 - OR make documented contributions in five or more service activities from Category G.

707 A rating of Unsatisfactory is assigned when the faculty member does not meet all the
708 requirements for a Satisfactory rating or fails to document their individual contributions.

709 ## 3.4.2 Promotion and Tenure Criteria

710 These criteria are applied to the entire time period under consideration, not a single year.

711 ### 3.4.2.1 Job Performance Criteria

712 To earn a rating of at least Satisfactory in the area of Job Performance, the faculty member must
713 fulfill the core duties of their job description.

714 To earn a rating of Excellent in the area of Job Performance, the faculty member must

715 1) fulfill the core duties of their job description
716 2) AND demonstrate additional aspects of job performance such as:
717 - taking on new or expanded responsibilities
718 - implementing and/or sustaining new or revised services or workflows
719 - coordinating services or workflows
720 - increasing effectiveness and/or efficiencies of services offered
721 - managing projects
722 - receiving awards or significant recognition from colleagues and/or constituents
723 related to job performance
724 - implementing services, contributing to initiatives, or making new job-related
725 contributions that demonstrate Libraries' and university values

726 A rating of Unsatisfactory is assigned when the faculty member does not meet the
727 requirements for a Satisfactory rating or fails to document their individual contributions.

728 ### 3.4.2.2 Scholarly Achievement and Professional Qualifications Criteria

729 To earn a rating of Satisfactory in the area of Scholarly Achievement and Professional
730 Qualifications, the faculty member must

731 1) complete a minimum of two scholarly products from Category A
732 2) AND satisfy one of the following:
733 - complete a minimum of two scholarly products from Category B
734 - complete a minimum of one scholarly product from Category B AND complete a
735 minimum of three scholarly products from Category C
736 3) AND satisfy one of the following:
737 - complete a minimum of one professional development activity from Category D
738 - provide evidence of yearly engagement in professional development activities from
739 Category E.

740 To earn a rating of Excellent in the area of Scholarly Achievement and Professional
741 Qualifications, the faculty member must

742   1) complete a minimum of two scholarly products from Category A
743   2) AND satisfy two of the following:
744   • complete one additional scholarly product from Category A
745   • complete a minimum of five scholarly products from Category B
746   • complete a minimum of three scholarly products from Category B AND complete a
747   minimum of six scholarly products from Category C
748   3) AND satisfy one of the following:
749   • complete a minimum of one professional development activity from Category D
750   • provide evidence of yearly engagement in professional development activities from
751   Category E.

752 A rating of Unsatisfactory is assigned when the faculty member does not meet all the
753 requirements for a Satisfactory rating or fails to document their individual contributions.

754 3.4.2.3 Professional Service Criteria

755 To earn a rating of Satisfactory in the area of Professional Service, the faculty member must

756   1) make documented contributions in at least one service activity from Category F
757   2) AND satisfy one of the following:
758   • make documented contributions in at least two service activities from Category G
759   • make documented contributions in at least one service activity from Category G
760   AND at least three service activities from Category H.

761 To earn a rating of Excellent in the area of Professional Service, the faculty member must

762   1) make documented contributions in a minimum of two service activities from Category F
763   2) AND satisfy one of the following:
764   • make documented contributions in a minimum of six service activities from
765   Category G
766   • make documented contributions to four service activities from Category G AND at
767   least four service activities from Category H.

768

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