



Office of the Provost

# School of Theatre and Dance

## Evaluation and Procedures

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## XIV. Evaluation, Promotion, and Tenure (Rev 5/3/23)

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### XIV.A. Introduction

The mission of the Academic Unit Personnel Advisory Committee (AUPAC) is to support faculty excellence through mentoring, evaluation, and faculty advocacy. The AUPAC seeks to promote a positive, transparent, anti-racist, and inclusive culture, in which all faculty are welcomed and able to produce their best work. Faculty are encouraged to meet with AUPAC members to discuss questions, concerns, and/or professional needs at any time during the academic year. AUPAC members will not read drafts of narrative statements or portfolio components, but will advise candidates on best practices, as well as identify other non-AUPAC faculty members who may be willing to read drafts.

The timeline, method, and reviewing bodies for evaluation change depending on the faculty member's rank and years of service. Per the JMU Faculty Handbook, "The areas of performance that must be considered in all performance evaluations are as follows: teaching; scholarly achievement and professional qualifications; and professional service" (III.E.2.b). Each school in the university provides specialized procedures and criteria to address dimensions of these categories unique to their disciplines and school structure (III.E, III.E.2.b). In particular, the School of Theatre and Dance recognizes creative achievement within the discipline as scholarship. Throughout the guidelines that follow the university's language of "scholarly achievement and professional qualifications" is employed with the understanding that creative activity as such must count within this category in the School of Theatre and Dance.

The AUPAC participates in these faculty evaluations as described in the JMU Faculty Handbook and in the following guidelines. The AUPAC will also conduct other evaluations as needed.

According to the JMU Faculty Handbook, these guidelines, including the evaluation criteria, can be modified by the AUPAC with the agreement of a majority of the academic unit's full-time faculty members, if the AUH, Dean and Provost approve of the modifications. Any full-time faculty member is welcome to suggest guideline changes and/or request a discussion of the guidelines with STAD faculty. The first step is to reach out to the AUPAC chair who will then work with the AUPAC and the AUH to find an appropriate moment for the discussion and/or vote to take place.

### XIV.B. AUH Annual Evaluations

The JMU Faculty Handbook (III.E.4) requires annual evaluations by the AUH for every full-time member of the STAD faculty. In STAD, AUH annual evaluations seek to quantify faculty work; guide organizational decisions, such as service and production assignments, class scheduling, and so forth; assess faculty effectiveness, particularly in the area of professional service, where the AUH is sometimes better positioned to understand and evaluate faculty contributions; and

provide faculty with regular feedback toward their achievement of creative, academic, and professional goals, including tenure and promotion. According to the JMU Faculty Handbook, “A faculty member’s pattern of prior annual evaluations should be carefully considered in the analysis of an application or nomination for promotion, but each administrator and committee should use judgment and discretion in making recommendations on promotion and should clearly indicate a positive or negative recommendation on the promotion.” (III.E.6.)

**XIV.B.1.** Annual faculty evaluations submitted by the AUH are based, in large part, on information provided by the faculty member in their Annual Faculty Activity Report. These reports are submitted at the end of the academic year. Due dates for submission will be provided by the AUH, but should be no earlier than two weeks after graduation. Faculty should carefully prepare these documents to accurately reflect activities and accomplishments in teaching, scholarly achievement and professional qualifications, and professional service. Report formats are provided by the AUH. The faculty member shall be allowed to include a brief descriptive narrative for each section. A Faculty Activity Plan must be submitted along with the Annual Faculty Activity Report, specifying how the faculty member would like to weight performance areas for the coming academic year and describe plans to meet those weightings in terms of workload and activities.

**XIV.B.2.** AUH annual evaluations will employ a scale using “Unsatisfactory,” “Satisfactory,” and “Excellent.”

**XIV.B.3.** As per the JMU Faculty Handbook, student evaluation scores may not be the primary method by which teaching performance is evaluated.

**XIV.B.4.** The annual evaluation process is separate from the promotion and tenure evaluation process. A succession of Satisfactory or Excellent annual evaluations in teaching, scholarship or professional service is not conclusive evidence that the faculty member’s work is satisfactory or exceptional for purposes of tenure or promotion. The AUPAC and AUH midpoint reviews are the primary mechanism for communicating progress towards tenure and/or promotion.

**XIV.B.5.** Before the AUH submits the official written evaluation to the dean, there must be an opportunity for the faculty member to have a conference with the AUH (as described in III.E.3a. and III.E.4. of the faculty handbook) and then a chance for the faculty member to review and appeal the evaluation to the AUPAC. In the event that a faculty member appeals their AUH annual evaluation, the AUPAC will serve as the appeals body.

**XIV.B.5.a.** The faculty member has a maximum of seven days following receipt of the official written evaluation to make the appeal in writing. Failure to file a timely written

appeal will result in the evaluation being sent forward to the dean, and no further appeal rights are available.

XIV.B.5.b. The faculty member submits the appeal letter to the AUH. The AUH will provide the AUPAC with a copy of the faculty member's annual report, the evaluation, and appeal letter from the faculty member.

XIV.B.5.c. In considering an appeal, the crucial question for the AUPAC is whether all relevant information was objectively reviewed by the AUH in accordance with evaluation criteria established by the academic unit and whether the AUH evaluated similar achievements along similarly situated academic members using the same standard of judgment. (III.E.4.h.)

XIV.B.5.d. The AUPAC will make a recommendation to the AUH within one week of receipt of an appeal (and by no later than October 14) and provide a copy to the faculty member. The recommendations of the AUPAC will be given to the AUH, with a copy to the faculty member and the dean. The AUPAC may recommend that the AUH's evaluation be upheld or modified. If the AUH agrees with the recommendations of the AUPAC, the AUH will take the appropriate action to confirm or modify their original evaluation, and will notify the AUPAC, the faculty member and the dean of their decision.

XIV.B.5.e. The evaluation process is not final until any appeal has been completed.

## XIV.C. Evaluation Process for Tenure-Track and Lecturer-Track Faculty

In addition to AUH Annual Evaluations and an initial review conducted by the AUH (typically, early in the second semester of a faculty member's first year), tenure-track faculty receive a midpoint review and a tenure and/or promotional review by both the AUPAC and AUH. The midpoint review takes place in the spring of the faculty member's third year, and the final tenure and/or promotional evaluation takes place in the fall of the faculty member's sixth year.

In addition to AUH Annual Evaluations and an initial review conducted by the AUH (typically, early in the second semester of a faculty member's first year), lecturer-track faculty receive a midpoint review and a sixth-year review by both the AUPAC and AUH. The midpoint review takes place in the spring of the faculty member's third year, and the sixth-year review takes place in the fall of the faculty member's sixth year. Lecturer-track faculty may elect to use the sixth-year review as a promotion evaluation (but are not obligated to do so).

XIV.C.1. AUPAC reviews use the evaluation criteria established in the “Criteria for Evaluation of Full-Time Faculty” in the STAD AUPAC Guidelines. For ease of reference, these criteria and the “Guidelines for Candidates Portfolios” are included together at the end of the AUPAC guidelines.

XIV.C.2. Faculty will be evaluated according to activities and accomplishments since their date of hiring at JMU or the date of their last promotion, whichever is most recent. The AUPAC may also consider the broader context of the candidate’s career as part of their formative assessment.

XIV.C.3. Initial reviews in the first year of employment will be conducted by the AUH. Faculty should be in contact with the AUH in their first semester of employment about the review process.

XIV.C.4. Midpoint reviews will be conducted separately and concurrently by AUPAC and the AUH.

XIV.C.4.a. The deadline for receipt of review materials from the candidate is the second Friday of the spring semester.

XIV.C.4.b. AUPAC review will be completed no later than the first day of April.

XIV.C.4.c. Classroom observations for midpoint reviews may be scheduled for any time prior to the review deadline. The AUPAC will consult with the faculty member to determine the most appropriate dates.

XIV.C.5. Pursuant to the JMU Faculty Handbook, candidates who expect to be considered for tenure and/or promotion must notify the AUPAC chair and the AUH in writing no later than September 1. [III.E.6.b.(1)] Promotional reviews will be conducted separately and concurrently by AUPAC and the AUH.

XIV.C.5.a. The deadline for receipt of review materials from the candidate for tenure and/or promotion is October 1. “Failure by the faculty member to submit a summary of activities and accomplishments by the October 1 deadline shall constitute a refusal of a nomination or withdrawal of an application, and no consideration of promotion is required.” [III.E.6.b.(1)] If October 1 falls on a Saturday, Sunday, or holiday, the deadline for materials shall be the most immediately preceding business day.

XIV.C.5.b. Classroom observations for tenure and/or promotion reviews may be scheduled for any time prior to the review deadline, typically within that academic year.

The AUPAC will consult with the faculty member to determine the most appropriate dates. Either the AUPAC or a candidate may request an observation of a class taught in the previous spring semester prior to going up for tenure and/or promotion if that class won't be taught again in the fall. In that case, a member of the AUPAC who will remain on the AUPAC in the following year must conduct the observation.

**XIV.C.6.** The AUH should provide each faculty member an evaluation timeline in writing (including deadlines for material submission for tenure and/or promotion) at the time of hiring.

**XIV.C.7.** If a written timeline is not provided to the faculty member at the time of hiring and/or included in the candidate's materials, the AUPAC will request one to be drafted by the AUH and submitted to the AUPAC as part of the faculty member's midpoint review.

**XIV.C.8.** If a new faculty member is on a shortened timeline, the written timeline provided by the AUH at the time of hiring will state the stages of tenure and/or promotional evaluation, including the consolidation of midpoint, and tenure and/or promotion reviews if necessary.

**XIV.C.8.a.** For faculty on a shortened tenure and/or promotion timeline (if stated in their original contract), the AUPAC and AUH should consider (and the candidate is encouraged to include) evidence of scholarship, teaching, and professional service accomplishments (no more than) five years prior to the expected date of tenure and/or promotion application. In these cases, faculty performance at JMU, specifically in the areas of teaching and professional service, will be weighted more heavily in AUPAC evaluations than work accomplished prior to JMU employment.

**XIV.C.9.** Revisions to the AUPAC guidelines apply to faculty who are 36 months or more from the October 1 submission of tenure or promotion materials unless the faculty member informs the AUPAC chair and AUH in writing that they elect to use more recent, revised guidelines.

**XIV.C.10.** By August 1, the AUH will communicate to the AUPAC chair which faculty members need reviews according to their contracts in the coming year.

**XIV.C.11.** Pursuant to the JMU Faculty Handbook: "All evaluations shall consider a faculty member's performance in the areas of teaching, scholarly achievement and professional qualifications, and professional service. AUPAC evaluations will include a comprehensive review of each faculty member's written materials." For all reviews, classroom observation will be a part of teaching evaluations.

**XIV.C.12.** In addition, the JMU Faculty Handbook states that "any aspects of the faculty member's conduct that impacts performance, positive or negative, should be addressed in the

evaluation of these performance areas.” As such, ratings will be contextualized by the direct, professional observation of the candidate’s performance by each member of AUPAC and the AUH.

**XIV.C.13.** Pursuant to the JMU Faculty Handbook, AUPAC ratings will also consider, but will not be dictated by, the pattern of prior annual AUH evaluations and/or AUPAC reviews.

**XIV.C.14.** AUPAC reviews will use the rating categories of “Unsatisfactory,” “Satisfactory,” and “Excellent” in the areas of teaching, scholarship and professional qualifications, and professional service.

**XIV.C.14.a.** The minimum expectation for an assistant professor in STAD for tenure and for promotion to associate professor is at least “Excellent” in either teaching or scholarly achievement and professional qualifications and “Satisfactory” in the other two areas.

**XIV.C.14.b.** The minimum expectation for an associate professor in STAD for promotion to full professor is at least “Excellent” in two areas, one of which must be teaching, and “Satisfactory” in the other area not rated as “Excellent,” either scholarly achievement and professional qualifications, or professional service. An associate professor who fails to earn promotion may not reapply for promotion during the following academic year.

**XIV.C.14.c.** The minimum expectation for promotion from lecturer to senior lecturer is at least “Excellent” in teaching and “Satisfactory” in the other two areas. A lecturer who fails to earn promotion may not reapply for promotion during the following academic year.

**XIV.C.14.d.** The minimum expectation for promotion from senior lecturer to principal lecturer is “Excellent” in teaching and one other area, with at least “Satisfactory” in the third area. A senior lecturer who fails to earn promotion may not reapply for promotion during the following academic year.

**XIV.C.15.** The STAD AUPAC strives for consensus decisions as much as possible. In the rare cases where consensus cannot be reached when rating candidates, the AUPAC will vote. A majority of votes will be necessary to earn the higher of the two ratings; therefore, in the event of a tie vote, the lower rating will be awarded.

**XIV.C.16.** Pursuant to the JMU Handbook, the AUPAC may request relevant material from the candidate’s personnel file. If documents are to be considered that were not submitted by the faculty member or contained in the faculty member’s personnel files, the faculty member shall promptly be given access to the documents and given an opportunity to respond to them. A faculty member may also elect to waive their right to access specific documents. [III.E.1.d - e.]

XIV.C.17. Any STAD faculty member may provide input into the evaluation process by contacting a member of the AUPAC.

XIV.C.17.a. If a majority of the AUPAC believes that this information warrants further examination, the committee may ask the non-AUPAC faculty member to present the information at an AUPAC meeting.

XIV.C.17.b. After meeting with the non-AUPAC faculty member, the AUPAC may elect to invite the candidate to an AUPAC meeting to respond to the information.

XIV.C.18. The AUPAC will send a copy of any evaluation to the candidate at the same time that the evaluation is sent to the dean or AUH. [III.E.6.b.(5)] and [III.E.7.f.(5)].

XIV.C.19. As per the JMU Faculty Handbook, appeal of decisions regarding promotion [III.E.6.b] and tenure [III.E.7.f] occur at the provost's level.

## XIV.D. Evaluation Process for Renewable Term Appointments (RTAs) at the rank of Assistant or Associate Professor

In the rare event that a faculty member is hired in a Renewable Term Appointment (RTA) at the rank of Assistant or Associate Professor, they will be evaluated using the same procedures and timelines spelled out in XIV.C.

## XIV.E. Evaluations Process for Fixed Term Appointments (FTA)

In addition to AUH Annual Evaluations, faculty in fixed term appointments will receive an initial evaluation by the AUH. Faculty should be in contact with the AUH in their first semester of employment about the review process.

## XIV.F. Compelling Case for Early Tenure and/or Early Promotion

STAD accepts applications for early tenure and and/or promotion only if the faculty member can



make a compelling case for exceptional professional service, scholarly achievement and professional qualifications, and/or teaching. The AUPAC and AUH will determine whether the levels of achievement in each area and the overall level of accomplishment are sufficient to warrant an affirmative recommendation for early promotion and/or tenure.

The following guidelines apply to faculty on a standard timeline who are self-initiating an application for early tenure and promotion. These guidelines do not apply to faculty hired with additional years toward tenure and/or promotion, as the terms of their hire are stipulated in their original contract and accepted as a condition of their employment. STAD does not encourage applications for early tenure and promotion for faculty hired with additional years toward tenure or promotion.

Any faculty member contemplating early application for tenure and/or promotion must first submit a preliminary dossier to the AUH by August 1. This dossier must include a CV, supporting documents, and a 5-10 page single-spaced statement by the candidate referencing the STAD Criteria for Evaluation (XIV.J 1-3) to make a case for how they would be successful in an early application.

**XIV.F.1.** To present a compelling case for early tenure and promotion to the rank of associate professor a faculty member must demonstrate a level of achievement of “Excellent” in the AUPAC and the AUH reviews for promotion and tenure in the two categories of teaching and scholarly and professional qualifications and at least a “Satisfactory” in the category of professional service.

XIV.F.1.a. Sections III.E.6. and III.E.7. of the Faculty Handbook describe the standards and procedures for tenure and promotion, including for early tenure and promotion.

**XIV.F.2.** To present a compelling case for early promotion to the rank of professor a faculty member must demonstrate a level of achievement of “excellent” in the AUPAC and the AUH reviews for Promotion and Tenure in all three categories.

XIV.F.2.a. A faculty member whose application for early promotion to the rank of full professor is denied may not reapply for promotion during the following academic year.

**XIV.F.3.** To present a compelling case for early promotion to the rank of senior lecturer a faculty member must demonstrate a level of achievement of “Excellent” in the AUPAC and the AUH reviews for teaching and one other category, and at least a “Satisfactory” in the third category.

XIV.F.3.a. A lecturer whose application for early promotion is denied may not reapply for promotion during the following academic year.

XIV.F.4. To present a compelling case for early promotion to the rank of principal lecturer a faculty member must demonstrate a level of achievement of “Excellent” in the AUPAC and the AUH reviews for Promotion and Tenure in all three categories.

XIV.F.4.a. A senior lecturer whose application for early promotion is denied may not reapply for promotion during the following academic year.

## XIV.G. Merit Pay Policy

Merit pay allocations are determined from annual evaluations based on the following guidelines.

XIV.G.1. A pay percentage increase (equal to 50 percent of the merit pool allocation) will be given to all faculty who are rated overall as satisfactory in their annual evaluation. The remaining 50 percent of the total merit pool will be divided into merit units of fixed dollar amounts. Each faculty member scoring an “Excellent” in an evaluation area will receive two merit units for that category. Therefore, the maximum number of merit units that any faculty member could receive would be six, (three areas multiplied by two units). The minimum number of additional merit units that a faculty member could receive would be zero (by receiving all “Satisfactory” ratings). The number of units and thus their value will depend upon the overall scores of the faculty.

## XIV.H. Academic Unit Personnel Advisory Committee (AUPAC) Composition

The STAD has a single AUPAC that evaluates all instructional faculty. Pursuant to the JMU Faculty Handbook, the full-time faculty of the academic unit, except the AUH, shall be responsible for determining the composition and membership of the AUPAC [Section III.E.2.a]

XIV.H.1. The AUPAC for the academic year shall be selected no later than April 15 of the previous academic year, or as soon thereafter as possible.

XIV.H.2. Associate and full professors with tenure as well as senior and principal lecturers are eligible for election to the AUPAC.

XIV.H.3. The AUPAC consists of four members, at least one from Theatre/Musical Theatre and at least one from Dance.

XIV.H.4. AUPAC members serve two-year terms. Faculty may be elected to back-to-back terms. When possible, two-year terms should be staggered, such that there is always at least some continuity of AUPAC membership from year to year.

XIV.H.5. Areas must elect to the AUPAC members who will not be submitting a personnel action to the AUPAC in the next year. AUPAC members who decide to go up for promotion in their second year of a two-year term must step down from the AUPAC for the remainder of their term. STAD faculty must then elect a replacement.

XIV.H.6. Areas must elect to the AUPAC members who will not be on leave in the next year. AUPAC members who are awarded a one or two semester educational leave for their second year of a two-year term (or who take unpaid leave) must step down from the AUPAC for that second year. STAD faculty must then elect a replacement.

XIV.H.7. AUPAC members must recuse themselves from the committee for the entire academic year if a personnel action is being submitted by a family member, partner, romantic interest, or anyone else who might present a significant conflict of interest. STAD faculty must then elect a replacement.

XIV.H.8. The AUPAC will select a chairperson from among its tenured members. The chair will serve a one-year term, which can be repeated.

XIV.H.9. The AUPAC shall meet with all junior faculty in the spring semester so as to review the process of promotion and tenure.

XIV.H.10. The AUPAC shall review these guidelines annually.

XIV.H.11. AUPAC members will make themselves available for informal consultation to faculty for guidance in evaluative processes and general recommendations on dossier materials.

## XIV.I. Guidelines for Candidate Portfolios

### XIV.I.1. Required Portfolio Materials

- Cover Sheet – include candidate name, highest degree earned, current title, name of action (i.e., midpoint review, tenure and promotion), date.
- Narrative Statement by the Candidate – this statement must summarize the candidate’s accomplishments in the categories of Teaching, Scholarly Achievement and Professional Qualifications, and Professional Service. The narrative statement may not exceed 20 single-spaced pages with normal font and margins.
- Vita – the candidate’s most recent Vita.
- Supporting Documentation Supplied by the Candidate – examples provided below.

- Recommendation Letters – one to eight letters of recommendation and evaluation from professional collaborators and peers outside of JMU and collaborators and peers within JMU that describe the type and quality of the candidate’s teaching, scholarly achievement and professional qualifications, and/or professional service contributions.

### **XIV.1.2. Late Additions**

Additions to submitted materials may be made only if they pertain to the following:

XIV.1.2.a. A change in status of an originally submitted activity (e.g., a paper submitted for publication is accepted; a creative work submitted for performance is accepted; an award applied for is won; etc.).

XIV.1.2.b. An unanticipated project or recognition such as an award, honor, or grant.

### **XIV.1.3. Submission**

The candidate will submit all materials electronically. Materials will be shared with the AUPAC, AUH, and CVPA Dean using a file sharing process to be communicated by the AUPAC chair or CVPA leadership at least one month prior to their submission.

XIV.1.3.a. The candidate will endeavor to make these materials available as files that can be stored locally, rather than as a collection of links that might take the reader to various platforms. Candidates may still use Vimeo or professional websites for supporting scholarship, but the AUPAC’s preference is for a consideration of ease-of-use for all documentation.

XIV.1.3.b. In a similar vein, the candidate must endeavor to present their materials in no more than ten separate files, not counting video files. For instance, if the candidate is providing 20 portfolio images, they shall be curated into a single PDF, or if the candidate is providing various syllabi, course assignments, or examples of student work, they shall be collected into a single PDF. Again, the aim here is for ease-of-use.

### **XIV.1.4. Teaching Materials**

The provided examples of additional materials are meant to serve as a guide and can be adjusted based on candidate experience.

XIV.1.4.a. Syllabi, handouts, and other course materials from at least every class taught. Candidates may elect to include these items from multiple semesters of the same class.

XIV.1.4.b. Copies of teacher evaluation printouts for a majority of times that a candidate has taught each class, including a copy of the questionnaire used, and the dates when the

evaluation was done and school-wide norms, if available.

XIV.1.4.c. Copies of written student evaluations for a majority of times that a candidate has taught each class. If a candidate submits student evaluations from a class, it is expected that all evaluations from that class will be submitted.

XIV.1.4.d. Examples of student work.

#### **XIV.1.5. Scholarly Achievement and Professional Qualifications Materials**

The provided examples of additional materials are meant to serve as a guide and can be adjusted based on candidate experience.

XIV.1.5.a. Copies of scholarly articles.

XIV.1.5.b. Copies of reviews, critiques, and written evaluations by peers of performances, designs, etc., which the candidate has listed as evidence of scholarly achievement.

XIV.1.5.c. Copies of formal convention papers.

XIV.1.5.d. Copies of journals or publications edited.

XIV.1.5.e. Copies of professional writing such as plays, convention presentations, scripts, reviews, etc.

XIV.1.5.f. Photographs or video when presented either as a visual record of an artistic event or as direct evidence of artistic expression.

XIV.1.5.g. Books can be provided electronically or in hard copy to the AUPAC chair along with a brief typed statement identifying the material.

XIV.1.5.h. Letters from those attesting to the candidate's performance in this area.

XIV.1.5.i. Any other materials deemed appropriate by the candidate.

#### **XIV.1.6. Professional Service**

Any materials deemed necessary by the candidate.

#### XIV.I.7. Other Considerations

XIV.I.7.a. The candidate shall identify something as a “paper” if the document or material is written in the form of a completed, academic style paper, made available to the members of the audience in written form, or presented at a recognized professional convention.

XIV.I.7.b. When the candidate appears on a convention program as a panelist or presents remarks given from notes, the candidate should identify that as a presentation. The candidate will also specify whether papers, presentations, demonstrations, and performances were selected by jury, invitation, competitive submission, or other means.

XIV.I.7.c. When listing plays and dances as scholarly achievement and professional qualifications, the candidate will state clearly what their role in the production was (e.g., director, choreographer, dancer, designer, actor, etc.) The candidate will list a performance under scholarly activity and professional qualifications when they have performed artistic work that was produced in a scholarly or professional setting or evaluated in writing by professional peers (copies of which should be supplied to the AUPAC).

XIV.I.7.d. If the candidate believes work produced in a service or community setting represents an act of scholarship, they must present a convincing case that suggests why the work in question was not an act of service.

XIV.I.7.e. In addition to submitting supporting documents and evidence in the forms outlined, it is incumbent upon the candidate to qualify the activity the organization’s relative significance to and stature in the field and to make a case for its being considered in the category of teaching, scholarly achievement and professional qualifications, or professional service. Any questions about other activities to be included in one’s report, and which category they might best be placed for consideration, can be resolved by consulting the JMU Handbook or the AUPAC chair.

#### XIV.J. Criteria for Evaluation of All STAD Faculty

AUPAC and AUH ratings of “Satisfactory” or “Excellent” will be earned when a candidate has clearly demonstrated in their portfolio evidence of having satisfied the criteria listed in the relevant rating category.

Pursuant to the guidelines of evaluation, promotion, and tenure in the JMU Faculty Handbook, the following items exemplify the kinds of activities appropriate for “Satisfactory” and “Excellent” performance. In presenting this list, the school recognizes that each faculty member will possess a unique set of talents and accomplishments. The school also understands the open-endedness

of the term “Excellent.” The school is content to assert that in its pursuit of faculty excellence, it supports and seeks to reward those individuals whose achievements significantly exceed the “Satisfactory” criteria.

#### XIV.J.1. Definition of Teaching, Scholarship and Professional Qualifications, and Professional Service

XIV.J.1.a. Teaching will be defined as credit-bearing instruction.

XIV.J.1.b. Scholarship and Professional Qualifications will be defined as research, artistic work, and/or scholarship within the specific discipline of the faculty member’s job title, including lead production assignments at JMU such as choreography, directing, lead designer, technical director, lead dramaturg, and so forth (even if credit-bearing).

XIV.J.1.c. Professional Service will be defined as un-credited mentoring, committee work, administrative leadership, and/or contributions to the school, university, community, and/or profession, including work with professional service organizations.

XIV.J.1.d. Exceptions to these category definitions may be proposed by the faculty member if clearly stated and justified in their narrative.

XIV.J.1.e. Faculty work may not count towards two categories simultaneously. If faculty work can reasonably be defined in multiple categories, the faculty member will clearly assign work to a single category in their narrative.

#### XIV.J.2. Criteria for Teaching

Definitions for what qualifies as “Teaching” are included above in the “Definition of Teaching, Scholarship and Professional Qualifications, and Professional Service” section of the STAD AUPAC guidelines. Consideration of teaching performance may include, but not be limited to, self-evaluation, student evaluations, peer evaluations and school head evaluations. Additionally, consideration should be given to a faculty member’s commitment to student advising and innovations in teaching methodology. Teaching performance is understood to include the instructional components of activities for which release time is given and job performance for non-teaching faculty. It is also understood that the variety of courses taught is affected by the amount of assigned release time activity.

##### *Satisfactory Rating*

For satisfactory performance in teaching, evaluation is reviewed in the following areas:

- Meets class as scheduled, teaches appropriate and well-prepared materials.
- Receives positive student evaluations.
- Receives positive peer evaluations.

- Is accessible to students outside of class.
- Keeps abreast of developments in field and reflects them in classes.
- Is available to work with students on productions or provide advising or coaching on performances.
- Demonstrates effective academic advising.

#### *Excellent Rating*

For excellent performance in teaching, evaluation is reviewed in the following areas:

- Teaches a wide variety of courses.
- Originates courses.
- Undertakes major and innovative revision to course materials.
- Receives exceptional student evaluations.
- Receives exceptional peer evaluations.
- Receives JMU or external grant for instructional development.
- Undertakes special assignments, honors projects, internships, independent projects.
- Demonstrates effective teaching as evidenced by superior work of students.
- Demonstrates exceptional participation or supervision of production work.
- Exceeds expectations in academic advising.

### XIV.J.3. Criteria for Scholarly Achievement and Professional Qualifications

Definitions for what qualifies as “Scholarly Achievement and Professional Qualifications” are included above in the “Definition of Teaching, Scholarship and Professional Qualifications, and Professional Service” section of the STAD AUPAC guidelines. Consideration in this area may include, but not be limited to, publications of scholarly works, presentations at professional conferences and achievements through performance in the arts. Engaging in recognized research, obtaining of research grants and continuing professional development through formal course work is also included. In addition, faculty may have publications of education materials and consultative service as well as administrative leadership that represents synthesized knowledge and practice.

#### *Satisfactory Rating*

For satisfactory performance in scholarly achievement and professional qualifications, evaluation is reviewed in the following areas:

- Undertakes course work beyond appropriate degree.
- Receives JMU or external research or related grants.
- Gives formal presentations at local, state and regional conventions.
- Publishes non-juried articles in local, state, regional or national publications.
- Publishes juried articles in local, state or regional academic journals.
- Edits a local, state or regional academic journal.
- Is a member of an editorial board for local, state or regional academic journal.
- Participates in consulting work.



- Meets agreed upon deadlines and demonstrates full participation in collaborative process in work where release time is given.
- Directs, performs, designs, etc. with quality evaluated by professionals and peers on campus,
- Publishes or distributes scripts or plays on state, regional, national, international level.
- Choreographs, designs, directs, performs, etc. with quality evaluated by professionals and peers on campus, state or regional level.
- Maintains consistent and continued direction of a resident performing company.
- Presents workshops, residencies requiring original scholarly creative work in preparation.
- Receives honors/awards on local, state or regional level.
- Attends professional meetings, classes, etc. to stay current in field and increase expertise.

*Additional Criteria*

Additional criteria for Theatre faculty include to direct and perform in or otherwise contribute creatively to artistic performances that demonstrate quality as deemed by professionals and peers on a campus, state or regional level. Theatre faculty may also publish or otherwise distribute works including scripts or plays on a local, state or regional level.

Additional criteria for Dance faculty include to choreograph, direct and perform in or otherwise contribute creatively to performances that demonstrate quality as deemed by professionals and peers on a campus, state or regional level. They may maintain consistent and continued direction of a resident performing company and attend professional meetings, concerts, workshops and classes in order to stay current in the field and increase their knowledge and expertise. Dance faculty may also conduct or present workshops, consultantships or residencies that require original scholarly achievement in their preparation. They may also receive honors and awards on a local, state or regional level.

*Excellent Rating*

For excellent performance in scholarly achievement and professional qualifications, evaluation is reviewed in the following areas:

- Completes program of course work beyond appropriate degree.
- Receives research or related grant of state, regional, national or international significance.
- Gives formal presentations at state, regional, national and international conventions.
- Publishes juried articles in leading state/regional/national/international academic journals.

- Publishes monograph, book, or other highly significant work.
- Edits leading state, regional, national or international academic journal.
- Serves on editorial board for leading state, regional, national or international academic journal or book publisher.
- Develops knowledge or expertise through consulting work.
- Exceeds expectations for collaborative work for which release time is given.
- Publishes or distributes scripts or plays on state, regional, national or international level.
- Choreographs, designs, directs, performs, etc. in performances that demonstrate quality as evaluated by peers and professionals on state, regional, national or international level.
- Consistently and continually directs a resident performing company that exhibits substantial increases in artistic quality as evaluated by professionals and peers.
- Conducts or presents significant workshops, consultantships or residencies.
- Receives special honors/awards on state, regional, national or international level.

*Additional Criteria*

Additional criteria for Theatre faculty include to direct and perform in or otherwise contribute creatively to artistic performances on a state, regional, national or international level. Theatre faculty may also publish or otherwise distribute works including scripts or plays on a state, regional, national or international level.

Additional criteria for Dance faculty include to choreograph, direct and perform in or otherwise contribute creatively to performances that demonstrate quality as deemed by professionals and peers on a state, regional, national or international level. They may maintain consistent and continual direction of a resident performing company that exhibits substantial increases in artistic quality as evaluated by professionals and peers on a state, regional, national or international level. Dance faculty must also conduct or present significant workshops, consultantships or residencies that require original scholarly achievement and professional qualifications in preparation as attested to by professionals and peers on a state, regional, national, or international level. They must also receive special honors and awards on a state, regional, national or international level.

#### XIV.J.4. Criteria for Professional Service

Definitions for what qualifies as “Professional Service” are included above in the “Definition of Teaching, Scholarship and Professional Qualifications, and Professional Service” section of the STAD AUPAC guidelines. Evaluation in this area will be based on service and leadership on committees at the school, college and university levels; service to and leadership in professional

or educational organizations at the regional, state or national level; or contribution that brings positive recognition to JMU.

### *Satisfactory Rating*

For satisfactory performance in professional service, evaluation is reviewed in the following areas:

- Serves on school college and university committees.
- Administers or coordinates programs within the school.
- Advises student organizations beyond those related to teaching duties.
- Serves on panels or gives presentations at local, state, regional or national conferences.
- Holds office in state, regional, academic or professional organizations.
- Designs or redesigns campus facilities.
- Initiates/Administers campus programs that contribute to the enrichment of school or university.
- Develops classes and workshops for groups outside the university.
- Establishes relationships with theatre or dance professionals.
- Serves on editorial board of local, state or regional publication.
- Founds or establishes local, state or regional publication or organization.
- Acts as consultant to local, state or regional media or other professional organization.
- Contributes to development of the school in fundraising, recruitment or promotions.
- Conducts master classes, etc., for groups outside the university.

### *Additional Criteria*

Additional criteria for Dance faculty include to conduct master classes, residencies and performances for groups outside the university.

### *Excellent Rating*

For excellent performance in professional service, evaluation is reviewed in the following areas:

- Chairs school, college or university committees and makes significant contributions.
- Directs the administration or coordination of major components with the school.
- Holds major office in state, regional, national or international academic/prof. organization.
- Serves on editorial board of state, regional, national or international publication.
- Initiates, administers and/or supervises guest residencies of extended scope and outreach.
- Holds major responsibility in the design or renovation of new or existing

facilities.

- Finds or establishes state, regional, national or international publication or organization.
- Serves as consultant to state, regional, national or international media or other organization.
- Serves as judge, critic or reviewer on state, regional, national or international level.
- Significantly contributes to school or college in fundraising, recruitment, promotions.
- Develops and/or advances dynamic partnerships with local, regional, or international programs.
- Conducts significant master classes, etc., for groups outside the university.

*Additional Criteria*

Additional criteria for Dance faculty include to conduct significant master classes, residencies and performances for groups outside the university.