

JMU Libraries
Promotion and Tenure Evaluation
Guidelines

Approved: 2022

1 James Madison University Libraries Promotion 2 and Tenure Guidelines

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52 **1. Introduction**

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

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

66 **1.1 Applicability**

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

69 **1.2 Faculty Status, Positions, and Rank**

70 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 shall be bound by changes as they become effective. Changes
76 to the PTG are made as needed by the sitting Libraries PAC and are approved by majority vote
77 of 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
- 93 • **Academic Unit Head** is “the head of an academic department or the functional
94 equivalent of that position,” according to Academic Affairs Policy #2 Academic Unit
95 Heads.
- 96
- 97 • **Day** indicates a calendar day, unless otherwise specified. A specific date indicates that
98 calendar date. If, however, a specified deadline falls on a day when the university is not
99 scheduled to be open, or is not actually open for business (as in an emergency closing, a
100 holiday, or a weekend), the deadline shall be the next day the university is actually open
101 for business.
- 102
- 103 • **Must** and **shall** indicate mandatory actions.
- 104
- 105 • **Should** and **may** indicate discretion on the part of the actor.
- 106
- 107 • **Will** is intended to be descriptive only and does not obligate or direct any action.

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

110 **1.7 Abbreviations and Style**

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

113 Some examples are listed below:

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

123 **2. Evaluations**

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

126 **2.1 Evaluation Fundamentals**

127 **2.1.1 Evaluation Bodies**

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

134 **2.1.2 Records**

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

137 Copies of all evaluations that are to be maintained as a matter of record shall be stored in the
138 faculty member's personnel file in the Libraries Human Resources Department. Faculty

139 members may review their own personnel files (see Faculty Handbook, III.G.1. Reviewing
140 Personnel Files).

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

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

147 **2.1.3 Confidentiality**

148 All persons involved in the evaluation process shall respect and maintain the strict
149 confidentiality of all relevant documents and deliberations.

150 **2.2 Types of Evaluations**

151 **2.2.1 AUH Evaluations**

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

175

176 **2.2.2 PAC Evaluations**

- 177 • Midpoint review. The midpoint review is advisory to the faculty member. The midpoint
178 review letter from the PAC becomes a matter of record and shall be stored in the faculty
179 member's personnel file in the Libraries Human Resources Department.
- 180 • A comprehensive evaluation concerned with promotion is conducted in the appropriate
181 year. It becomes a matter of record and shall be stored in the faculty member's
182 personnel file in the Libraries Human Resources Department.
- 183 • A comprehensive evaluation concerned with tenure is conducted in the appropriate
184 year. It becomes a matter of record and shall be stored in the faculty member's
185 personnel file in the Libraries Human Resources Department.
- 186 • Non-renewal of contracts.
- 187 • Post-tenure review.
- 188 • Instructional Faculty Annual Review appeals.

189 **2.3 Orientation**

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

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

200 **2.4 Initial Evaluation**

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

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

207 The AUH shall schedule an initial evaluation conference with the faculty member and the
208 faculty member's supervisor. The supervisor or AUH may request that the faculty member
209 provide a written self-evaluation prior to this conference.

210 The supervisor shall complete a written initial evaluation and provide it to the AUH. The AUH
211 shall then complete a written evaluation. The AUH shall provide the written supervisor and

212 AUH evaluations to the faculty member within 14 days of the evaluation conference. The
213 evaluation shall state whether the faculty member's overall performance has been acceptable
214 or unacceptable. Unacceptable performance during the initial evaluation period will normally
215 result in nonrenewal (see Faculty Handbook, III.E.3.f. Nonrenewal).

216 **2.5 Annual Evaluations**

217 **2.5.1 Administrative and Professional Faculty**

218 Administrative and professional faculty are evaluated according to JMU [Policy 1307](#),
219 Performance Evaluation of Administrative & Professional Faculty.

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

225 **2.5.2 Instructional Faculty**

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

228 **2.5.2.1 Faculty Anticipated Activity Plan**

229 By **August 31**, each faculty member shall submit a Faculty Anticipated Activity Plan (FAAP) for
230 the coming year (July 1 to June 30) to their AUH. The relative weights of the three performance
231 areas shall be determined by the faculty member and the appropriate supervisor and AUH
232 prior to the start of the academic year. If no individual weights are negotiated, standard
233 weights shall be:

- 234 • 60% Job Performance
- 235 • 20% Scholarly Achievement and Professional Qualifications
- 236 • 20% Professional Service

237 Standard weights for RTA faculty shall be:

- 238 • 80% Job Performance
- 239 • 10% Scholarly Achievement and Professional Qualifications
- 240 • 10% Professional Service

241 The agreement on weights may be renegotiated during the year under appropriate
242 circumstances.

243 2.5.2.2 Faculty Annual Review

244 The Faculty Annual Review (FAR) is conducted by the faculty member's AUH and direct
245 supervisor. Annual evaluations support a variety of decisions including those affecting tenure
246 and promotion and are integral components of PAC reviews. The FAAP and FAR processes
247 completed by faculty and AUHs are inextricably linked to the evaluation under PAC and/or
248 AUH or the dean's purview.

249 As per the Faculty Handbook, III.E.4. Annual Evaluation, "In each of the three performance
250 areas, a faculty member shall be evaluated by their supervisor and AUH as excellent,
251 satisfactory, or unsatisfactory... In addition to an evaluation in each of the three areas of
252 performance, the faculty member's overall performance must be evaluated as acceptable or
253 unacceptable. A factor in determining overall annual performance must be the relative weight
254 associated with each of the areas of performance."

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

260 The supervisor's evaluation of the faculty member is due to the AUH by **July 31**.

261 The AUH's preliminary evaluation of the faculty member and the supervisor's evaluation are
262 due to the faculty member for review at least one business day before the scheduled annual
263 evaluation conference. The annual evaluation conference must be held before the FAR is
264 finalized, unless both the faculty member and the AUH agree that no conference is necessary.
265 The AUH will provide the faculty member with the final version of their evaluation for signing
266 by **August 31**. As per the Faculty Handbook, III.E.4.f. Deadline, "Any failure to meet this
267 deadline will extend the appeal process by the number of days the written evaluation is late."
268 Faculty members have a maximum of seven days following receipt of the official written
269 evaluation to make a written appeal of their annual evaluation to the PAC. The evaluation
270 process is not final until any appeal has been completed. See Faculty Handbook, III.E.4.g.
271 Appeal and III.E.4.h. Review Criteria, for more information on the appeal process.

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

274 2.5.3 Faculty Annual Review of Academic Unit Heads

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

277 **2.6 Midpoint Review**

278 The PAC and AUH will independently provide guidance and advice to the faculty member on
279 progress toward promotion and/or tenure at a midpoint. For a tenure-track faculty member,
280 the midpoint review occurs at the midpoint of their probationary period (typically in the third
281 year of employment). For a non-tenure-track faculty member (A&P or RTA) seeking promotion
282 to associate professor, the midpoint review typically occurs three years before the faculty
283 member intends to apply for promotion.

284 **2.6.1 Procedures**

- 285 1. Early in the fall semester, the PAC will notify tenure-track faculty up for midpoint
286 review and put out a call for non-tenure-track faculty intending to submit midpoint
287 review materials. The faculty member shall submit a summary of activities and
288 accomplishments in the areas of job performance, scholarly achievement and
289 professional qualifications, and professional service to the AUH and PAC by the first day
290 of the spring semester. Materials submitted shall cover the time span established in
291 section 2.8.2 (for promotion in rank) or section 2.9.2 (for tenure) in accordance with the
292 faculty member's next anticipated review.
- 293 2. The PAC may ask for additional documentation or seek clarification on materials during
294 the review process.
- 295 3. The PAC will use the submitted documentation to write a letter to the faculty member
296 undergoing review. The AUH will independently write a separate letter. The PAC and
297 AUH drafts shall be made available to the faculty member by February 20.
- 298 4. The faculty member shall be given the opportunity for meetings with the PAC and/or
299 the AUH to discuss the draft midpoint letters. This is not a negotiation but rather a
300 chance to hash out questions and deal with issues that the PAC or AUH might not know
301 about or that a faculty member needs more opportunity to explain. A faculty member
302 may opt out of the meeting by alerting the PAC and/or AUH in writing of their wishes to
303 accept the letter as drafted. These meetings must be completed in time for the faculty
304 member under review to deal with any issues well in advance of the next year's annual
305 goal submissions.
- 306 5. After the meetings with the PAC and the meeting with the AUH (or the faculty member
307 decision to opt out), final copies of the PAC and AUH letters shall be provided to the
308 faculty member under review, the supervisor, the appropriate AUH, and the dean by
309 March 15. These documents become part of the academic unit's record and are filed in
310 the Libraries Human Resources department.

311 **2.7 Promotion in Academic Rank**

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

James Madison University Libraries Promotion and Tenure Guidelines,
Approved by Libraries Faculty in votes held: January 2018, July 2018, October 2018, March 2019, May 2019, March 2021, April 2022
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314 Faculty members who will apply for promotion shall inform the PAC and their AUH by
315 September 1 of that year. Promotion review materials are due to the PAC and AUH by October
316 1. (See Faculty Handbook, III.E.6.b.(1).) Guidelines on preparing promotion review materials
317 are available on the Libraries PAC Hub site.

318 **2.7.1 Compelling Case for Early Promotion**

319 To present a compelling case for early promotion to associate professor, a faculty member
320 must have completed at least four years as an assistant professor at JMU and be evaluated by
321 the AUH and PAC as “Excellent” in job performance and scholarship and at least “Satisfactory”
322 in service. The faculty member must also be esteemed in the discipline, as attested by at least
323 three letters of recommendation from prominent people in the discipline.

324 To present a compelling case for early promotion to full professor, a faculty member must have
325 completed at least four years as an associate professor at JMU and be evaluated by the AUH and
326 PAC as “Excellent” in job performance, scholarship, and service. The faculty member must also
327 be esteemed in the discipline, as attested by at least three letters of recommendation from
328 prominent people in the discipline.

329 Candidates for early promotion are evaluated by the AUH and PAC using the same standards as
330 would apply to any other candidate.

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

338 **2.7.2 Time Span of Activities Considered for Promotion** 339 **Reviews**

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

344 Applications for promotion that also include an application for tenure shall follow the time
345 span guidelines for tenure in section 2.9.2.

346 For promotion to the rank of assistant or associate professor, the faculty member shall submit
347 for consideration activities and accomplishments from their time in the current rank, unless
348 otherwise specified in their contract or negotiated with the dean. It is the faculty member’s
349 responsibility to inform the PAC and AUH of any alterations to the faculty member’s promotion
350 time span through their submitted materials.

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

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

357 The amount of time spent in the current rank before applying for promotion shall not be a
358 factor in evaluators' recommendations, i.e., a faculty member shall be reviewed without regard
359 for the number of years spent in a rank. For example, a faculty member applying for promotion
360 to associate professor would receive the same recommendation regardless of whether their
361 accomplishments were obtained over five years, eight years, or ten years in the rank of
362 assistant professor.

363 **2.7.3 Standards**

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

366 **2.7.3.1 Assistant Professor**

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

368 **2.7.3.2 Associate Professor**

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

371 **2.7.3.3 Professor**

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

374 **2.7.3.4 Senior Lecturer**

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

377 **2.7.3.5 Principal Lecturer**

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

380 **2.8 Tenure**

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

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

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

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

392 **2.8.1 Compelling Case for Early Tenure**

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

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

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

407 **2.8.2 Time Span of Activities Considered for Tenure Reviews**

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

412 **2.9 Post-Tenure Review**

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

415 **2.10 Faculty Appeals**

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

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

421 **3. Criteria**

422 **3.1 Introduction**

423 This section provides standards for Job Performance, Scholarly Achievement and Professional
424 Qualifications (“scholarship”), and Professional Service (“service”) and applies to all faculty
425 reviews. The term “evaluators” in this section refers to anyone responsible for evaluating the
426 performance of faculty members, including AUHs, supervisors, and the PAC.

427 The evaluation standards described in this document should be interpreted as flexible and not
428 absolute. All Libraries faculty members have the freedom to pursue activities that align with
429 their professional goals and strengths. We support activities that demonstrate the values of the
430 Libraries, the university, and the faculty member’s profession. While faculty members are
431 expected to be active in job performance, scholarship and service, quality of work is more
432 important than quantity. Examples are provided for guidance and are not intended to serve as
433 a checklist or to be an exhaustive list of all qualifying activities. The order of examples does not
434 indicate their importance.

435 The areas of performance that shall be considered in all performance evaluations are as
436 follows:

- 437 • job performance
- 438 • scholarly achievement and professional qualifications
- 439 • professional service

440 **3.1.1 Categorization of activities**

441 Activities that are part of one’s assigned duties fall under job performance. Activities that are
442 part of one’s service on a committee fall under service, unless they are part of one’s assigned
443 duties. It is understood that this might result in the same activity being listed under different

444 categories by different faculty members, or by the same faculty member in different years.
445 Faculty members are allowed some discretion in categorizing their activities, but should
446 endeavor to follow the spirit of these guidelines.

447 Faculty members are encouraged to pursue activities that encompass multiple categories.
448 These activities should be clearly documented by the faculty member to indicate their
449 relevance to different categories. For example, a conference presentation should be listed
450 under scholarship, but if the presentation was about a job-related or service project then the
451 project itself should be listed under job performance or service as appropriate.

452 **3.1.2 Ratings and recommendations**

453 Faculty members are rated as Excellent, Satisfactory or Unsatisfactory in each performance
454 area. Ratings are based on the faculty member's performance, not relative to the performance
455 of others. For reviews that cover a multiyear period, evaluators should consider the faculty
456 member's cumulative performance when assigning a rating. As per the Faculty Handbook
457 (III.E.6. and III.E.7.e.), the "pattern of prior annual evaluations should be carefully considered"
458 when reviewing a faculty member for promotion or tenure, but evaluators "should use
459 judgment and discretion in making recommendations". Evaluators should take into account
460 changes in role, reporting line, and policy that occurred during the faculty member's career.

461 **3.2 Job Performance**

462 Consideration of job performance must include, but need not be limited to, the following: self-
463 evaluation, supervisors, and/or AUHs. Job performance is understood as each faculty member's
464 practice of their professional duties, as is appropriate for the individual faculty member. The
465 components comprising each faculty member's job performance are delineated in his or her
466 position description.

467 **3.2.1 Examples of job performance**

- 468 • meeting goals as outlined in the annual evaluation process
- 469 • performance on the annual evaluation
- 470 • evidence of positive outcomes or innovation in job performance
- 471 • evidence of positive outcomes or innovation at the Libraries enterprise level
- 472 • positive commitment to the mission of the Libraries
- 473 • leadership

474 **3.3 Scholarly Achievement and Professional** 475 **Qualifications**

476 The JMU Faculty Handbook, [section III.E.2.b.\(2\)](#), states that Scholarly Achievement and
477 Professional Qualifications "*include[s], but need not be limited to, publication of scholarly works,*

478 *presentations at professional conferences, achievement through performance in the arts,*
479 *engaging in recognized research, obtaining research grants, continuing professional development*
480 *through formal course work, publication of educational materials and consulting activities.”*

481 Libraries faculty members are expected to add to their professional qualifications through
482 continuing education and to contribute to their professional field or area of specialization
483 through scholarly achievement. The Libraries defines scholarly achievement as publishing or
484 otherwise disseminating the results of research or applications of knowledge to one’s work in a
485 way that enhances a professional or academic discipline.

486 Activities in these areas will be evaluated based on their significance, impact, and innovation.
487 We support co-authorship and collaborative projects, both within the Libraries and with
488 colleagues at JMU or other institutions.

489 **3.3.1 Promotion and tenure**

490 To earn a rating of at least Satisfactory when being reviewed for promotion or tenure,
491 candidates should demonstrate continuing development and ongoing effort in both continuing
492 education and scholarly achievement.

493 To earn a rating of Excellent, a faculty member should demonstrate that their scholarly
494 achievements have provided significant benefit to the profession or discipline beyond the
495 university. This may include peer-reviewed publications or external conference presentations,
496 being nominated for or receiving an external award for scholarship, successful external grant
497 applications, or other evidence of significant scholarly contribution at the state, regional, or
498 national level. Candidates should also demonstrate significant growth through continuing
499 education. Earning an additional degree may contribute towards an Excellent rating but is not
500 required.

501 **3.3.2 Continuing Education**

502 More weight will be given to activities that lead to a demonstrated improvement in
503 professional skills.

504 **3.3.2.1 Examples of continuing education**

- 505 • Attending workshops, seminars, conferences, or other training events on topics of
506 relevance to one’s professional performance.
- 507 • Formal coursework in subjects that will enhance one’s professional performance. This
508 includes courses that carry continuing education units or traditional academic credits.
- 509 • Earning a degree or certification in any academic or professional discipline beyond
510 what is required for one’s current position, or enrollment in a formal course of study
511 leading to such a degree or certification.

512 3.3.3 Scholarly Achievement

513 Scholarly achievement may be within one’s professional field or in other academic or
514 professional disciplines. Collaboration with co-authors is encouraged, but each faculty member
515 is responsible for developing their own scholarly agenda. Faculty members may choose the
516 most appropriate format and venue for sharing their scholarly work, although more weight will
517 be given to activities that have been validated through peer review (or comparable
518 independent, external review) or that have demonstrated impact.

519 Activities such as editing, peer-reviewing, indexing, etc., the work of others or writing brief
520 descriptive reviews should generally be included under the Service section. In cases where
521 significant analysis or creativity is involved, these activities may be included in the Scholarly
522 Achievement section with explanation.

523 3.3.3.1 Examples of scholarly achievement

- 524 • Significant in-house research that influences services and activities of the Libraries, e.g.
525 research and proposal leading to a new service, scholarly bibliography, curated exhibits,
526 software development, etc.
- 527 • Conducting staff seminars or other training events on topics of professional relevance.
- 528 • Presentations, including conference papers, posters, and panel discussions, or other
529 similar activities at the campus, regional, state, or national level.
- 530 • Publication of research or educational materials in books, book chapters, or in scholarly
531 or professional journals.
- 532 • Creation of unique objects, data sets, code, etc., that contribute to the scholarly
533 landscape.
- 534 • Grant applications.

535 3.4 Professional Service

536 The JMU Faculty Handbook, [section III.E.2.b.\(3\)](#), states that Professional Service “*shall include*
537 *committee service and leadership at James Madison University or in professional or educational*
538 *organizations, or service otherwise enhancing the profession, academic unit, college or*
539 *university.*”

540 Libraries faculty members are expected to engage in service and leadership activities that
541 benefit the Libraries, the university, their profession, or the community. Simply joining a group
542 or attending meetings is not sufficient; the faculty member should actively participate in the
543 work of the group as a contributor or leader.

544 The term “committee” in this section is not limited to standing committees but includes task
545 forces, working groups, and other groups of a similar nature.

546 Service activities will be evaluated based on their significance, impact, innovation, and the
547 faculty member's level of involvement or responsibility. We support collaborative projects,
548 both within the Libraries and with colleagues at JMU or other institutions.

549 **3.4.1 Promotion and tenure**

550 To earn a rating of at least Satisfactory when being reviewed for promotion or tenure,
551 candidates should demonstrate continuing development and ongoing effort in their service
552 activities. Engagement in service to the Libraries is required.

553 To earn a rating of Excellent, a faculty member should demonstrate significant impact of their
554 service activities. This may include serving effectively in leadership roles, making important
555 contributions to the work of committees, being nominated for or receiving an award for
556 service, or other evidence of significant benefit to the Libraries, the university, the profession,
557 or the community.

558 **3.4.2 Examples of service**

- 559 • Active participation in Libraries committees.
- 560 • Active participation in committees at the campus, state, regional, or national level.
- 561 • Active participation in professional or educational organizations.
- 562 • Mentoring on campus or through professional organizations.
- 563 • Donating one's professional services to community organizations or institutions.
- 564 • Special projects beyond one's job responsibilities that benefit the Libraries, its users, or
565 the campus community.
- 566 • Contributing to the professional literature through editing journals or columns, peer-
567 reviewing, indexing, annotating, etc.
- 568 • Moderating or maintaining professional discussion forums, websites, etc.