

1 **James Madison University Libraries Promotion**  
 2 **and Tenure Guidelines**

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# 51 1. Introduction

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

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

## 65 1.1 Applicability

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

## 68 1.2 Version

69 The current version of the James Madison University Libraries Promotion and Tenure  
70 Guidelines (PTG) supersedes all previous versions, and its terms replace the terms contained in  
71 previous versions. The university expressly reserves the right to change policies, benefits, and  
72 procedures, and faculty members shall be bound by changes as they become effective. Changes  
73 to the PTG are made as needed by the sitting Libraries PAC and are approved by majority vote  
74 of eligible faculty members.

## 75 **1.3 Approval of New Procedures and Criteria**

76 This document covers procedures and criteria specific to the Libraries. As per the Faculty  
77 Handbook, III.E.1.f. Approval, “Academic unit evaluation procedures and criteria must be  
78 approved by the [Libraries] faculty members, AUH, dean, and Provost. New or revised  
79 evaluation procedures and criteria may be proposed to the academic unit by individual faculty  
80 members, the [Personnel Advisory Committee], or AUH. New or revised procedures and  
81 criteria must be proposed and approved in a timely manner to allow their use by faculty  
82 completing evaluations.”

## 83 **1.4 Contracts**

84 For information on contracts, see [Faculty Handbook Section III.D.](#)

## 85 **1.5 Word Usage**

- 86 • **Academic Unit** is defined as an administrative department or its functional equivalent,  
87 as identified by the provost.  
88
- 89 • **Academic Unit Head** is “the head of an academic department or the functional  
90 equivalent of that position,” according to Academic Affairs Policy #2 Academic Unit  
91 Heads. For the purposes of this document, the AUHs shall be defined as the Associate  
92 Deans of Libraries.  
93
- 94 • **Day** indicates a calendar day, unless otherwise specified. A specific date indicates that  
95 calendar date. If, however, a specified deadline falls on a day when the university is not  
96 scheduled to be open, or is not actually open for business (as in an emergency closing, a  
97 holiday, or a weekend), the deadline shall be the next day the university is actually open  
98 for business.  
99
- 100 • **Must** and **shall** indicate mandatory actions.  
101
- 102 • **Should** and **may** indicate discretion on the part of the actor.  
103
- 104 • **Will** is intended to be descriptive only and does not obligate or direct any action.  
105
- 106 • **Peer**, in the context of **peer evaluations**, is defined as all Libraries employees,  
107 regardless of classification.  
108

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

## 111 **1.6 Abbreviations and Style**

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

114 Some examples are listed below:

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

## 124 **2. Evaluations**

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

### 127 **2.1 Evaluation Fundamentals**

#### 128 **2.1.1 Evaluation Bodies**

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

#### 135 **2.1.2 Records**

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

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

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

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

### 148 **2.1.3 Confidentiality**

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

## 151 **2.2 Types of Evaluations**

### 152 **2.2.1 AUH Evaluations**

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

### 176 177 **2.2.2 PAC Evaluations**

- 178 • First year review. This is advisory to the faculty member. The first year review letter  
179 becomes a matter of record and shall be stored in the faculty member's personnel file in  
180 the Libraries Human Resources Department.

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

## 193 **2.3 Orientation**

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

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

## 204 **2.4 Initial Evaluation**

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

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

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

214 The supervisor shall complete a written initial evaluation and provide it to the AUH. The AUH  
215 shall then complete a written evaluation. The AUH shall provide the written supervisor and  
216 AUH evaluations to the faculty member within 14 days of the evaluation conference. The  
217 evaluation shall state whether the faculty member's overall performance has been acceptable

218 or unacceptable. Unacceptable performance during the initial evaluation period will normally  
219 result in nonrenewal (see Faculty Handbook, III.E.3.f. Nonrenewal).

## 220 **2.5 First Year Review**

221 After the faculty member has undergone initial evaluation by their AUH, the PAC will solicit  
222 peer evaluations, consult the AUH's initial evaluation, and prepare a brief review of the faculty  
223 member's current progress toward tenure and/or promotion requirements. A copy of this  
224 letter is given to the faculty member, supervisor, AUH, and dean. This document becomes part  
225 of the academic unit's record and is filed in the Libraries Human Resources Department.

## 226 **2.6 Annual Evaluations**

### 227 **2.6.1 Administrative and Professional Faculty**

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

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

### 235 **2.6.2 Instructional Faculty**

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

#### 238 **2.6.2.1 Faculty Anticipated Activity Plan**

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

- 244 • 60% Job Performance
- 245 • 20% Scholarly Achievement and Professional Qualifications
- 246 • 20% Professional Service

247 The agreement on weights may be renegotiated during the year under appropriate  
248 circumstances.

## 249 **2.6.2.2 Faculty Annual Review**

250 The Faculty Annual Review (FAR) is conducted by the faculty member's AUH and direct  
251 supervisor. The AUH will solicit input from appropriate individuals outside of the Libraries.  
252 The AUH may solicit information from the PAC. Annual evaluations support a variety of  
253 decisions including those affecting tenure and promotion and are integral components of PAC  
254 reviews. The FAAP and FAR processes completed by faculty and AUHs are inextricably linked to  
255 the evaluation under PAC and/or AUH or the dean's purview.

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

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

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

268 The AUH's preliminary evaluation of the faculty member and the supervisor's evaluation are  
269 due to the faculty member for review at least one business day before the scheduled annual  
270 evaluation conference. The annual evaluation conference must be held before the FAR is  
271 finalized, unless both the faculty member and the AUH agree that no conference is necessary.  
272 The AUH will provide the faculty member with the final version of their evaluation for signing  
273 by **August 31**.

274 As per the Faculty Handbook, III.E.4.g. Appeal, "Any failure to meet this deadline will extend the  
275 appeal process by the number of days the written evaluation is late." The evaluation process is  
276 not final until any appeal has been completed. See Faculty Handbook, III.E.4.g. Appeal and  
277 III.E.4.h. Review Criteria, for more information on the appeal process.

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

## 280 **2.6.3 Faculty Annual Review of Academic Unit Heads**

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

## 283 2.7 Midpoint Review

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

### 290 2.7.1 Procedures

- 291 1. Early in the fall semester, the PAC will notify tenure-track faculty up for midpoint  
292 review and put out a call for non-tenure-track faculty intending to submit midpoint  
293 review materials. The faculty member shall submit a summary of activities and  
294 accomplishments in the areas of job performance, scholarly achievement and  
295 professional qualifications, and professional service to the AUH and PAC by the first day  
296 of the spring semester. Materials submitted shall cover the time span established in  
297 section 2.8.2 (for promotion in rank) or section 2.9.2 (for tenure) in accordance with the  
298 faculty member's next anticipated review.
- 299 2. The PAC may ask for additional documentation or seek clarification on materials during  
300 the review process.
- 301 3. While the PAC reviews packets, it will also solicit peer feedback.
- 302 4. The PAC will use the submitted documentation and the peer feedback to write a letter  
303 to the faculty member undergoing review. The AUH will independently write a separate  
304 letter. The PAC and AUH drafts shall be made available to the faculty member by  
305 February 20.
- 306 5. The faculty member shall be given the opportunity for meetings with the PAC and/or  
307 the AUH to discuss the draft midpoint letters. This is not a negotiation but rather a  
308 chance to hash out questions and deal with issues that the PAC or AUH might not know  
309 about or that a faculty member needs more opportunity to explain. A faculty member  
310 may opt out of the meeting by alerting the PAC and/or AUH in writing of their wishes to  
311 accept the letter as drafted. These meetings must be completed in time for the faculty  
312 member under review to deal with any issues well in advance of the next year's annual  
313 goal submissions.
- 314 6. If the faculty member under review wishes to review their peer feedback, this will be  
315 provided to them at this meeting. If the faculty member refuses the midpoint meeting  
316 but would still like the peer feedback forms, those will be provided upon request.
- 317 7. After the meetings with the PAC and the meeting with the AUH (or the faculty member  
318 decision to opt out), final copies of the PAC and AUH letters shall be provided to the  
319 faculty member under review, the supervisor, the appropriate AUH, and the dean by

320 March 15. These documents become part of the academic unit's record and are filed in  
321 the Libraries Human Resources department.

## 322 **2.8 Promotion in Academic Rank**

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

325 Faculty members who will apply for promotion shall inform the PAC and their AUH by  
326 September 1 of that year. Promotion review materials are due to the PAC and AUH by October  
327 1. (See Faculty Handbook, III.E.6.b.(1).) Guidelines on preparing promotion review materials  
328 are available on the Libraries PAC Hub site.

### 329 **2.8.1 Compelling Case for Early Promotion**

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

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

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

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

### 349 **2.8.2 Time Span of Activities Considered for Promotion** 350 **Reviews**

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

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

357 For promotion to the rank of assistant or associate professor, the faculty member shall submit  
358 for consideration activities and accomplishments from their time in the current rank, unless  
359 otherwise specified in their contract or negotiated with the dean. It is the faculty member's  
360 responsibility to inform the PAC and AUH of any alterations to the faculty member's promotion  
361 time span through their submitted materials.

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

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

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

## 374 **2.8.3 Standards**

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

### 377 **2.8.3.1 Assistant Professor**

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

### 379 **2.8.3.2 Associate Professor**

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

### 382 **2.8.3.3 Professor**

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

## 385 **2.9 Tenure**

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

388 As per the Faculty Handbook, III.E.7. Tenure, “Tenure does not apply to administrative or  
389 professional positions within the university. It is a concept with application only to the  
390 academic faculty of the university. A&P faculty members may apply for tenure in academic  
391 disciplines represented at the university, but not in an administrative or professional capacity.”

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

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

### 398 **2.9.1 Compelling Case for Early Tenure**

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

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

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

### 413 **2.9.2 Time Span of Activities Considered for Tenure Reviews**

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

## 418 **2.10 Post-Tenure Review**

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

## 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 Additionally, any aspects of a faculty member's conduct that impact performance, positive or  
441 negative, should be addressed in the evaluation of these performance areas.

#### 442 **3.1.1 Categorization of activities**

443 Activities that are part of one’s assigned duties fall under job performance. Activities that are  
444 part of one’s service on a committee fall under service, unless they are part of one’s assigned  
445 duties. It is understood that this might result in the same activity being listed under different  
446 categories by different faculty members, or by the same faculty member in different years.  
447 Faculty members are allowed some discretion in categorizing their activities, but should  
448 endeavor to follow the spirit of these guidelines.

449 Faculty members are encouraged to pursue activities that encompass multiple categories.  
450 These activities should be clearly documented by the faculty member to indicate their  
451 relevance to different categories. For example, a conference presentation should be listed

452 under scholarship, but if the presentation was about a job-related or service project then the  
453 project itself should be listed under job performance or service as appropriate.

### 454 **3.1.2 Ratings and recommendations**

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

## 463 **3.2 Job Performance**

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

### 469 **3.2.1 Examples of job performance**

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

## 476 **3.3 Scholarly Achievement and Professional** 477 **Qualifications**

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

483 Libraries faculty members are expected to add to their professional qualifications through  
484 continuing education and to contribute to their professional field or area of specialization  
485 through scholarly achievement. The Libraries defines scholarly achievement as publishing or

486 otherwise disseminating the results of research or applications of knowledge to one's work in a  
487 way that enhances a professional or academic discipline.

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

### 491 **3.3.1 Promotion and tenure**

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

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

### 503 **3.3.2 Continuing Education**

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

#### 506 **3.3.2.1 Examples of continuing education**

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

### 514 **3.3.3 Scholarly Achievement**

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

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

### 525 **3.3.3.1 Examples of scholarly achievement**

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

## 537 **3.4 Professional Service**

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

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

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

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

### 551 **3.4.1 Promotion and tenure**

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

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

### 560 **3.4.2 Examples of service**

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