



Office of the Provost

Department of Libraries and Educational Technologies

Packet Organization

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JMU Libraries Packet Organization Guidelines for Tenure, Promotion, and Midterm Reviews

This document provides guidance for full-time faculty undergoing mid-term review and applying for tenure or promotion under JMU Libraries' Promotion and Tenure Guidelines.

It has four main sections:

- [Compiling the packet](#)
- [Contents of the packet](#)
- [Submitting the packet](#)
- [Tips for writing your narrative](#)

These procedures apply to all instructional faculty who submit midterm packets after July 1, 2019, and to AP faculty who submit midterm packets or apply for promotion after that same date.

JMU Libraries faculty who had undergone an earlier mid-term, tenure and/or promotion review may continue to submit via the protocols that governed that review (e.g., USB drive or print) or talk to the PAC about managing a joint format submission.

Compiling the packet

The responsibility for packet preparation rests with each candidate. Academic Unit Heads (AUHs), supervisors, mentors, and colleagues may be consulted for advice.

Your materials are not a complete professional archive of your achievements, but instead should illustrate how your achievements meet the criteria in the Libraries' Promotion and Tenure Guidelines.

You are expected to include signed copies of annual performance evaluations, annual goals, position descriptions, or previous PAC or AUH reviews. Please contact the Libraries' Human Resources if you need PDF versions of these documents.

Packet materials should be saved as a single PDF file when possible.

Deadlines are set by the university or academic unit. See the Libraries' Promotion and Tenure Guidelines (sections 3.3 and 4.8).

Contents and organization of your packet

1. Cover letter requesting review: Address this to the current PAC and your AUH.

2. Organization of materials page or Table of Contents: Include [working links](#) to each required section.

32 **3. Narrative:** This document is your opportunity to speak directly to those evaluating your
33 performance according to JMU Libraries' criteria and the standards for promotion and/or
34 for tenure as set forth in Faculty Handbook.

35 **4. Curriculum Vita:** You may utilize [this CV format](#) to assist the PAC and AUH in reviewing
36 your packet. Other CV formats may be used if they contain all appropriate data.

37 **5. Annual performance evaluations, annual goals, and position descriptions:** Provide
38 your annual goals and performance evaluations in chronological order, alternating goals
39 and evaluation documents so one follows another. For instructional faculty, goals are
40 documented as signed Faculty Anticipated Action Plans (FAAPs) and should be followed by
41 the same year's Faculty Annual Review (FARs). For AP Faculty, goals are documented in the
42 annual evaluation form as "Section 2 Objectives for this Performance Cycle" and "Section
43 3D Professional Development in Performance Cycle." You should include all versions of
44 your position description for the years under review, regardless of faculty type.

45 **6. Prior PAC and AUH reviews:** Letters from previous reviews (tenure and/or promotion,
46 midterm, or first-year reviews) may be included in chronological order. Midterm and first-
47 year review letters are a matter of the Libraries' record and are filed with the Libraries'
48 Human Resources; please be aware that the PAC can request them from either you or HR.

49 **7. Supporting documents for job performance, scholarly achievement and**
50 **professional qualifications, and professional service:** Documentation should allow the
51 evaluator to assess job performance as defined by the criteria in PTG section 3.2. Directors
52 and Heads may include annual unit reports in this section. Activities in the areas of
53 scholarly achievement/professional qualifications and professional service will be
54 evaluated according to the criteria within the Libraries' Promotion and Tenure Guidelines.

55 It is not necessary to include examples of routine activities such as correspondence or
56 programs for conferences that were attended only. Provide durable URLs to scholarly
57 achievements that are part of the review period, regardless of format. [JMU Scholarly](#)
58 [Commons](#) is the preferred home for scholarly achievements that can be made publicly
59 available.

60 Remember the purpose of documentation is to communicate your success in meeting the
61 Libraries' criteria and standards.

62 **8. Supplemental letters of reference (optional):** Candidates may have the option to
63 include letters from internal or external peers or colleagues as further evidence of
64 performance according to the Libraries' criteria and the standards for promotion and/or
65 for tenure as set forth in Faculty Handbook. These letters are not required except when
66 candidates apply for early tenure and/or promotion. No more than five letters total should
67 be included.

68 **Submitting the packet**

69 You will upload a single PDF of your packet to an online location specified by the PAC.

70 Links to supporting documents or supplemental letters within your packet need to open
71 durable URLs, items in JMU Scholarly Commons, or items in a location online specified by
72 the PAC (as opposed to a personal location online).

73 **Tips for writing your narrative**

74 Each packet must contain some narrative content; it benefits you to help your evaluators
75 make sense of your application. It is up to you whether to include the narrative in one large
76 section at the front or separate it into smaller segments that are interspersed throughout
77 your packet.

78 We suggest the total narrative content not exceed 20 pages for promotion and/or tenure
79 packets; midterm packet narratives would understandably be shorter (e.g., 10 pages).

80 When appropriate, link the claims made in the narrative to the supporting documentation
81 you have collected. You may use an organizational structure such as appendices, or simply
82 rely on internal links to those parts of your packet.

83 **Overview**

84 Use this section to provide context for your position(s). This might include position
85 changes or supervision changes. This also can be used as an opportunity to provide context
86 about your work environments, such as:

- 87 • Structural changes within the organization, department, and/or university
- 88 • Changes in values (individual, department, university, and/or profession)
- 89 • Changes in PTG documents

90 **Job Performance**

91 You can use this section to identify themes from across your career and to highlight ways in
92 which your job performance demonstrates achievement according to the Libraries'
93 Promotion and Tenure Guidelines (Section 3.2.1).

94 **Scholarly Achievement & Professional Qualifications**

95 You can use this section to identify achievements in this area as defined by the Libraries'
96 Promotion and Tenure Guidelines, including Section 3.3.2.1 for examples of continuing
97 education and 3.3.3.1 for examples of scholarly achievement.

- 98 • State your major areas of research interest and any objectives you might have
99 pursued related to developing a scholarly agenda. You can also provide context to
100 the evolution of your scholarship and creative works related to these themes over
101 time, and highlight where significant analysis or creativity is involved.
- 102 • While you will list your scholarly and creative achievements in your CV and other
103 documentation as appropriate, here you can highlight any aspects of your work and
104 continuing education you'd like the PAC to know more about (e.g. "significance,
105 impact, and innovation" of your scholarly / creative works).

- 106 • You may wish to discuss how specific works or experiences contributed to your job
107 performance, service experiences, and/or professional skills.
- 108 • If you are including an accomplishment as Scholarly Achievement that would
109 generally be included under Professional Service according to the Libraries'
110 Promotion and Tenure Guidelines, provide a rationale including a description of
111 significant analysis or creativity.

112 **Service**

113 You can use this section to identify achievements in this area as defined by the Libraries'
114 Promotion and Tenure Guidelines, including Section 3.4.2 to see examples of service.

- 115 • State the major themes encompassing your service and any objectives you might
116 have pursued related to developing a service agenda. You can also provide context
117 to the evolution of your service related to these themes over your career.
- 118 • While you will list your service in your CV and other documentation as appropriate,
119 here is where you can highlight any aspects of your service activities you'd like the
120 PAC to know more about.
- 121 • You also have the option to discuss what you, the Libraries, or JMU gained from
122 these service experiences, such as content knowledge or new skills, as well as how
123 the service demonstrated significance, impact, innovation, and the faculty member's
124 level of involvement or responsibility".

125 **Conclusion**

126 Wrap up your packet with concluding remarks that describe how your accomplishments
127 under evaluation weave across all three areas (job performance, scholarly achievements &
128 professional qualifications, and professional service). This is an opportunity to note
129 anything distinctive about how your position affects your scholarly achievements,
130 professional qualifications, or professional service, or how you have approached synergy
131 between them. You may include future goals or directions where appropriate.

132 **Document Versions**

- 133 • The version above was approved by a vote of the Library Faculty Assembly on
134 October 19, 2018. This version incorporates Library Administration feedback from
135 September 2018. January 2019: Sharing with Dean for Provost approval. February
136 2019: Approved by Provost and posted online.
- 137 • [Library Administration Feedback, September 2018](#) (pdf with comments)
- 138 • [Drafted by PAC Packet Task Force in April 2018 and approved by library faculty](#)
139 [vote on July 12, 2018](#). (Word document)