

Department of Libraries and Educational Technologies

Promotion and Tenure Evaluation Guidelines

Approved: 2019

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.

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.