Department of Libraries and Educational Technologies

Promotion and Tenure Evaluation Guidelines

Approved: 2019
James Madison University Libraries Promotion and Tenure Guidelines

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1. Introduction

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

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

1.1 Applicability

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

1.2 Version

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

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

1.4 Contracts

For information on contracts, see Faculty Handbook Section III.D.

1.5 Word Usage

- **Academic Unit** is defined as an administrative department or its functional equivalent, as identified by the provost.

- **Academic Unit Head** is “the head of an academic department or the functional equivalent of that position,” according to Academic Affairs Policy #2 Academic Unit Heads. For the purposes of this document, the AUHs shall be defined as the Associate Deans of Libraries.

- **Day** indicates a calendar day, unless otherwise specified. A specific date indicates that calendar date. If, however, a specified deadline falls on a day when the university is not scheduled to be open, or is not actually open for business (as in an emergency closing, a holiday, or a weekend), the deadline shall be the next day the university is actually open for business.

- **Must** and **shall** indicate mandatory actions.

- **Should** and **may** indicate discretion on the part of the actor.

- **Will** is intended to be descriptive only and does not obligate or direct any action.

- **Peer**, in the context of peer evaluations, is defined as all Libraries employees, regardless of classification.

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

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

Some examples are listed below:

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

2. Evaluations

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

2.1 Evaluation Fundamentals

2.1.1 Evaluation Bodies

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

2.1.2 Records

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

Copies of all evaluations that are to be maintained as a matter of record shall be stored in the faculty member’s personnel file in the Libraries Human Resources Department. Faculty members may review their own personnel files (see Faculty Handbook, III.G.1. Reviewing Personnel Files).
In support of its role in evaluations, the PAC has the right to review all relevant material in the faculty member's personnel file (see Faculty Handbook, III.E.1.d. Access to Records by AUPAC).

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

2.1.3 Confidentiality

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

2.2 Types of Evaluations

2.2.1 AUH Evaluations

- Initial evaluation. The initial evaluation will be conducted at the beginning of the faculty member's second full semester of employment. The initial evaluation becomes a matter of record and shall be stored in the faculty member’s personnel file in the Libraries Human Resources Department.

- Faculty annual evaluations. Annual evaluations of all faculty members shall be conducted after the conclusion of each academic year. Annual evaluations become a matter of record and shall be stored in the faculty member's personnel file in the Libraries Human Resources Department. The AUH shall provide the official written evaluation to the faculty member by October 1. Appeals of instructional faculty FARs are referred to the PAC.

- Midpoint review. The AUPAC and AUH must independently review the accomplishments of tenure track faculty at the midpoint of the probationary period, typically during the third year of candidacy. The midpoint review becomes a matter of record and shall be stored in the faculty member’s personnel file in the Libraries Human Resources Department.

- A comprehensive evaluation concerned with promotion is conducted in addition to the annual evaluation in the appropriate year. It becomes a matter of record and shall be stored in the faculty member's personnel file in the Libraries Human Resources Department.

- A comprehensive evaluation concerned with tenure is conducted in addition to the annual evaluation in the appropriate year. It becomes a matter of record and shall be stored in the faculty member's personnel file in the Libraries Human Resources Department.

2.2.2 PAC Evaluations

- First year review. This is advisory to the faculty member. The first year review letter becomes a matter of record and shall be stored in the faculty member's personnel file in the Libraries Human Resources Department.
• Midpoint review. The midpoint review is advisory to the faculty member. The midpoint review letter from the PAC becomes a matter of record and shall be stored in the faculty member’s personnel file in the Libraries Human Resources Department.
• A comprehensive evaluation concerned with promotion is conducted in the appropriate year. It becomes a matter of record and shall be stored in the faculty member’s personnel file in the Libraries Human Resources Department.
• A comprehensive evaluation concerned with tenure is conducted in the appropriate year. It becomes a matter of record and shall be stored in the faculty member’s personnel file in the Libraries Human Resources Department.
• Non-renewal of contracts.
• Post-tenure review.
• Instructional Faculty Annual Review appeals.

2.3 Orientation

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

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

2.4 Initial Evaluation

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

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

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

The supervisor shall complete a written initial evaluation and provide it to the AUH. The AUH shall then complete a written evaluation. The AUH shall provide the written supervisor and AUH evaluations to the faculty member within 14 days of the evaluation conference. The evaluation shall state whether the faculty member’s overall performance has been acceptable.
or unacceptable. Unacceptable performance during the initial evaluation period will normally result in nonrenewal (see Faculty Handbook, III.E.3.f. Nonrenewal).

2.5 First Year Review

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

2.6 Annual Evaluations

2.6.1 Administrative and Professional Faculty

Administrative and professional faculty are evaluated according to JMU Policy 1307, Performance Evaluation of Administrative & Professional Faculty.

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

2.6.2 Instructional Faculty

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

2.6.2.1 Faculty Anticipated Activity Plan

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

- 60% Job Performance
- 20% Scholarly Achievement and Professional Qualifications
- 20% Professional Service

The agreement on weights may be renegotiated during the year under appropriate circumstances.
2.6.2.2 Faculty Annual Review

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

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

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

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

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

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

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

2.6.3 Faculty Annual Review of Academic Unit Heads

AUHs will be evaluated annually by the dean. For more information, see Academic Affairs Policy #2: Academic Unit Heads.
2.7 Midpoint Review

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

2.7.1 Procedures

1. Early in the fall semester, the PAC will notify tenure-track faculty up for midpoint review and put out a call for non-tenure-track faculty intending to submit midpoint review materials. The faculty member shall submit a summary of activities and accomplishments in the areas of job performance, scholarly achievement and professional qualifications, and professional service to the AUH and PAC by the first day of the spring semester. Materials submitted shall cover the time span established in section 2.8.2 (for promotion in rank) or section 2.9.2 (for tenure) in accordance with the faculty member’s next anticipated review.

2. The PAC may ask for additional documentation or seek clarification on materials during the review process.

3. While the PAC reviews packets, it will also solicit peer feedback.

4. The PAC will use the submitted documentation and the peer feedback to write a letter to the faculty member undergoing review. The AUH will independently write a separate letter. The PAC and AUH drafts shall be made available to the faculty member by February 20.

5. The faculty member shall be given the opportunity for meetings with the PAC and/or the AUH to discuss the draft midpoint letters. This is not a negotiation but rather a chance to hash out questions and deal with issues that the PAC or AUH might not know about or that a faculty member needs more opportunity to explain. A faculty member may opt out of the meeting by alerting the PAC and/or AUH in writing of their wishes to accept the letter as drafted. These meetings must be completed in time for the faculty member under review to deal with any issues well in advance of the next year’s annual goal submissions.

6. If the faculty member under review wishes to review their peer feedback, this will be provided to them at this meeting. If the faculty member refuses the midpoint meeting but would still like the peer feedback forms, those will be provided upon request.

7. After the meetings with the PAC and the meeting with the AUH (or the faculty member decision to opt out), final copies of the PAC and AUH letters shall be provided to the faculty member under review, the supervisor, the appropriate AUH, and the dean by
March 15. These documents become part of the academic unit’s record and are filed in the Libraries Human Resources department.

2.8 Promotion in Academic Rank

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

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

2.8.1 Compelling Case for Early Promotion

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

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

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

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

2.8.2 Time Span of Activities Considered for Promotion Reviews

The JMU Faculty Handbook specifies the minimum time span in rank before being reviewed for promotion (III.E.6) and the length of the probationary period for tenure (III.E.7.b). This section provides guidance on how far a faculty member may look back when selecting activities and accomplishments to submit in an application for promotion.
Applications for promotion that also include an application for tenure shall follow the time span guidelines for tenure in section 2.9.2.

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

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

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

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

2.8.3 Standards

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

2.8.3.1 Assistant Professor

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

2.8.3.2 Associate Professor

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

2.8.3.3 Professor

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

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

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

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

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

2.9.1 Compelling Case for Early Tenure

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

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

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

2.9.2 Time Span of Activities Considered for Tenure Reviews

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

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

3. Criteria

3.1 Introduction

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

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

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

- job performance
- scholarly achievement and professional qualifications
- professional service

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

3.1.1 Categorization of activities

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

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

3.1.2 Ratings and recommendations

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

3.2 Job Performance

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

3.2.1 Examples of job performance

- meeting goals as outlined in the annual evaluation process
- performance on the annual evaluation
- evidence of positive outcomes or innovation in job performance
- evidence of positive outcomes or innovation at the Libraries enterprise level
- positive commitment to the mission of the Libraries
- leadership

3.3 Scholarly Achievement and Professional Qualifications

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

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

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

### 3.3.1 Promotion and tenure

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

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

### 3.3.2 Continuing Education

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

#### 3.3.2.1 Examples of continuing education

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

### 3.3.3 Scholarly Achievement

Scholarly achievement may be within one's professional field or in other academic or professional disciplines. Collaboration with co-authors is encouraged, but each faculty member is responsible for developing their own scholarly agenda. Faculty members may choose the most appropriate format and venue for sharing their scholarly work, although more weight will be given to activities that have been validated through peer review (or comparable independent, external review) or that have demonstrated impact.
Activities such as editing, peer-reviewing, indexing, etc., the work of others or writing brief descriptive reviews should generally be included under the Service section. In cases where significant analysis or creativity is involved, these activities may be included in the Scholarly Achievement section with explanation.

### 3.3.3.1 Examples of scholarly achievement

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

### 3.4 Professional Service

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

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

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

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

### 3.4.1 Promotion and tenure

To earn a rating of at least Satisfactory when being reviewed for promotion or tenure, candidates should demonstrate continuing development and ongoing effort in their service activities. Engagement in service to the Libraries is required.
To earn a rating of Excellent, a faculty member should demonstrate significant impact of their service activities. This may include serving effectively in leadership roles, making important contributions to the work of committees, being nominated for or receiving an award for service, or other evidence of significant benefit to the Libraries, the university, the profession, or the community.

### 3.4.2 Examples of service

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