

Department of Engineering

PAC Procedures

Approved: 2013

Engineering Academic Unit Procedures for the Personnel Advisory Committee

(Adopted May 15, 2013)

The purpose of evaluation of faculty members at James Madison University is to promote professionalism, to encourage performance at the highest levels and to indicate areas in which improvement is needed. Evaluations are also used in making personnel decisions, including allocation of merit pay increases, continuation of employment and initiation of post-tenure review. (JMU Faculty Handbook, III.E.)

The following document provides a detailed explanation of the election, procedures and operations used by the Engineering Academic Unit Personnel Advisory Committee (PAC) for evaluation of faculty performance.

Additionally, as specified in the JMU Faculty handbook, this document provides information regarding the procedures and operation of the Engineering Academic Unit PAC. This document is available to all engineering faculty in electronic form on the engineering common drive (N:/ENGR/ENGR-Common), and is provided to new faculty by the Engineering AUH upon completion of the hiring process. Any changes to College of Integrated Science and Engineering policy or to the JMU Faculty handbook that conflict with this document will take precedence and a revision to these procedures will be required.

All engineering faculty members will be held accountable for the information contained within this document, the Engineering Academic Unit Personnel Advisory Committee (PAC) Evaluation Implementation document for evaluation of faculty performance, as well as all relevant material related to evaluation contained in the most recent revision of the JMU Faculty Handbook (available at www.jmu.edu).

I. Engineering Department Personnel Advisory Committee (PAC)

As specified in the JMU Faculty Handbook (FH), each academic unit must have a personnel advisory committee (PAC) that advises the academic unit head (AUH). “Although consultation among the AUPAC, AUH and Dean is encouraged, the AUH and the AUPAC shall make independent evaluations of the facts and make independent recommendations” (FH III.E.6.b.(3)). The PAC is responsible to its faculty and AUH, and is under the oversight of the CISE Dean. (FH III.E.2.a)

A. Elections and Tenure of the Members of the PAC

“The full-time faculty of the academic unit except the AUH shall be responsible for determining the composition and electing the membership of the AUPAC.” (FH III.E.2.a)

All full time Engineering (ENGR) faculty members (tenured and untenured) except the AUH are eligible to be a member of the elected PAC.

- a. The PAC will be composed of five members, each serving a staggered three-year term. Three-year membership is intended to provide consistent application of criteria and feedback to ENGR faculty. In the event that an elected PAC member or family member is being considered for promotion and/or tenure, the PAC member shall step down from participating in the PAC deliberations for the academic year in which the consideration occurs. A substitute PAC member will be selected by the PAC to replace the candidate on the PAC. The substitute PAC member will be selected from an alternates list generated from the previous PAC election.
- b. Engineering faculty will normally elect members on a 3-year cycle; two members will be elected in each of the first two years and one member in the third year (a 2-2-1 cycle). An elected PAC member’s term will not be extended due to recusal while being considered for promotion and/or tenure. A departing member of the PAC who was elected for three years must remain off the PAC at least one year before being reelected to the PAC for a three-year term.
- c. New service on the elected PAC begins after elections at the start of the academic year. Elections shall be held in the spring semester. Nominations for PAC membership shall be held either by e-mail or during a faculty meeting. If the nominations occur at a faculty meeting, candidates shall be nominated from the floor by full-time ENGR faculty, excluding the AUH. If nominations occur via e-mail, the nominations shall be by full-time ENGR faculty members, excluding the AUH and the nominations shall be kept open for at least one week. Elections will be administrated by the AUH and conducted with a secret ballot the week following the nomination of a slate of candidates. The faculty should strive for a diverse/representative slate of candidates (e.g, race, gender, tenure, years at JMU, age, etc).
- d. Elected members of the PAC that are on leave or absent from the university can participate in evaluations and PAC activities virtually and will not be required to step down from the PAC. However, these members may ask the

PAC or AUH to be removed from the PAC until they return to the university. If granted, a substitute PAC member will be selected from an alternates list generated from the previous PAC election.

- e. Members of the PAC will select a chair each year to serve in a leadership capacity. Candidates for PAC chair can be self-nominated or nominated by other PAC members. The PAC chair position is decided by a majority vote of the PAC members.
- f. A subcommittee of only tenured faculty will vote on the award of promotion and/or tenure. In the event that the tenured PAC consists of less than five members, the membership requirement and tenured faculty alternates will be modified in the manner described below. The entire PAC will be allowed to participate in the discussions and deliberations on promotion and/or tenure, but the non-tenured PAC members will not be allowed to vote on the promotion and/or tenure decision. If there are less than five ENGR tenured faculty members on the PAC, any eligible ENGR tenured faculty member not on the PAC will be eligible to serve as a temporary (one year) member to evaluate tenure and promotion cases. If there are an insufficient number of eligible ENGR tenured faculty members eligible to serve on the PAC, the subcommittee making the recommendation on the award of promotion and/or tenure will be modified as follows:
 - i. If there are less than three ENGR tenured faculty members on the subcommittee, the CISE Dean will select one or more tenured faculty members from the Departments of Integrated Science and Technology and/or Computer Science to bring the membership up to three tenured voting members. If there are four ENGR tenured faculty members on the subcommittee, the CISE Dean will select one tenured faculty member from the Departments of Integrated Science and Technology or Computer Science to bring the membership up to five tenured voting members.
 - ii. If there are three ENGR tenured faculty members on the subcommittee, these three members will comprise the voting members of the tenure committee; the requirement of voting members will be reduced from five members to three.
- g. In all cases of electing members to the PAC or adding members to the subcommittee, the selections should strive for a diverse/representative slate of candidates.
- h. The ENGR PAC may by majority vote of the committee as a whole choose to remove a member of the committee for a violation of the ENGR PAC rules. Any such action is subject to review by the AUH and CISE Dean when instantiated.

B. Procedures, Operations, and Responsibilities of the Members of the PAC

The ENGR PAC will meet on an ad hoc basis to address various responsibilities as indicated below.

a. Third Year (Interim Review for Tenure-track faculty members).

The ENGR PAC will provide a developmental interim review (between the initial and comprehensive reviews) of ENGR faculty members' progress towards tenure and promotion. Full-time tenure track faculty members will submit materials for review to the PAC no later than September 1st of the start of the fourth year of the faculty member's probationary period (i.e. after completing three full years). The purpose of the third year review will be to consider the efforts and accomplishments of the faculty member and to assess the progress towards tenure. The third year review packet submitted by a faculty member will contain an overview of the faculty member's performance in the areas of teaching, scholarship, and service. More specifically, third year review packets should include (a) written descriptions with the same content as the annual activity reports and supporting pertinent artifacts, (b) expanded teaching, scholarship, and service narratives that explain the evolution of activities over the first three years along with plans and goals for future work, a (c) self-evaluation of teaching, scholarship, and service using the excellent and satisfactory criteria outlined in the engineering P&T guidelines, and (d) an updated curriculum vitae. The PAC will evaluate the faculty member's materials and provide written feedback in the form of a letter, as well as a one-on-one feedback session with a PAC member, no later than October 1st. Once the feedback session has been conducted a copy of the evaluation will be signed by the faculty member and the PAC Chair (representing the PAC members), and forwarded to the AUH, no later than October 1st. A copy of the third year review letter will be included in the faculty member's permanent personnel file. Any tenure track faculty member whose contract stipulates a shortened tenure track timeline will submit materials for an interim review at about the halfway point of their probationary period provided the period is three years or greater. The timing of the submission should be such that there is sufficient time to review progress from a previous posting and time at JMU and provide feedback that can be acted upon before the submission of materials for a tenure review.

b. Comprehensive Review of tenure-track faculty members for promotion and/or tenure.

The PAC will participate in the Comprehensive Evaluation process as delineated in sections III.E.6 and III E.7 of the JMU Faculty Handbook and the School of Engineering Evaluation Procedures and Criteria for Annual Evaluation, Promotion, and Tenure.

To be eligible for early tenure/promotion, a faculty member must provide a compelling case demonstrating accomplishments that far exceeds the Academic Unit's criteria for tenure/promotion. The faculty member must receive a rating by the AUH and the PAC of excellent in all three areas – teaching, scholarship, and service. The evidence should be fundamentally obvious and not requiring significant

interpretation from the PAC or the AUH. If either the AUH or the PAC determines that the application does not present a compelling case, the applicant will be strongly urged to withdraw the early application before recommendations are sent forward to the dean.

c. Annual or Initial Evaluation Appeal

The ENGR PAC will hear the appeal of any faculty member asking for review of an annual or initial evaluation. As specified in the Faculty Handbook (FH Section III.E.4.g), the faculty member has a maximum of seven days following receipt of the official written evaluation to make the appeal in writing. Failure to file a timely written appeal will result in the evaluation being sent forward to the director/dean, and no further appeal rights are available. Following the appeal hearing, the PAC will make a formal recommendation to the AUH regarding suggested revisions to the faculty member's annual evaluation document.

d. Post Tenure Review

For the purposes of review of remediation recommendations for a faculty member with tenure as required by the Faculty Handbook (FH III.E.8 – III.E.8.c), the entire PAC shall review the faculty member with unsatisfactory performance's annual evaluations and make an independent appraisal on satisfactory or unsatisfactory overall performance. If the faculty member under review is currently serving on the PAC, she/he will be removed from the PAC for this review. If the number of PAC members falls below two members to conduct this review, then the CISE Dean will select a tenured faculty member from the Departments of Integrated Science and Technology or Computer Science to bring the membership up to at least two members.

e. Separation from Employment

The PAC will participate in the separation process as specified in the Faculty Handbook (III.F – III.F.4.f).

f. Modification of Existing Department of Engineering Evaluation Guidelines

As specified in the Faculty Handbook (FH III.E.4), the number of performance levels, the manner of determining these performance levels, the manner of determining overall performance and the annual evaluation appeal procedure shall be developed by the full-time faculty members of each academic unit, approved by the AUH, dean, appropriate vice provost and provost, and distributed to the faculty of the academic unit. However, in accordance with Faculty Handbook (FHIII.E.4), the ENGR PAC may modify existing evaluation guidelines provided those changes are agreed on by a majority of the ENGR faculty, and subsequently approved by ENGR AUH, CISE Dean, and JMU Provost (and/or vice provost).

g. Other Personnel Issues or Concerns

At the request of the AUH, the ENGR faculty as a whole, or an individual ENGR faculty member, the PAC may make reviews of other personnel issues or concerns.

C. Confidentiality

All members of the AUPAC must respect and maintain strict confidentiality of deliberations on all matters under their consideration. Failure to maintain confidentiality may be grounds for removal from the AUPAC or for a misconduct charge under Faculty Handbook, Section III.A.25.

II. Amendment Process

This document shall be approved by the Engineering Department faculty members, the AUH, the CISE Dean and the Provost. Any changes to this document will be made by recommendations submitted to the elected PAC members. Approval of changes will require approval of the Engineering Department faculty members, the AUH, the CISE Dean, the appropriate Vice Provost, and the Provost. Approval by the Engineering Department faculty members is determined by a two-thirds vote of all full-time Faculty of Engineering.