X. EVALUATION CRITERIA AND PROCEDURES: ANNUAL REVIEW, REAPPOINTMENT, PROMOTION, AND TENURE

A. Definition of Review Criteria

The following criteria for evaluating faculty members at James Madison College pertain to decisions about salary adjustment, reappointment, tenure and promotion. They are informed, above all, by a belief in the special mission of this College, which appears at the head of this document.

The following criteria for faculty evaluation relative to "merit" salary adjustment, reappointment, promotion and tenure refer exclusively to those professional competencies of the faculty which contribute to the goals and objectives of James Madison College. However, particularly for non-reappointment decisions, it must be recognized that the non-availability of funds or a lack of fit between an individual's academic competencies and the College's program needs exist as important additional criteria. The MSU Board of Trustees statement of March 17, 1982, reads "A decision not to reappoint a non-tenured faculty member [appointed in the tenure system] does not necessarily imply that the faculty member has failed to meet the standards of the University with respect to academic competence and/or professional integrity. The decision may be contingent, wholly or in part, upon the availability of salary funds and/or departmental needs."

B. Criteria
The following priority order reflects the relative weight of the criteria in reappointment, tenure, and promotion decisions.

1. **Excellence in Teaching**

   In keeping with Madison's mission, the primary criterion for evaluating the performance of faculty members at James Madison College is excellent teaching, broadly understood. The faculty emphasize that excellence in teaching can be achieved in diverse ways and that no particular pedagogical approach should be privileged over any other. Regardless of approach to teaching, the criterion of excellence includes mastery and communication of the subject matter as evidenced in teaching materials, self assessment, and student evaluations. Such excellence may also be evidenced by continued scholarship directly related to one’s teaching, curricular development, revision of courses taught regularly, and peer observation. Other evidences of teaching excellence may include expansion of one’s teaching competencies across disciplines or across fields, contributions to collectively taught courses, to collectively formulated sequences of courses, or to the curriculum of the College as a whole.

   Excellence in teaching at James Madison College also includes the kinds of relationships established by instructor and student, inside and outside the classroom, that contribute to the intellectual growth of students and demonstrate the intellectual vitality of faculty members. These relationships may be manifested in fulfilling such responsibilities as academic advising and supervising field experience papers. They may also be evident in such activities as holding informal discussions of course work outside of class, offering honors options, supervising independent studies and senior honors theses, organizing and directing study abroad programs, and many others. Faculty do not need to engage in all of these suggested activities to achieve sustained excellence in teaching. Rather, assessment will be based on an overall judgment of the quality of an individual’s teaching record.

   Candidates for reappointment must show the promise of and progress toward excellence in teaching. Candidates for tenure and for promotion after tenure must demonstrate sustained excellence in teaching.

2. **Scholarly Activities**

   At reappointment reviews a faculty member must show substantial progress toward meeting the tenure expectations. At a minimum, this
would be demonstrated by one peer reviewed article accepted for publication1 or the scholarly equivalent, or significant progress toward a book manuscript since being appointed to the tenure stream at James Madison College. At review for tenure a faculty member should have, at a minimum, three peer reviewed scholarly articles or one peer reviewed book or the scholarly equivalent accepted for publication since being appointed to the tenure stream at James Madison College. At review for full professor a faculty member should have, at a minimum, an additional three peer reviewed scholarly articles or one peer reviewed book or the scholarly equivalent accepted for publication since receiving tenure at James Madison College. In addition, the College will adhere to the MSU process for external peer-review of scholarship.2

3. College Citizenship Activities

The success of Madison College in accomplishing its mission depends upon the maintenance of highly committed faculty willing to undertake those activities necessary to fulfill the College mission and to contribute to the governance process. Faculty members are expected to participate responsibly in evaluating potential and present colleagues, in serving on field committees to help shape curricular development and field activities, and in contributing to the governing process in the college through faculty meetings and the assumption of some degree of committee service.

The Dean and the Reappointment, Promotion, and Tenure Committee (RPT) will recognize that opportunities for, and expectations of, service will normally vary in accordance with rank and length of service. Some activities normally demand greater degrees of service. Membership on FAC and RPT are the most obvious case but such activities also include chairing fields or the first year sequence, and participating on faculty search committees.

In evaluating citizenship in each case, the Dean and the RPT will consider all of the above categories.

4. Additional Criteria

Excellence in one of these areas may offset deficiencies (or even non-performance) in the other area:

---

1 At its discretion the RPT may accept invitations to revise and resubmit as evidence of significant peer reviewed work in place of acceptance for publication.
2 Please see appendix 11.
a. **University committees and assignments**

As defined above in Article II.E.2.c.1., Madison faculty have a responsibility for University service, both because of the College's concern with the quality of education at MSU and because of the effect of University policies on the life of the College. In addition to faculty service on major University governance bodies, the College recognizes that other forms of University service (e.g., membership on other University standing or ad hoc committees, advisory consultative work, etc.) may be opportunities for making valuable contributions to the life of the University.

AND/OR

b. **Public service**

As part of a land-grant institution, Madison recognizes the importance of public service activities. Such service includes activities that are extensions of a faculty member's status as an academic professional, that are aimed at using professional expertise to benefit the community beyond the University, and that have a defined relationship to the College mission. When applying these criteria, the RPT Committee and Dean should take into account the varying opportunities for service for individual faculty members.

3. For staff in the College who hold ranks other than Instructor, Assistant Professor, Associate Professor or Full Professor and who have instructional responsibilities, the Dean, in consultation with FAC, will develop appropriate personnel criteria and, with the advice of FAC, will review the staff's performance in light of those criteria.

4. Faculty or staff with solely or primarily administrative responsibilities will be evaluated by the Dean on the basis of appropriate administrative criteria. The Dean will give the College faculty an opportunity to contribute to administrative reviews.

C. **Procedures for Reappointment, Promotion, Tenure:**

1. The materials used in tenure and promotion evaluations include course syllabi; examinations; written assignments; SIRS forms; letters from students, colleagues, and peer reviewers; the Academic Profile Report (white form); publications and other scholarly works; the candidate’s personal statement; and annual reviews and responses. Candidates may choose to submit other teaching materials such as handouts or a teaching
portfolio. Letters from students, colleagues, and peer reviewers; annual review letters; as well as white forms and SIRS forms, will be shared only with the RPT Committee. The personal statement, syllabi, examinations, assignments, and scholarship will be made public.

When considering tenure, promotion, and retention, the RPT Committee shall invite members of the relevant field(s), as well as any other interested faculty to write letters evaluating scholarship and commenting, when knowledgeable, on the candidate's fulfillment of the other review criteria. Elected students on the field committees shall be invited to submit written evaluations of faculty members under consideration. Students who have taken the First Year Writing Program will be selected by the RPT Committee and invited to submit written evaluations of the First Year Writing Program members who are being reviewed. Students on the relevant field committee shall each be invited to submit the names of three other students qualified to evaluate the faculty member. Qualifications for the selection of students shall be based on criteria such as teacher-student relationships, advisor-advisee relationships or committee membership. The RPT Committee shall invite all the students so selected to submit evaluations of the faculty member.

1. To insure that the review and recommendation process for reappointment, tenure, and promotion decisions will include a comprehensive assessment of the judgments of College faculty, all College faculty with an appointment of 50% or more will be urged to review the candidates' relevant non-confidential materials and submit a specific, confidential, candid written judgment on the decision(s) at hand.

2. The faculty member under consideration [for reappointment, promotion, or tenure] shall ordinarily identify to the Dean's Office the names of at least two students for the purpose of submitting evaluations, and those names shall be augmented with names of other student field members or students enrolled in previous classes with the faculty member if the RPT Committee thinks additional information or evaluation from students is needed.

5. To expand the representative character of the Committee, a faculty member under consideration for promotion or tenure may also choose a faculty member of the College, the University, or another institution to present an oral assessment of his/her record to the Committee. The faculty member may also invite written assessments of his or her record.

6. Any faculty member being considered for reappointment, promotion, or tenure may, at his/her discretion, meet with the Reappointment, Tenure,
and Promotion Committee as part of its deliberations about his/her request for reappointment, promotion, or tenure and before the Committee forwards its advice. If a tenured faculty member has a grievance as a result of a promotion review or a non-tenured faculty member has a grievance as a result of a non-reappointment decision, he or she may attempt to reconcile differences in consultation with the Dean and/or the Faculty Affairs Committee. Alternatively, he or she may exercise his or her rights under the University's Faculty Grievance Procedure. Copies of the grievance procedure and the College's hearing procedure associated with this document shall be distributed to all faculty members. (See Appendix 4 for model Grievance Procedure used in the College.)

7. Promotion Reviews

a. A recommendation for promotion from Assistant Professor to Associate Professor in the tenure system should be based on a sustained record of excellence as Assistant Professor, consistent with performance levels expected for promotion to Associate Professor.

A recommendation for promotion from Associate Professor to Professor in the tenure system should be based on a sustained record of excellence as Associate Professor, consistent with performance levels expected for promotion to Professor.

b. The Dean shall notify all tenure system faculty below the rank of Professor on or before May 15 of each year that they may be eligible for promotion effective the following year. Each faculty member who wishes consideration during the review cycle shall so indicate to the Dean by June 15 and shall confirm his/her intent by the beginning of fall semester. Further, in accordance with past practice in tenure decisions, an individual who wishes to be considered for promotion will be requested to write a brief statement ("Tenure/Promotion Professional Essay") reflecting on his or her past contribution to the College and plans for the future, which relate both to disciplinary and College activities.

Early promotion will be considered by the Dean, in consultation with the RPT Committee, in cases of extraordinary achievement by the faculty member making such request.

7. Information About Reappointment, Promotion and Tenure Decisions for Faculty Currently Employed by the College
a. Each faculty member will be notified by the Dean of the decision in his/her case as promptly as University procedural requirements permit.

b. No public information about these decisions will be supplied in the College, except that Chairpersons of fields to which the faculty member is assigned will be informed of the decision.

c. Individual faculty members may request that the decision in their particular case to be publicized in the College. Upon written request of the faculty member, the Dean shall transmit in writing the reasons for the decision.

D. Procedures for Annual Review

1. Each year the Dean, in consultation with the Faculty Affairs Committee, shall evaluate each faculty member and provide each faculty member with a written summary of that evaluation.

2. For purposes of advising the Dean about annual salary increases, the FAC will apply all personnel criteria, but the process will be less detailed than is the case for reappointment, tenure or promotion. Course syllabi and other materials will be attached to each individual's SIRS forms. This will be true for each course taught for the current period under review. Academic Profile Reports (White Forms) will be updated by each faculty member. Evidence of scholarly work, completed or in progress, shall be included.

3. FAC will advise the Dean especially on criteria for the distribution of that portion of salary raise funds allotted by the University for merit increases, and will seek to use the funds to recognize excellence. The Dean, in assigning merit raises, will also implement the following guidelines whenever funds permit:

   a. Promotion Raises

      1) The promotion from Assistant to Associate Professor will carry a $3,000.00 raise, in addition to any normal salary increase.

      2) The promotion from Associate to Full Professor will carry a $4,000.00 raise, in addition to any normal salary increase.

   b. Significant Scholarly Contributions
A substantial contribution to the scholarly community (e.g., a significant book or an important article) may warrant a special increment in addition to any regular salary increase.

c. Salary Increases for Long-Term Leaves

The Dean will assign to a faculty member while on sabbatical leave, medical leave, or other College approved leave the average of the salary raises he or she has received over the previous three years.

Salary Increases for Less Than Full-Year Leave

For faculty who take less than a full-year leave, that salary rating will be combined with the rating received by the person for his or her performance while not on leave during the year.

4. Miscellaneous

a. For all relevant personnel decisions, including salary adjustments, the evaluation of each FAC member will take place in his or her absence.

b. In the Dean's annual Administrative Review of the Dean's staff and of program chairpersons, the Dean shall make full use of information collected in the regular personnel review process, as well as of other information collected especially for the Administrative Review.

Faculty and staff who hold ranks other than Instructor, Assistant Professor, Associate Professor or Full Professor and faculty and staff with primarily or solely administrative duties will be evaluated for salary increases in accordance with Article X.B.5. and 6. above.

XI. BYLAWS INITIATION AND AMENDMENT PROCESS

A. Initial approval of these bylaws shall be a shared responsibility of the voting faculty (on internal matters) and of the Dean. A majority of the voting faculty (internal matters) is required. The advice of the Staff and Budget Committee of the Student Senate as outlined in Article Seven, Section 7, Subheading a of the Constitution of the James Madison College Student Senate.
APPENDIX 1

Adopted by FAC: 4/3/87
Revised: 9/14/95; 3/16/01

College Procedures for Reappointment, Promotion, and Tenure and Annual Reviews

All committee members will read all of the course materials and all of the scholarship for anyone seeking tenure, promotion, or reappointment. Therefore, materials to be considered for review -- scholarship and the personal statement -- must be submitted to the Dean's office by November 15. If candidates need fall semester in order to finish one particular piece of scholarship the Dean's Office should be so informed. That piece will be added to the candidate's file as soon as it is completed, but no later than the last day of classes of fall semester. Candidates' personal statements should be submitted by the deadline, and candidates should indicate clearly in the case where they wish the personal statement to be available in the open scholarship file. The adoption of these deadlines will necessitate earlier decisions by faculty who elect to stand for tenure and promotion reviews. Faculty who elect to stand for review during the subsequent academic year should so indicate by May 15 in order to facilitate the assembly of materials for review. Candidates for review should confirm their intent by the beginning of fall semester to provide the Committee with a clear indication of the review schedule.

To assist the committee in its assessment of scholarship in cases where it feels uncertain about making a judgment the committee, after consultation with the candidate, may solicit evaluation of scholarship from other relevant faculty including outsiders. The committee will continue to invite members of the relevant fields, as well as any other interested faculty, to write letters evaluating scholarship. An open scholarship file will be available to faculty who wish to review it.

In annual reviews during the spring, FAC will divide its labor. Faculty members can help FAC by indicating where they are in their research and by describing what direction research will be taking. Faculty are asked to designate, from work in reviewable form, one piece to be read by all FAC members. Any other scholarship submitted will be read by the Dean and a minimum of two FAC members.

Each faculty member's white form and curricular materials will be read in their entirety by all members of FAC, but FAC will divide its labor when SIRS are read. Each faculty member's SIRS will be read in their entirety by at least two members of FAC.
Appendix 11

Peer Reviews Procedures

For published materials, the candidate for Promotion and/or Tenure must provide the RPT with evidence that the materials have been peer reviewed. These may include the reviews themselves and/or documentation from the publisher as to the process it employs for peer reviewing. For candidates with the requisite number of published peer reviewed materials, external peer review evaluations are optional (e.g. a candidate may request them in order to augment his or her published record).

Such external peer review evaluations, when they are included in a candidate's file, must be confidential assessments by peers external to James Madison College. (These will be considered by the RPT in addition to those written by faculty members in Madison College). To ensure that commentary is received from at least two external to Madison College peer reviewers, the candidate's best scholarship, as identified by the candidate him or herself, will be sent to at least four external peers, drawn from a list of six potential external peers. For these purposes, the candidate shall provide the Dean with three names and the Dean, in consultation with tenured faculty members in the candidate's field or fields, shall identify an additional three names. The Dean shall then solicit evaluations from four external peers, drawn from the two lists, keeping any additional names in reserve in case those initially written to can not provide assessments in the requisite length of time. Candidates should be apprised of the names of all external peer reviewers from whom assessments are sought. While peer reviewers will normally be faculty members at universities, others in the private and public sector may be appropriate for particular sorts of scholarship. In addition to the scholarship identified by the candidate and a copy of the candidate's current curriculum vita, external peer reviewers will be provided a copy of the relevant portions of Madison College's bylaws and a cover letter written by the Dean underscoring the importance of this process, that scholarship is a secondary criterion for promotion and tenure in Madison and that their reviews will be considered along with those of others, both within the Madison College and outside of it.