MEMORANDUM

To:	Dr. Morgan Benton
From:	Dr. Eric Maslen, Department Head, ISAT Department
Subject:	Annual Performance Evaluation, 2011-2012
CC:	Dr. Sharon Lovell, Interim Dean, CHBS and Dr. Robert Kolvoord, Interim Dean, CISE
Date:	3 August 2012

Your performance for the 2011-2012 academic year has been evaluated using the ISAT Criteria Guidelines for Annual Evaluation. I have looked at your work in the areas of teaching, scholarship and service.

Teaching

I find your teaching to be *excellent*. *You continue to develop and experiment with interesting and highly innovative pedagogical strategies and manage to do so without creating havoc in your classes - not an easy thing to accomplish. You are clearly extremely committed to more than the simple enterprise of teaching: also to the conceptual underpinnings and assumptions of student-instructor interaction. You made significant contributions to course and curricular development and have been helpful in finding ways to leverage IKM activities to support Telecom - a very valuable interaction given the resourcing issues we face and recognizing the important commonalities between the two concentrations.*

1. A Satisfactory rating requires evidence that the faculty member is dedicated to their teaching responsibilities and performs reliably across their assigned courses. Attainment of this rating can be demonstrated by activities and achievements such as:

    a. Commitment to assigned classes, e.g. thoroughness of class preparation, careful and objective grading, and timely return of tests and papers.

    - *Student course evaluations for questions #3, #9, #10, and #15 are:*

Semester	Question	Rating	Dept Mean
Fall 2011	#3	3.94	4.36
Fall 2011	#9	4.41	4.33
Fall 2011	#10	4.06	4.13
Fall 2011	#15	3.92	4.09
Spring 2012	#3	3.70	4.42
Spring 2012	#9	4.44	4.33

Semester	Question	Rating	Dept Mean
Spring 2012	#10	3.86	4.14
Spring 2012	#15	3.58	4.18

- *These numerical assessments are reasonably close to departmental means so I don't see any problems but I think that your unusual pedagogical style produces a bimodal response: some of your students fit it well and like it a lot while others find it lacks structure. Student comments are consistent with this picture.*

- *Setting aside the student evaluations, I think that it is clear that you are extremely committed to your classroom teaching.*

b. Course organization, e.g. clearly defined course objectives; course content, syllabi, handouts, readings and/or textbook consistent with the course description; and course level and rigor consistent with student abilities and ISAT practice.

- *Student evaluations for questions #11, #13, and #16 are:*

Semester	Question	Rating	Dept Mean
Fall 2011	#11	4.18	4.20
Fall 2011	#13	3.52	3.63
Fall 2011	#16	4.26	4.07
Spring 2012	#11	3.73	4.23
Spring 2012	#13	2.85	3.74
Spring 2012	#16	3.91	4.17

- *Again, the numerical evaluations are close to departmental means. There are frequent student comments about lack of clarity of course objectives.*

- *It's clear that you document your courses extensively but this may not automatically translate to effectively communicating the course objectives. That is, the more you write, the less the students will read...*

c. Clear and effective communication with appropriate use of teaching resources.

- *Student evaluations for question #4 were 4.22 in the fall and 3.95 in the spring, compared to 4.31/4.36 departmental means for the same questions. This again seems to reflect on the unique pedagogical strategy you are following leads to a bimodal response at least as evidenced in the student comments.*

d. Mastery of the subject matter.

- *Student comments indicate confidence in your mastery of the subject matter.*
- *I am independently confident of your mastery of the subject matter.*

e. Acceptable student evaluations of classes over the period of review.

- *Overall evaluations were 4.21 for the fall and 4.00 for the spring. Departmental averages were 4.22 and 4.25 for the corresponding semesters. These evaluations are certainly acceptable.*

f. Commitment to effective student advising when assigned duties as an advisor.

- *You were not assigned duties as a curriculum advisor.*

- *You mentored ten senior project students this year. All but one of them completed their projects successfully. You met with each student at least weekly if not more frequently. Most of them had successfully found jobs prior to graduation.*

g. Positive attitude toward students, as shown by availability outside of class, assistance with student professional development, and jobs/ graduate school placement.

- *Student evaluations for questions #5, #6, #7, and #8 are:*

Semester	Question	Rating	Dept Mean
Fall 2011	#5	4.35	4.20
Fall 2011	#6	4.50	4.45
Fall 2011	#7	4.62	4.33
Fall 2011	#8	4.56	4.27
Spring 2012	#5	4.41	4.47
Spring 2012	#6	4.62	4.48
Spring 2012	#7	4.38	4.34
Spring 2012	#8	4.44	4.29

- *These evaluations indicate that students find your attitude toward them to be positive. Actually student comments seem to support a more strongly positive view of your rapport and empathy but a look at the numbers shows, once again, a bimodal response to your classroom style.*

- *You wrote approximately five letters of reference for students this year and also participated in security clearance interviews for several more*

- *You are one of the more available instructors and have a group of students who regularly use the space in your outer office to work on projects while coming to get help on specific questions*

- *You run weekly hacking sessions on Monday evenings.*

h. Personal leadership demonstrated through self-initiative and follow-through with instructional tasks.

- *In collaboration with Emil Salib and Zack Bortolot, you helped develop a new version of ISAT 252 that used the Python programming language instead of .Net. This innovation was made for several reasons including the flagging popularity of .Net in professional settings, and the growing popularity of languages like Python. Python also has much greater overlap with the types of skillsets required by Telecom concentrators and GIS students once they enter the professional world.*

- *You have done extensive work in building new online tools to aid students in monitoring their performance in a course.*

i. Participation as a valued team member in team teaching, curriculum development, or instructional improvement activities.

- *In addition to the new version of ISAT 252 with Python mentioned above, you also provided a number of guest lectures and provided outside support for students in Dr. Salib's telecom courses.*

2. To receive an *Excellent* rating, a faculty member should demonstrate vitality and innovation in their teaching, demonstrate commitment that goes beyond the classroom, and a notably high level of student engagement. The individual should show a dedication to teaching beyond meeting the satisfactory requirements. Attainment of this rating can be demonstrated by activities and achievements such as:

   a. Strongly positive student response to teaching, e.g. student-sponsored teaching awards, consistently above average student evaluations, or unusually positive alumni comments.

      - *You were nominated for the CAP Make Your Next Move Award this year. Here is the text of the nomination written by ISAT student Andy Duong:*

        I would like to nominate Dr. Benton for the Make Your Next Move Award because of his teaching ethics. Dr. Benton has shown me the importance of efficiency in and out of our academic lives. Dr. Benton separates the anxiety that derives from our lives and the whole learning experience. This separation produces an honest and effective learning experience because there is no forced effort to learn and regurgitate the material without an understanding. Since everyone has a different way of learning, Dr. Benton allows us to gain an honest learning experience with our own pace. This concept has naturally been applied to all areas of my life, which is influential in my everyday learning.

   b. Peer recognition of teaching ability and commitment to teaching, e.g. JMU or externally sponsored teaching awards or exceptionally positive reports of peer observation of teaching.

      - *You received an "Excellent" rating both from the PAC and department head for the Teaching section of my tenure portfolio.*

   c. Evidence of instructional vitality, e.g. developing new courses, methods and materials; innovations in course content or methodology; and use of a variety of teaching methods.

      - *ISAT 252 in Python*
      - *Web-based tools and extensive use of blogs in teaching*
      - *Continued work on the use of portfolios as a means of self- and instructor- assessment of student performance.*

   d. Leadership in non-traditional learning experiences and activities, e.g. honors research, independent study, class projects, field teaching, etc.

      - *Senior Projects:*
        - *UMatter2Us. Mike Sliwinski, Alex Mastro, Matt Hurd*
        - *WPSOLR. Rachel Jacobson*
        - *True Dynasty Fantasy Football Projections System. Shaun Watson*
        - *SpotterCharts. Jason Farber, Adam Maas*
        - *ISAT Integrated Portfolio Analysis System. Brian Ford, Chris Gogoel*
        - *CheeChaCho Mobile App for Hunters. McKinnon Lang (unsuccessful)*

   e. Quality teaching in a variety of learning contexts, e.g., special lectures, seminars, special studies, discussion groups, etc.

      - *Organized and ran a summer study abroad experience to Japan.*

   f. Breadth in teaching expertise, e.g. the ability to teach a variety of subject areas, at the upper and lower levels, or courses for non-ISAT majors.

      - *You taught ISAT 131 to freshman, ISAT 252 to sophomores, ISAT 340 to juniors, and ISAT 348 to seniors as well as leading numerous ISAT 492/493 senior projects*
      - *ISAT 252 Python was taken by a large number of GS and CS majors*

   g. Publication of book chapters, textbooks, or teaching materials.

- *The plugin you are building for WordPress is available here: http://wordpress.org/extend/plugins/umatter2us/*
- *Although the plugin is not fully developed, it has received over 500 downloads and you have received a number of inquiries from teachers interested in using it from around the world.*

h. Presentations and publications on innovations in course content and teaching methodology.

- *None reported for this review period.*

i. Professional development through such efforts as:

- Participation in workshops, conferences or similar activities devoted primarily to improving teaching methods and course content.
  - *Member of the Provost's task forces on Academic Rigor, and also on implementing a new course evaluation strategy for the university*
- Participating in regional and national pedagogical organizations.
  - *You are a member of AERA*

j. Leadership in teamwork, e.g. generating a spirit of teaming, building team consensus or capabilities, initiating teams that effectively address ISAT curriculum needs.

- *You and Dr. Salib have greatly increased the level of collaboration between IKM and Telecom this year and intend to deliver a course on Mobile Application Development in the Fall 2012 semester.*

k. Instructional leadership, e.g., the ability to initiate and execute constructive change in an ISAT, JMU, or external curriculum.

- *You served as a TAP consultant in the fall although you took a break this spring due to a particularly heavy teaching load and the fact that you would be in Malta for two weeks.*

l. Demonstrated instructional accomplishments that the PAC deems exceptional.

- *None reported for this review period.*

3. A faculty member who shows serious deficiencies shall be rated as Unsatisfactory.

SCHOLARSHIP

I find your scholarship to be ***excellent***. *You are clearly working to stay current in your field, satisfying the expectations for "satisfactory". Beyond this, you have a directed body of research whose product is getting vetted in a credible scholarly community and you are able to attract funding to support the work. I believe that this qualifies your scholarship as "excellent".*

1. A Satisfactory rating requires evidence that the faculty member is continuing to learn and stay abreast of developments within his/her field. The activities listed below are examples of evidence that may be used to support a rating of *Satisfactory*. Attainment of this rating can be demonstrated by activities and achievements such as:

a. Membership in relevant professional and scholarly societies and organizations.

- *IEEE, ACM, AERA, ASQ*

b. Participation in professional meetings, field conferences, and other scholarly gatherings.

- *Presented papers at:*
  - *AMCIS in Detroit, August 2011*
  - *Agile 2011 in Salt Lake City, August 2011*

c. Research involving students in independent studies or within the Honors Program.

- *See list of senior projects above. The most relevant to your own personal research are the UMatter2Us plugin I'm developing for WordPress and the ISAT IPA portfolio analysis tool.*

d. Supervising student independent study and honors projects.

- *See list of senior projects above.*

e. Presenting papers at regional meetings.

- *None reported for this review period.*

f. Publishing in non-refereed journals.

- *None reported for this review period.*

g. Development of instructional or education materials.

- *See UMatter2Us above in Teaching/2g.*

h. Demonstration of professional development through such activities as:

- Ongoing personal professional development (NSF short courses, attending national meetings, etc.) or an organized program of self-study in a new area of research.

   - *None reported for this review period.*

- Securing additional education at professional short courses and conferences.

   - *None reported for this review period.*

i. Engaging in unpublished ongoing research.

- *You report that you are preparing a book-length treatment of arguments of why use of grades is inappropriate for educational systems. You expect to have a good first draft done by the summer of 2013.*

j. Presentation of faculty seminars and colloquia.

- *None reported for this review period.*

k. Reviewing proposals for sponsored government, academic, or industry programs.

- *None reported for this review period.*

2. To receive an Excellent rating, the individual must contribute to the advancement of knowledge. An *Excellent* rating requires evidence from professionals external to JMU that the individual is recognized for scholarly contributions or professional expertise. Attainment of this rating can be demonstrated by activities and achievements such as:

a. Demonstrated contribution to knowledge through a focused, goal directed program of research or other scholarly activity.

- *You are working on building UMatter2Us, a plugin for WordPress that allows instructors to manage the learning experience for students in a way that is consistent with the scientific findings in the areas of motivation, psychometrics, education, positivity, and will power. This year saw major development on actual tools. In upcoming semesters, you plan to begin using the tools to collect data which will support publication of findings indicating the role of the tools in helping foster higher motivation, more positive attitude, with a view to creating richer and better learning experiences.*

b. Receipt of professional achievement awards, or other evidence that demonstrates external recognition of individual professional achievement.

- *You were granted Tenure in 2012. Congratulations!*

c. Invited lectures and/or at national or international conferences.

- *None reported for this review period.*

d. Publication of book reviews, discussions, and technical reports in one's professional area.

- *None reported for this review period.*

e. Publication of books or monographs in one's professional area.

- *None reported for this review period.*

f. Service as editor of a national or international journal or referee of papers for such a journal.

- *None reported for this review period.*

g. Recipient of government or foundation grants, awards, or contracts.

- *Research into Instructional Content and Methodologies for Teaching Sustainability. Submitted to NSF. Eric Pappas is the PI. Funded. $431K*

h. Active research involving students and demonstrable through presentation or publication in a professional forum.

- *None reported for this review period.*

i. Publication of ongoing research and other scholarly activity in refereed national or international professional journals or serving as editor of a scholarly volume in one's field.

- *None reported for this review period.*

j. Presentation of papers at national or international professional meetings.

- *Benton, M. C., Pappas, E. & Pappas, J. (2011). WordPress+Qualtrics: A plugin supporting research and new pedagogy to develop personal sustainability via 360 degree evaluation. In Proc. 17th Americas Conference on Information Systems, Detroit MI, August 5.*

- *Benton, M. C. & Radziwill, N. M. (2011). A Path for exploring the Agile Organizing Framework in Technology education. Agile 2011, Salt Lake City UT, August 9, 2011. Available from http://nicoleradziwill.com/portfolio/BentonRadz_Agile2011AOF.pdf.*

k. Initiating a successful grant proposal for external funding and/or directing the resulting project.

- *See 2g above.*

l. Authoring textbooks or teaching materials.

- *UMatter2Us*

m. Professional consulting which reflects recognition of the individual's expertise.

- *I provide ongoing web development and hosting support to approximately 50 clients through my business Morphatic Hosting (http://www.morphatichosting.com)*

n. Other scholarly achievement, recognition, or professional development which the PAC deems exceptional.

- *None reported for this review period.*

3. A faculty member who shows serious deficiencies shall be rated as Unsatisfactory.

SERVICE

I find your service to be ***excellent***. *You have served in a variety of roles in the department, the university, the local community, and your scholarly community. You are proactive in finding service roles that fit your professional expertise and are willing participant.*

Professional Service includes activities that advance the mission of the University, the College, or the Department; activities that advance one's professional scholarly community; and activities that benefit society in areas related to one's professional expertise.

A Satisfactory rating can be attained through an adequate level of participation in activities such as those listed below. This must include an adequate level of service to ISAT. To receive an Excellent rating, the individual must be at least Satisfactory in performing the activities below, and must demonstrate a higher level of leadership, initiative, effectiveness, and consistency in service. A faculty member who shows serious deficiencies shall be rated as Unsatisfactory.

1. Service that advances the mission of the university, the college, and the department.
    a. Serving and participating as a valued team member on departmental and program committees, task forces, etc.
        - *Recruiting Committee Chair, 3 hours/month*
        - *IKM Team, 2 hours/month*
        - *C&I Committee, 1 hour/month*
        - *Social Context Team, 1 hour/month*
        - *Note Taker at Department and ISAT Program Meetings, 2 hours/month*
        - *Assessment Committee, 6 hours/month*
    b. Serving and participating as a valued team member on college and university committees, task forces, etc.
        - College Teams / Committees:
            - *None reported for this review period.*
        - University Teams / Committees:
            - *Provost's Task Force on Academic Rigor, 2-day workshop last June*
            - *Provost's Task Force on JMU Course Eval, 4 hours/month*
            - *Sarah Cheverton's Task Force to choose a successor to Blackboard, 1 hour/month*
            - *Served as a Preface facilitator in August 2011*
            - *Member of the Governor's 4VA Consortium to investigate how to best use telepresence to create degree completion opportunities for VA students*
    c. Participating in public relations events and student recruiting.
        - *Organized the fall ISAT Recruiting Event*
        - *Created the design for the new ISAT T-shirt*
        - *Funded and helped organize Cindy Klevickis' bringing of students from Huguenot High School in Richmond VA*
    d. Participating in grant proposals for external funding for teaching and equipment support.
        - *(Consulted with Tony Teate to create a proposal for ETF funding to get tablet computers to teach mobile programming in ISAT)*
    e. Serving as a faculty advisor to student organizations.
        - *ISAT Honor Society Faculty Sponsor*
        - *JMU Japanese Language and Culture Club Faculty Sponsor*
    f. Serving as a satisfactory student curriculum advisor.
        - *You were not assigned duties as a curriculum advisor.*
        - *You mentored ten senior project students this year. All but one of them completed their projects successfully. You met with each student at least weekly if not more frequently. Most of them had successfully found jobs prior to graduation.*

g. Initiating and carrying out a program which leads to a significant increase in ISAT or JMU resources, or in ISAT's or JMU's ability to perform its mission.
- *Received NSF grant to study how to teach sustainability, $431K, with Eric Pappas*

h. A major service or office at the Department, College or University level.
- *None reported for this review period.*

i. Service leadership, e.g., the ability to initiate and execute constructive change in the ISAT program.
- *Used funding won from the JMU Diversity Council during 2010-2011 ($4000) to support activities to bring underprivileged minority students to JMU to stimulate their drive to get to college.*

j. Other professional service that the PAC deems to be a leadership contribution.
- *None reported for this review period.*

2. Service that advances one's professional scholarly community.
   a. Serving as a referee or reviewer of scholarly articles or textbooks.
   - *None reported for this review period.*

   b. Reviewing proposals for sponsored government, academic, or industry programs.
   - *None reported for this review period.*

   c. Serving as an officer of a professional organization.
   - *ASQ Software Division, Region 11 Coordinator.*

   d. Serving as an editorial member of a professional journal.
   - *None reported for this review period.*

   e. A major effort conducting workshops, symposia, and training sessions in one's professional area.
   - *None reported for this review period.*

   f. Other professional service to the faculty member's professional scholarly community which the PAC deems to be a leadership contribution.
   - *None reported for this review period.*

3. Service that benefits society in areas related to one's professional expertise.
   a. A contribution which applies the resources of the University to solving a problem of local, regional, state, national, or international concern.
   - *See above, used Diversity Council grant to bring minority youth to JMU*

   b. A major effort to solve a problem at the local, state, national, or international level providing a significant benefit to society and in an area directly related to one's professional expertise.
   - *None reported for this review period.*

   c. A major service or office at the local, state or national level related to one's professional competence.
   - *Chaired the Harrisonburg City Schools Gifted Advisory Council, a group of parents chosen to provide feedback to the School Board on the effectiveness of the HCPS in their use of resources to challenge gifted students*

   d. Other professional service directed at the betterment of society which the PAC deems to be a significant contribution.
   - *None reported for this review period.*

Summary

In addition to the three areas in which all faculty members work, within ISAT we also emphasize the importance of personal leadership, professional commitment, and professional collegiality. *You have exhibited a high level of personal leadership, professional commitment, and collegiality throughout the past year. You are a valued member of the ISAT and JMU communities.*

The faculty handbook states, "In addition to an evaluation in each of the three areas of performance, the faculty member's overall performance must be evaluated as satisfactory or unsatisfactory." Overall, I have assessed your performance for the year to be *entirely satisfactory*.

Submitted by

3 August 2012

Eric Maslen,   *Date*
Department Head, ISAT

I have reviewed this document, discussed the contents with my department head, and acknowledge this with my signature. My signature does not necessarily mean that I agree with the assessment of my performance.

Dr. Morgan Benton: Signature   *Date*