

(continued)

- recognizing diverse strengths and contributions and the possibility of differential achievements at different points in a faculty member's career
- discussing the impact of life events and transitions and developing strategies for supporting work-life balance and taking appropriate leaves when necessary
- nominating associate professors to participate in appropriate professional development opportunities and for internal and external awards
- consulting with heads of other TIUs or centers in which the faculty member is affiliated
- providing effective annual reviews for associate professors and establishing internal mentoring committees to assist with these reviews
- ensuring that annual reviews include goal setting and discussions of the faculty members' professional endeavors, understanding of the path to full professorship, and relevant projects they are working on
- asking faculty what they need and how the chair can help



The Ohio State University continues to emphasize retaining and rewarding its faculty by recognizing the significance and impact of their accomplishments. Support of an associate professor's promotion to full professorship is an integral part of this recognition.

## RELEVANT FACULTY RULES

### BELOW ARE EXCERPTS FROM IMPORTANT RULES

Promotion to the rank of professor must be based on convincing evidence that the faculty member has a sustained record of excellence in teaching; has produced a significant body of scholarship that is recognized nationally or internationally; and has demonstrated leadership in service. (3335-6-01.C)

In evaluating the candidate's qualifications in teaching, scholarship, and service, reasonable flexibility shall be exercised, balancing, where the case requires, heavier commitments and responsibilities in one area against lighter commitments and responsibilities in another. In addition, as the university enters new fields of endeavor, including interdisciplinary endeavors, and places new emphasis on its continuing activities, instances will arise in which the proper work of faculty members may depart from established academic patterns. In such cases, care must be taken to apply the criteria with sufficient flexibility. (3335-6-02.D)

A faculty member may ask to be considered for nonmandatory promotion and tenure review or for promotion review at any time; however, the tenure initiating unit promotion and tenure committee may decline to put forth a faculty member for formal nonmandatory promotion and tenure review or promotion review if the candidate's accomplishments are judged not to warrant such review. The promotion and tenure committee may not deny a tenured faculty member a formal review for promotion more than one year. (3335-6-04.A.3)

To read the full rules, visit [trustees.osu.edu/rules/university-rules](http://trustees.osu.edu/rules/university-rules).

To view APT documents for each unit, visit [oaa.osu.edu/governance](http://oaa.osu.edu/governance).

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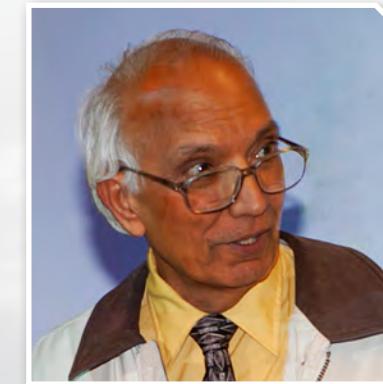
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THE OHIO STATE UNIVERSITY

# Providing Leadership for Faculty Promotion

A Guide for **FULL PROFESSORS**  
and **TIU HEADS**



THE OHIO STATE UNIVERSITY

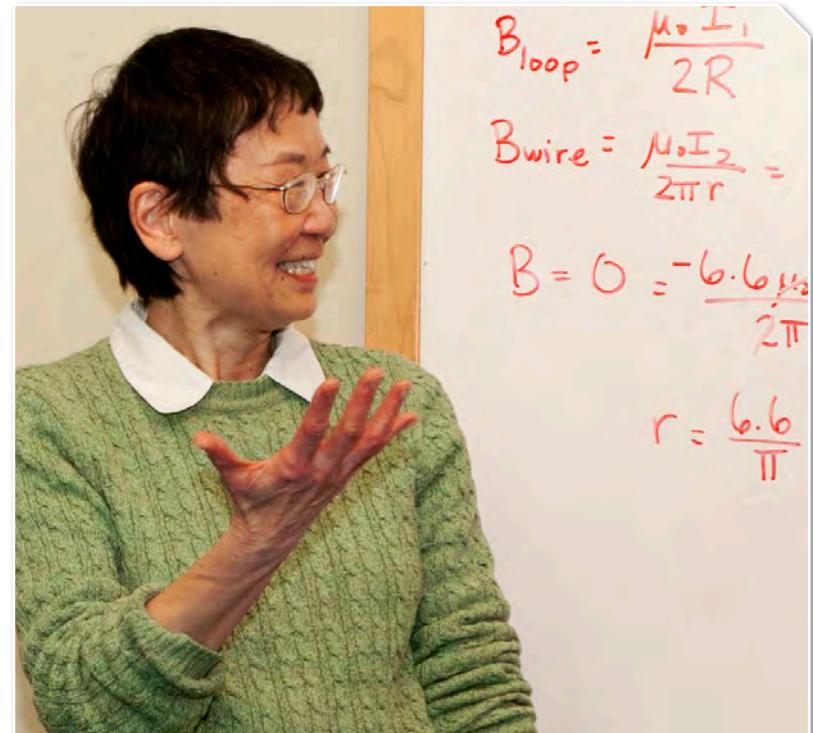
# BEST PRACTICES

Within individual tenure initiating units (TIUs), the faculty and the unit head have a shared responsibility to support associate professors in preparing for promotion to full professor.

Within this shared responsibility, there are specific actions that can be taken by the full professors as a whole (the group that constitutes the eligible faculty for voting in promotion cases), by the promotion and tenure committee and its chair, and by the chair/director.

A wide range of suggestions on the issue of supporting promotion to full professor was gathered from people across campus and experts outside the university.\* The following information highlights many of these suggestions as best practices for each of these groups.

\*Source: Office of Academic Affairs and The Women's Place



## SUPPORTING PROMOTION TO FULL PROFESSOR

### ACTIONS THAT CAN BE TAKEN BY PROFESSORS AS WHOLE

- Provide leadership in creating a unit-wide expectation that being promoted to full professor is part of normal progress through an academic career.
- Support associate professor colleagues by providing peer evaluations of teaching, helping them make professional connections, and serving as formal and informal mentors.

*Make it clear that attaining full professor rank is an expected professional goal and not an insurmountable achievement.*

- Develop clear and explicit answers to common questions, such as: How do you define impact in teaching, research, and service? How can you judge new scholarly outlets or alternative ways of disseminating results? How do you define leadership in service?

- Give particular attention to associate professors who are new to Ohio State, who have transferred into a new TIU or whose TIUs have been merged to ensure that they have a clear understanding of what is required for promotion in the new TIU.
- Attend promotion and tenure workshops sponsored by college deans' offices and by the Office of Academic Affairs.



### ACTIONS THAT CAN BE TAKEN BY THE PROMOTION AND TENURE CHAIR AND COMMITTEE

- Read your unit's Appointments, Promotion, and Tenure (APT) document regularly and make sure that you and your committee members are familiar with the criteria and procedures it presents.
- Provide samples of successful dossiers to candidates for promotion.
- Hold annual meetings between the TIU head and the promotion and tenure chair/committee on how the committee can help associate professors advance as individuals and as a group.
- Consider a formal review of all associate professors every year to make sure they know what is needed and are on track to achieve it.
- Provide candid, specific, and constructive feedback when reviewing a candidate's record.



### ACTIONS THAT CAN BE TAKEN BY THE TIU HEAD

- Revise Appointments, Promotion, and Tenure (APT) documents in consultation with the faculty to establish clear criteria for promotion and to adapt to and reflect evolving subfields, publication outlets, teaching methodologies, professional service opportunities, and so on.
- Include mentoring of associate professors in the annual review evaluation of full professors.
- Support associate professors in articulating and meeting their professional goals through:
  - establishing clear guidelines, selection criteria, and expected outcomes for awarding Faculty Professional Leaves (FPLs) and special assignments and making sure that faculty members on FPLs are not asked to perform service duties, even if they remain in town
  - aligning teaching and service assignments with a reasonable path to promotion

*If the committee declines to allow the candidate to go forward, it should provide clear guidance for the candidate on what needs to be done to make the record promotable.*

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