PATTERN OF ADMINISTRATION
DEPARTMENT OF POLITICAL SCIENCE
THE OHIO STATE UNIVERSITY

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I. Introduction

This document provides a brief description of the Department of Political Science as well as a description of its policies and procedures. It supplements the Rules of the University Faculty and other policies and procedures of the University to which the Department and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

The Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. However, revisions may be made at any time subject to approval by the College office and the Office of Academic Affairs.

II. Department Mission

The mission of the Department of Political Science is to achieve excellence in scholarly research, teaching, and service commensurate with its standing as one of the nation’s leading political science departments and with its goal of maintaining and continually improving its quality. Research is the cornerstone of its mission, inspiring its teaching and service. Excellence in research means attainment of national and international recognition, as evidenced by comparative rankings, external funding, awards, and honors in research in political science and related areas. Excellence in teaching means providing its undergraduate and graduate students the opportunity to realize their full capabilities for learning in political science, including offering the most capable and motivated students an enhanced learning experience. Excellence in service means making available a high level of professional expertise and experience to the public, including the University, Columbus community, state of Ohio, and the nation, as well as to the profession.

III. Department Governance

The rules of the Department are stipulated in this Pattern of Administration in accordance with Faculty Rule 3335-3-35. The Department proceeds on the general principle that the more important the matter to be decided, the more widespread the agreement on a decision needs to be. Policy and program decisions can be made in a variety of locations: by the Department as a whole, by standing or special committees of the Department, by the faculty members in the basic academic fields recognized by the Department, or by the Chair. Where votes are taken, majority rule will apply unless otherwise stipulated, or the Chair will explain the departure from this rule and give faculty the opportunity to comment on it. The nature and importance of any individual matter requiring decision dictates the exact procedural path it will take. Matters of the most general importance typically are dealt with first in a committee and then are considered in a full Department meeting. Matters of lesser importance or of a more specific nature may be decided by the committees themselves, by the field groups, or by the Chair. It is the Chair’s responsibility to maintain records of these policy and program decisions.

A. The Faculty Members of the Department

For policy-making purposes, the members of the Department are those faculty on the Columbus and regional campuses who hold tenure or tenure-track appointments with the Department as the tenure-initiating unit. The Department also may make a variety of auxiliary and courtesy appointments to recognize specific programmatic contributions and relationships and to cover specific teaching needs, but these appointees do not hold decision-making rights in the Department. Tenured or tenure-track faculty will be eligible to vote on hiring and promotion and tenure decisions if either their tenure home is in the Department or they have at least a 30% FTE appointment in the Department. Tenured faculty with full-time administrative appointments elsewhere in the University retain their eligibility to vote on hiring, promotion, and tenure decisions for the duration of their leave unless they have an independent vote in these decisions in their administrative positions. On specific matters, students and staff may be involved in decisions in an important way, but it is the faculty, as specified above, or the Chair who make the final decisions.

B. The Chair

The Chair is a member of the Department appointed by the Dean of the College of Social and Behavioral Sciences as the executive officer of the Department, normally for a four-year term though a shorter appointment period may occasionally be specified in special circumstances. Reappointment is possible. In the case of a vacancy, the Dean is
C. Department Meetings

Beginning with a meeting during the first week of the Autumn Quarter, at least one Department meeting is held each quarter during the academic year. Additional Department meetings may be called by the Chair at her/his discretion or at the request of a majority of the faculty. The Chair is responsible for informing faculty of all meetings and maintaining their minutes or delegating that responsibility to a faculty or staff member. The minutes on non-personnel decisions, including the rationale for important decisions, will be made available to the faculty. A majority of the faculty on duty in the quarter of the meeting is required for a quorum and, unless otherwise specified, a majority vote is required to approve those matters on which a vote is taken.

D. Committees and Coordinators

The principal work of the Department is done through its standing and ad hoc committees and program coordinators. The Chair of the Department appoints the members of all committees and all coordinators. Each member of the regular faculty who is not on leave is assigned to at least one committee, with associate and full professors generally given heavier duties than assistant professors. Appointments are made prior to the start of the academic year.

The Department has three committees with very broad jurisdictions. The Graduate Studies Committee oversees graduate policies and procedures, student programs, and selects students for departmental, university, and professional awards. It is chaired by the Director of Graduate Studies. Graduate student representatives sit as full members of this committee on all matters except those involving reviews of individual students and graduate student awards. The Undergraduate Studies Committee oversees the B.A. program and the undergraduate curriculum, and it has graduate (with GTA experience), undergraduate, and regional campus faculty members. The Executive Committee advises the Chair on departmental policy and administration. Its membership includes the field coordinators from American Politics, Comparative Politics, International Politics, and Political Theory, as well as the Directors of Graduate Studies, Undergraduate Studies and the Political Research Laboratory.

The other standing committees have more specific functions: The Admissions Committee recommends to the Chair new graduate students for admission to the program and departmental funding; it also recommends nominees for Graduate School fellowships. The Financial Aid Committee recommends to the Chair continuing students for departmental funding. The Awards Committee nominates faculty for distinguished scholar and other University awards. The Annual Review Committee evaluates faculty members’ contributions to research, teaching, and service, based on their annual reports and their vitae, for input to the Department’s salary increase recommendations. The Laboratory Committee advises the Lab Director and Chair on policies and procedures of the Department’s Political Research Laboratory. The Minority Affairs Committee advises other departmental committees and the Chair on matters involving the recruitment and status of minority students in the Department. It includes two graduate student representatives, appointed by the Chair. Also, when there is a colloquium series supported with departmental funds, one or more Colloquium Committees will be appointed to coordinate the activities.

The Promotion and Tenure Committee is composed of all faculty of appropriate rank and tenure status. This includes all tenured professors and associate professors in cases where untenured colleagues are being reviewed and all tenured full professors in cases where tenured associate professors are being reviewed. The Chair of the Department serves as the non-voting chair of the Promotion and Tenure Committee; it also has a Procedures Oversight Designee and a Reporter appointed by the Chair. The personnel decisions of this committee are made by open votes at its meetings.

The Chair appoints four coordinators for departmental programs who have such substantial administrative duties that they normally receive extra compensation and/or reduced teaching responsibilities. The Director of Graduate Studies (DGS) coordinates the graduate program and is responsible for performing the executive duties required of the chair of the Graduate Studies Committee by the Graduate School. He/she also normally chairs the Admissions and Financial Aid Committee and serves as the coordinator for the recruitment of new graduate students and the nomination of incumbent students for Graduate School grants and fellowships. The Director of Undergraduate Studies (DUGS)
coordinates the undergraduate program. He/she normally chairs the Undergraduate Studies Committee and serves on the Colle
ge Curriculum Committee, as well as coordinating faculty teaching schedules and grade complaints. The Director of the Poli
tical Research Laboratory coordinates the activities of the Department’s lab, including the second-floor facilities and the bagem
son computer teaching labs, and supervises its staff. The Honors Advisor advises Department major honors students and works
with them to develop their honors contracts. The Chair may appoint additional compensated administrative coordinators or alter the duties and compensation of these four coordinators as conditions warrant. Other coordinators are appointed, typically without administrative compensation or workload adjustments, to handle such functions as graduate student placement, international exchange programs, and library relations. If the workload of these coordinators is substantial, the Chair may provide some compensation or workload adjustments, subject to the approval of the Dean.

E. Academic Field Groups and Field Coordinators

The Department has eight principal field groups: American politics, comparative politics, international politics, political theory, formal theory, political economy, political methodology, and political psychology. The Chair appoints a Field Coordinator for each group. The coordinator is responsible for calling meetings of those in the field on matters of special concern to the field; maintaining liaison on behalf of the field with the Chair and departmental committees; and coordinating field recommendations on course scheduling, curriculum, and graduate student programs of study. The coordinators of American politics, comparative politics, international politics, and political theory serve on the departmental Executive Committee. The fields are used for administrative convenience and are not meant to rigidify the curriculum, faculty interests, student options, or any other facet of departmental life. Faculty choose the fields in which they participate, and some faculty participate in more than one field group.

IV. Department Services and Staff

Departmental services are provided by staff in the front office and in the Political Research Laboratory.

Front Office Staff. The front office staff includes a Fiscal and Human Resources Officer, a Graduate Program Coordinator, an Undergraduate Studies and Advising Coordinator, an Internship Coordinator, an Administrative Associate to the Chair, and other regular staff members deemed necessary by the Department Chair, with the advice of the Department’s Executive Committee. These staff members perform the duties and provide the services associated with their titles. In addition, hourly student assistants are hired in receptionist and support roles.

PRL Staff. The regular Lab staff includes a Systems Manager and a Systems Specialist in addition to a faculty Director and Associate Director. Graduate and undergraduate students are hired in support roles, and Graduate Research Associates are regularly assigned to the Lab.

V. Assignment of Graduate Associates

By May 31 each year, based on the recommendations of the Admissions and Financial Aid Committee, the Department makes its initial offers of Graduate Associateships for the following academic year. As funds become available, additional offers may be made. The procedures for choosing which students will be given these appointments as departmentally funded Graduate Associates are spelled out in the Department’s Graduate Handbook.

Once the Department has created its pool of Graduate Associates for an Autumn-Winter-Spring academic year, students who have been appointed are asked about their skills and preferences related to their assignments for the following year. Faculty needs for assistance and preferences for specific student assistants are, likewise, solicited. Assignments are made by the Chair, with the advice of the Director of Graduate Studies and the Undergraduate Coordinator, based on the needs of the Department, the requests of the faculty, and the interests of the graduate associates. Advice on assignments may also be solicited from appropriate faculty and groups of faculty, especially the Field Coordinators.

Graduate Associates assigned to teach their own courses (normally only after they have passed general exams), to serve as section heads for large lecture courses, to the Political Research Laboratory, and as interns to professional journals are chosen first. Some students may be assigned as Research Associates for three quarters to individual faculty members as part of their faculty start-up package or as cost-sharing for external grants. The rest are assigned to
individual faculty to serve as graders/discussion leaders/research assistants on a quarter-by-quarter basis. Teaching support assignments are determined principally on the basis of course enrollments with teaching support as the highest priority. A priority is given to faculty teaching in the Department that quarter in the assignment of GRAs for research support. All individual assignments are made in relation to the total needs of the Department.

Faculty members requesting assistance in their teaching or research should make their requests in writing to the Chair at least two months before the quarter begins. The request should include a brief discussion of the work to be given the student and an indication of special requirements, such as statistical, computer, language, or substantive skills.

Graduate students may be hired by the Chair during the Summer Quarter to fulfill specific departmental needs. Students who have passed their general examinations are eligible to be appointed as Graduate Teaching Associates to teach their own course; if qualified to teach, each graduate student normally can expect such an appointment for at least one summer. Other appointments are made, on a limited basis and resources permitting, to staff the Political Research Lab, to serve as journal interns, or to provide research assistance.

Graduate Associates are evaluated in the performance of their duties by faculty with supervisory responsibility. These evaluations are used by the Financial Aid Committee in arriving at rankings for future aid. Continued funding for Graduate Associates is not a matter of right, but must be merited on the basis of performance both as a student and as a Graduate Associate. Naturally, the total money available also constrains the number of appointments that can be made.

Faculty members with outside research support can employ Graduate Research Associates on terms to which they and the Associates agree. Timely notice to the Chair of who is being appointed for what period of time is essential for departmental planning purposes. Graduate Associates who accept a departmental appointment should not be put in the position of breaking their written agreement with the Department. Late withdrawals by Graduate Associates are also disruptive to the Department’s pattern of task assignments.

VI. Faculty Workload Policies

Each faculty member in the Department of Political Science is expected to perform over the full range of instructional, research, and service responsibilities. While all faculty are expected to share advising and departmental service responsibilities proportionate to their FTE appointment in the Department and to be actively involved in scholarly research, formal course assignments may vary to reflect different levels of research and service activity.

A. Instruction

All departmental faculty are required to teach formal (classroom-based) courses and advise students, as well as to supervise independent study and thesis work and to serve on examination committees for both undergraduate and graduate students when requested. Responsible and effective performance of these instructional duties is expected across all three quarters of the academic year.

The standard course assignment for departmental faculty on the Columbus campus at 100% FTE is 25 credits (normally five 5-hour courses) of classroom teaching in the departmental curriculum per academic year. Faculty with enhanced research assignments normally teach 20 credits per year. Faculty with enhanced instructional assignments normally teach more than 25 credits. Formal course assignments typically will involve at least one undergraduate GEC or introductory “service” course and at least one graduate-level course. Faculty also are expected to fulfill their share of responsibilities for advising undergraduate majors, training graduate students, sponsoring independent study courses, and supervising honors and graduate theses. Exceptionally high or low effort in handling these parts of the Department’s instructional program may be compensated for by increased or decreased formal course assignments. Faculty with no involvement in graduate student training normally will have a higher standard formal course assignment. In all cases, faculty not on a full-year leave will teach at least 5 credits per year.

Faculty with less than 100% FTE appointments can expect a reduction in their instructional assignment to make it proportionate to their departmental FTE. Their teaching responsibilities, however, normally cannot be fulfilled entirely by courses at the graduate level. Nor can courses taught outside of the departmental curriculum be counted as a part of their teaching assignment except by prior approval of the Chair. Faculty on professional leaves of absence will not receive instructional assignments, although they are expected to arrange to cover their continuing thesis supervision.
Departmental policy permits variations in the formal course assignment for 100% FTE faculty from a minimum of ten to a maximum of thirty classroom credit hours per year, excluding courses bought off by external funding and Special Research Assignments (SRAs), depending upon faculty research productivity and/or service duties as follows:

1. Enhanced Research Assignments. Faculty who maintain productive research programs, as well as all assistant professors prior to their fourth-year review and instructors in the first eighteen months of appointment, are eligible for an enhanced research assignment in which the standard formal classroom teaching assignment is twenty credits per year. Publication of original scholarship in a respected refereed journal or a significant professional book contribution during the preceding two years qualifies a faculty member to be automatically considered (without the necessity of applying) for an enhanced research assignment. Faculty failing to meet this minimal standard should not expect to receive an enhanced research assignment; however, they may request such an assignment by October 31 each year in a memo to the Chair that specifies explicitly how their research program will lead to enhanced research productivity.

Enhanced research assignments are not automatically granted. In making them, the Chair will take into account the faculty member’s recent and prospective levels of research productivity as well as the Department’s instructional program needs. Faculty on enhanced research assignments are expected to fulfill their other instructional, research, and service responsibilities. Upon nomination by the Chair, faculty also are eligible for the University’s Special Research Assignment (SRA) program.

2. Enhanced Instructional Assignments. Faculty who are not actively pursuing a research program or who have minimal professional publications in recent years may be given an enhanced instructional assignment of six classroom courses over the academic year at the discretion of the Chair, or they can request such an assignment through a memo to the chair. A relatively higher weight will be attached to instructional performance in merit evaluations for faculty on enhanced instructional assignments.

3. Enhanced Service Assignments. Reductions in standard instructional assignments of usually one, but no more than two formal courses per year also may be provided by the Chair to those who assume major departmental administrative responsibilities (e.g., lab director, directors of graduate and undergraduate studies, and honors advisor) or who have extraordinary professional service obligations (e.g., journal editors or program chairs for professional meetings).

4. Start-up Assignments. In response to market conditions and in consideration of the high “start-up” costs often associated with beginning a professional career, the Chair may offer new faculty a reduced formal course assignment (typically one course less) during the first year. This reduced teaching assignment is negotiated between the Chair and the faculty member at the time of their recruitment and must be approved by the Dean.

B. Research

Departmental faculty are expected to maintain an active research program primarily dedicated to the production of new knowledge and leading to the presentation of papers at professional meetings and the publication of books, book chapters, and articles in refereed journals. (Specific expectations are stipulated in the section on Appointments, Promotion and Tenure below.)

Faculty also are expected to seek external funding in support of their research. Grants and contracts that are channeled through the Ohio State University Research Foundation and administered by the Department (alone or jointly with another unit) will be accorded the greatest recognition in evaluating faculty research productivity. Other grants and contracts and fellowships will be credited inasmuch as they enhance the research activity of faculty. Grants administered exclusively through other units of the University normally will be recognized there rather than in departmental evaluations, although some credit may be given if they have a demonstrable impact on departmental instructional, research, or service activity. Normally, faculty with appointments in the Department are expected to channel their grants through the Department. With the formal permission of the Chair, as recorded on the grant transmittal form (PA005), faculty can divide their grant between the Department and another unit or units.

C. Service
Faculty are expected to participate in departmental and university governance, except when on professional leave of absence, and in professional service activities.

All faculty should contribute to departmental governance through service on standing committees and fulfillment of additional responsibilities assigned by the Chair. Each faculty member will be assigned to at least one departmental standing committee, but service responsibilities will fall disproportionately upon tenured faculty and every attempt will be made to limit service demands upon untenured faculty. Extraordinary contributions in departmental and University service will be taken into account in faculty merit evaluations and, where they involve substantial administrative duties, by enhanced service assignments.

Faculty also are expected, when called upon and as is appropriate, to play active roles in College and University governance; to contribute to their profession through participation in its organizational activities and reviewing and editorial work; and to provide their professional expertise to the extra-university community, including but not limited to professional advice and consultation with government at all levels. Extraordinary service contributions in these areas, where they involve applications of professional knowledge or university and professional leadership, may be reflected in faculty merit evaluations and, in rare cases, in enhanced service assignments as a part of the normal faculty workload.

D. Birth and Adoption Policy

Through a College program, the Department provides a reduction in formal teaching for one academic quarter for regular faculty members who (1) give birth to a child; (2) are the birth father or domestic partner of an individual giving birth to a child; or (3) are an adoptive mother, father, or domestic partner. The reduction in formal teaching is available only to those who select not to use accumulated leave balances for a "birth of a child" or "adoption" "event" as described in the Human Resources Policy and Procedures Manual: Paid Leave Programs- 6.27. Each eligible faculty will receive a one-third reduction in their annual formal teaching under this policy, which typically is rounded up to the next whole course. At the option of the faculty member, the reduction can be taken in the academic quarter during or immediately after the birth or adoption of the child. To the extent practical, faculty are to provide one full quarter's advance notice to their chair on the election of the quarter for the reduction. Eligible faculty are expected to adjust their research and service activities during this period to offset the formal teaching reduction.

E. Disclaimer

The above Faculty Workload Policy applies only to faculty on the Columbus campus; regional campus faculty are covered by workload policies for their campuses. It does not constitute a contractual obligation. Fluctuations in demands and resources in the Department or College and the individual circumstances of faculty members may warrant temporary deviations from the policy.

VII. Assignment of Faculty Teaching Responsibilities

The Teaching Schedule Coordinator collects specific-course teaching preferences from individual faculty members mid-way in the Autumn Quarter for the following year. Field coordinators are responsible for adjusting these preferences so that each field proposal represents a coherent and responsible program. The Teaching Schedule Committee, composed of the Teaching Schedule Coordinator, the Field Coordinators and the Undergraduate Advising Coordinator, recommends a final schedule for the Department to the Chair. This recommendation makes needed adjustments to the field proposals. The Chair of the Department is responsible for final decisions about teaching schedules and for making sure that departmental teaching needs are met in each quarter. Once the teaching schedules have been submitted for to the University Registrar, individual courses can be changed only in writing at the request of the appropriate field coordinator.

VIII. Support for Faculty Research and Professional Activity

In addition to its normal support for faculty, the Department offers four special programs to support faculty research and professional activity, and the College has three different programs of support.
A. Return of Indirect Cost Recoveries

Under the current budgeting system, the University is returning to the college(s) of the principal investigator all earned marginal overhead on grants received by OSU. (Marginal overhead is the difference between this year’s and last year’s overhead, or what the University calls “indirect cost recoveries,” generated by college OSURF activity.) In turn, the marginal increase in their share of the cost of central research administration is charged directly to the colleges.

In the College of Social and Behavioral Sciences, money earned from indirect cost recoveries is returned to the departments without being subjected to the normal College tax on revenues. This overhead revenue is used by the Department of Political Science to pay the administrative costs of the grant and a library tax, both of which are passed through to the Department by the College, and also to cover any deficits from departmental indirect cost recoveries that fall below the baseline established by our previous year’s earnings.

A portion of the recovered indirect costs credited to the Department by the University and the College will be returned to departmental faculty who are the grant’s principal investigator(s). When a grant generates at least $10,000 in indirect cost recoveries in one year, the research account of that grant’s PI will be supplemented in the following year by $0.25 for every $1 in indirect cost recoveries that the Department received due to that grant. Departmental matching funds committed to a grant project through some other arrangement (such as departmental policy on matching GRA money) will be deducted as a Department contribution from the money to be returned to a PI or co-PI. If the grant has more than one departmental PI, the departmental return to the PI will be allocated to each in proportion to her/his share of the overall grant. If the grant is split between the Department and another University unit(s), such as a research center, only the indirect cost recoveries received by the Department will count in determining the amount returned to the PI.

This departmental policy is in force only as long as the Department receives indirect cost recoveries at the same rate as in the current University budgeting model (full return less a library tax and marginal research administration charges) and only as long as the revenues are fully passed on to the Department.

B. Departmental Cost-Sharing of GRA Appointments on External Grants

Departmental funds are available, under the following conditions, to match GRA appointments (stipend + benefits + fees) made with faculty grant funds from sources external to the Department (e.g., Mershon, UISP, NSF). The conditions are that the departmental match applies only to GRA appointments made using grant funds: (1) during the academic year, (2) for graduate students already designated for departmental funding, and (3) at the stipend rate the Department would pay that GRA. The departmental match cannot be used for summer appointments; and the faculty grant must include stipend, benefits, and fees, all of which the Department will match. Continuation of this policy is subject to the availability of Department GRAs and funds.

When departmental faculty apply for external grants (i.e., those funded outside of OSU), they must get the Chair’s approval for any departmental cost-sharing before the grant is submitted and, in any event, must have the Chair’s signature on the University form approving the submission. When faculty apply for grants funded by some other OSU unit (e.g., Mershon), prior approval by the Chair is often not necessary, but they should inform the Chair of any cost-sharing or matching that may be requested from the Department if the grant is funded. In any case, a copy of the grant proposal should be provided to the Chair or Fiscal Officer. Once faculty are ready to proceed with the grant-funded research, they should inform the Chair of the desired appointment(s) from grant funds and of the matching GRA(s) being requested.

GRA assignments under this policy will be made through the normal departmental process. The choice of a matching GRA is at the discretion of the Chair, who will try to respond to faculty preferences for particular GRAs. However, please note that senior graduate students, who are eligible to teach for the Department, cannot normally be assigned as GRAs. Once assigned, GRAs will be provided with a memo that describes the terms and duties of their appointments – for both the grant and the departmental matching assignment.
C. **Release Time for Grants**

Department policies to increase incentives to seek external funding provide release time of one course per year for successful applications to major federal funding agencies that do not permit release time as a budget item, as is the case for the National Science Foundation. These funded proposals must include either support for at least one GRA (including tuition and fees) for three quarters of an academic year or bring in at least $25,000 in indirects (F&A) that are credited to the department. (The indirects might come in over a series of consecutive years, but the course credit will be given only for one year once enough indirects have been received to cover it. This course release policy applies only to faculty who teach at least a four-course teaching load.

D. **Professional Spending Account**

Political Science faculty are eligible for a Professional Spending Account (PSA) to defray their professional travel and other legitimate professional expenses. To create a PSA, each faculty member needs to make a very brief written request to the Chair, which will then be reviewed by the Department’s Executive Committee. The maximum amount deposited into this account will be $2,500.

**Eligibility.** Eligibility for a PSA varies with the faculty member’s percentage of appointment in the Department and access to other funds to cover professional expenses. Faculty with 100% appointments in the Department are eligible for the full amount. Faculty with partial appointments are eligible for $2,500 X their FTE (i.e., proportion of faculty appointment in the Department) if their other unit provides any support for professional expenses, especially travel. Faculty who already have accounts, either within the department or from some other OSU source, to support their professional expenses (especially travel) normally are not eligible for a PSA, but they are welcome to make the case in their application for why they should have a departmental PSA. Full-time departmental faculty with research accounts from letters of offer are eligible for a PSA, as long as the terms for the research accounts do not stipulate that professional travel is to be covered from them. Any questions about eligibility should be raised either in the application memo or with the Chair directly.

**Expenses Covered.** PSAs are university funds and as such are subject to the same internal controls as all other departmental funds including the requirement for pre-approval by the chair for all expenditures. All requests for the expenditure of PSA funds must include documentation of the business purpose. The PSA may be used for University-approved expenses for travel to professional meetings. For trips taken near the end of one fiscal year or the beginning of another, the costs of the travel should be charged to the PSA in the year the travel occurred. The PSA also may be used to pay various research and professional expenses, as long as the expenses fall within University guidelines. The funds can be used to hire graduate or undergraduate students during the academic year or in the summer. If used for a graduate student whom the department already is funding for that quarter, the department will provide the necessary fee authorization. PSA funds also can be used to pay for materials used in scholarly research, writing, and teaching; computer hardware, software, and special programming; submission charges for journals, sending express mail, and extra copying. Under University policy, all materials purchased with University funds, which includes PSAs, are for the professional use of faculty while they are at Ohio State. PSA funds cannot be used for personal salary. The Department will continue to pay for regular mail (but not express mail), long distance phone calls and faxes, professional copying up to the quarterly limit of 600 copies, and a standard faculty office computer and printer out of its general funds.

**Carryover of Funds.** Balances in accounts cannot be carried over into the following fiscal year except under extraordinary circumstances. A written request for the carryover of balances into the following fiscal year must be approved before the end of the fiscal year by the Chair in consultation with the Department’s Executive Committee.

**Supplementing PSA Funds.** PSA funds can be supplemented for specific purposes by “piggybacking” on sources of funding outside of the Department. The College of Social and Behavioral Sciences provides matching-travel funds in a 3:1 ratio up to a $1,500 limit to support travel to present a paper at a conference outside of North America and small grants in the amount of $1,000. These College funds are granted on a competitive basis, are applied for through the Department Chair and, if received, are administered by the Department.
International Affairs holds a competition each year that covers expenses to support travel to work with foreign collaborators on research and writing projects. Where external programs require departmental matching funds, and most do, the departmental match will be deducted from the PSA; the external funds do not count against it.

Using Your PSA. The Department’s Fiscal Officer will handle all disbursements and reimbursements from faculty PSAs. To draw upon Professional Spending Account funds, and enable us to maintain the strict accounting for the use of these funds that the University requires, faculty are asked to fill out a form that has been developed. Failure to comply with University rules in documenting PSA expenses or in requesting PSA funds may delay payments, result in a payment or reimbursement being denied, or ultimately result in loss of PSA rights.

E. College Grants

The College administers three different grant programs for faculty. All applications for these programs have to come through the Department Chair and carry her/his recommendation. (1) For travel outside of North America to professional meetings where the faculty member is presenting a paper, the College offers matching travel grants in a 3:1 ratio up to $1,500. (The departmental money would come from the faculty member’s Professional Spending Account.) (2) The College runs a special grants program that can be used for a variety of uses from supporting conferences to data acquisition. It requires a one-third departmental match. (3) The College offers $1,000 small grants to support faculty research that do not require any departmental matching funds.

IX. Appointments, Promotion, and Tenure

A. Preamble

This section is a supplement to Chapter 6 of the Rules of the University Faculty, the Office of Academic Affairs’ annual procedural guidelines for promotion and tenure reviews that appear on the OAA website, and any additional policies of the College and the University. These rules and policies take precedence over departmental practices and should they change, the Department shall follow those new rules and policies until such time as it can update this document to reflect the changes. In addition, this section must be reviewed, and either reaffirmed or revised, at least every four years on appointment or reappointment of the Department Chair.

Departmental decisions regarding faculty appointment, reappointment, and promotion and tenure are made in accordance with the Department’s mission as set out in section II of this Pattern of Administration. In addition, the faculty and the administration are bound by the principles articulated in Faculty Rule 3335-6-01. In particular, the foundation for these decisions is peer review of the documented performance of faculty. Unless otherwise stated, the criteria and procedures described below apply equally to Columbus and regional campus faculty.

The Ohio State University is committed to building a diverse faculty and staff for employment and promotion to ensure the highest quality workforce, to reflect human diversity, and to improve opportunities for minorities and women. The University embraces human diversity and is committed to equal employment opportunity, affirmative action, and eliminating discrimination. This commitment is both a moral imperative consistent with an intellectual community that celebrates individual differences and diversity, as well as a matter of law.

Discrimination against any individual based upon protected status, which is defined as age, color, disability, gender identity or expression, national origin, race, religion, sex, sexual orientation, or veteran status, is prohibited.

B. Appointments

1. Criteria

   a. Tenure Track Faculty. The Department is committed to making only faculty appointments that enhance, or have strong potential to enhance, departmental quality. The key criteria for each appointment are as follows: (i) At the senior levels, high research productivity and professional reputation must be clearly evidenced in publications, research grants, and other indicators of professional stature for an appointment to be made. Senior faculty hired from outside the University should be at least as qualified as their counterparts in the Department. (ii) At the
assistant professor level, evidence of research potential of a caliber likely to lead to grants and, especially, to high-quality scholarly publications is required. New untenured faculty are hired with the expectation that they will have a Ph.D. in political science or a related discipline by the beginning of their appointment -- or will have successfully defended their Ph.D. dissertation before the date on which classes begin in their first year and will receive the Ph.D. degree at their university’s first commencement thereafter. Failure to satisfy this expectation necessitates appointment as an instructor and a reduction in their salary by 10%. (iii) In all cases, evidence of substantial peer support from outside reviewers, of a record of or the potential for high quality teaching, and of commitment to the mission of the Department are important considerations. (iv) The Department does not hire its own Ph.D.’s for untenured faculty positions on the Columbus campus.

Appointments to the rank of instructor and assistant professor are probationary and require annual reappointment by the Department Chair for continuation. Instructor appointments may not exceed two years. When an instructor is promoted to the rank of assistant professor after completion of the Ph.D., prior service credit will be granted for up to two years spent as an instructor unless the faculty member requests that those years not be counted. Assistant professor appointments may not exceed six years, including prior service credit but not counting time that is excludable under University rules. Approval by the Dean of the College of Social and Behavioral Sciences is required for the reappointment of an assistant professor as a tenure-track faculty member for the fifth year. An assistant professor is reviewed for promotion and tenure no later than the sixth year (not counting exclusions) of appointment as an assistant professor and is informed by the end of the sixth year as to whether promotion and tenure will be granted at the beginning of the seventh year.

Part-time appointments are possible (no less than 50%) in accord with University rules. Probationary tenure-track faculty on less than full-time service may request an extension of the probationary period, in accord with Faculty Rule 3335-6-03(F).

b. Tenure Track Faculty – Regional Campus: Because the primary mission of the regional campuses is to provide high quality undergraduate instruction and to serve the academic needs of their communities, excellence in teaching and service ordinarily will be given relatively more weight in hiring regional campus faculty, although high research productivity or the potential for high research productivity are expected.

c. Auxiliary Faculty. Compensated auxiliary faculty members include lecturers and senior lecturers, and may include faculty with regular titles below 50 percent or visiting faculty. Uncompensated auxiliary faculty are designated as adjuncts. All auxiliary faculty are required to have a Ph.D. or comparable professional training and are expected to be able to substantially contribute to the academic mission and intellectual life of the Department and to interact with students or faculty in research or classroom settings. Auxiliary faculty normally are expected to meet the same standards for appointment as regular faculty of the same rank.

d. Courtesy Appointments for Regular Faculty. Courtesy appointments may be offered to regular faculty in another department at Ohio State who are expected to contribute regularly and significantly, on an uncompensated basis, to the Department’s research, teaching, or service mission. Involvement in the departmental program and/or visibility in the Political Science discipline are normally required.

2. Procedures

a. Tenure Track Faculty. Decisions on extending offers to join the faculty are collegial. The Chair is primarily responsible for designating the positions and keeping the recruiting process moving when openings occur. A Department meeting will be held each spring quarter to discuss hiring priorities for the following year within the context of the Department’s budget situation. The Department Chair appoints a search committee or committees to recruit candidates for all faculty vacancies. Search committees report to the Chair. The Chair, in consultation with the search committee(s) and/or field faculty, prepares each position description and, after circulating a draft to the Department faculty for comments, submits it to the American Political Science Association’s eJobs listing of jobs in Political Science, which ensures that the position will be advertised widely throughout the discipline. From the pool of applicants, the search committee develops a short list of candidates, which they circulate to the Department faculty for their comments. The committee then recommends candidates for visits to the Chair, who schedules and coordinates their visits. After candidates have visited, the Chair solicits anonymous evaluations of the candidates from all faculty in the Department and also from students who have interacted with the candidates. A faculty meeting will be held in advance
of the solicitation of individual faculty evaluations to discuss the candidates. The Chair will consult again with the search committee after opinions have been collected. The vote results will be available to the Department faculty. If an offer is justified in the judgment of the Chair, he/she will propose the terms of the offer to the Dean of the College and, if the Dean approves an offer, will handle the negotiations with the candidate. If it is not clear whether an offer is justified, further consultation and discussion and perhaps visits by additional candidates will occur. If necessary, the Chair will call a Department meeting to discuss the final recruiting decision.

b. Tenure Track Faculty—Regional Campuses. Because the Columbus Department must concur in the appointment of regional campus faculty, it is involved in the search process for positions there. The Chair appoints at least one member to the regional campus search committee for a position in Political Science on that campus. Candidates for the regional campus position are required to present a colloquium on the Columbus campus and to meet with faculty from the Department there. After candidates have visited, the Chair will solicit evaluations from all faculty in the Department on the candidate’s record and potential as a scholar, for which the Columbus Department has the primary responsibility. If an offer is justified in the judgment of the Chair, he/she will make appropriate recommendations to the regional campus dean. If it is not clear whether an offer is justified, further consultation and discussion and perhaps visits by additional candidates will occur. If necessary, the Chair will call a Department meeting to discuss this recruiting decision. A decision to hire requires agreement on the part of the Chair of the Columbus Department and the Dean of SBS and the Dean/Director of the relevant regional campus.

c. Auxiliary Faculty. Any regular departmental faculty member may make recommendations of auxiliary faculty appointments to the Chair. Auxiliary faculty are appointed by the Chair, with the approval of the Office of Academic Affairs, for only one year at a time and require formal renewal for continuation. The Chair may make appointments of lecturers and senior lecturers quarter-by-quarter to fill short-term departmental teaching needs. Continuous appointments for more than a single quarter require the consent of the Department’s Executive Committee. Initial appointments of adjunct professors and visiting faculty may be made by the Chair, subject to OAA approval, only with the consent of a majority of the faculty. Reappointment may be made by the Chair, except that appointments for visiting faculty may not exceed three continuous years by University rules.

d. Courtesy Appointments for Regular Faculty. Any regular departmental faculty member may nominate tenure-earning or tenured faculty from another OSU department for a courtesy faculty appointment in Political Science. After reviewing the candidate’s qualifications, and with the consent of a majority of the faculty, the Chair may make a courtesy faculty appointment for a five-year period. Such appointments may be renewed by the Chair with the approval of the Department’s Executive Committee. Courtesy faculty may be listed as Political Science faculty, but they do not hold separate Graduate Faculty status or voting rights in the Department.

C. Annual Reviews

All faculty are reviewed annually by the Chair. For assistant and associate professors, the Chair formally solicits inputs to the evaluation process from faculty of higher rank. For full professors, the Chair alone conducts the review. Annual reviews are mandatory under the rules of the University, and all faculty are expected to provide the material required for a review on a timely basis. For assistant professors, this material must be provided in the University’s prescribed dossier format; for associate and full professors, using the dossier format is advisable. Each assistant professor should meet to discuss preparation of the dossier with two senior faculty members, designated for this purpose by the Chair or Field Coordinator in consultation with the candidate. An assistant professor who wishes not to undergo an annual review must provide a written letter of resignation to the Chair by January 31 in order to prevent or terminate the review.

To provide the basis for the annual review, by January 10 of each year each faculty member in the Department, including regional campus faculty for whom the Department is the tenure initiating unit, must provide the Chair with (1) an annual report focusing on research and publication, teaching, and service for the previous calendar year and (2) an updated dossier (or curriculum vitae) that reports the faculty member’s research, teaching, and service accomplishments following the format prescribed by the University for the core section of the faculty dossier (see the latest Guidelines and Procedures for the Promotion and Tenure of Regular Faculty, distributed by the Office of Academic Affairs). Assistant professors are required to follow the dossier format precisely; it is recommended that tenured faculty use it as well. Departmental faculty must have all of their regular courses evaluated using the SEI instrument, administered by someone other than themselves, and SEI reports for all courses taught in the preceding calendar year should be contained in the
annual report. In addition to University requirements for the dossier, the nature of the refereeing process for books and book chapters, the faculty member’s contributions (in both substantive and percentage terms) to multiply-authored works, and the number of citations by others to her/his work should be clearly indicated. It also is the responsibility of each faculty member, especially assistant and associate professors, to make sure that copies of all scholarly manuscripts written or published in the preceding calendar year and syllabi and other relevant material for each course taught during the same period are available in their “reading file” in the Department office. Faculty members can provide any additional information at this time that they deem pertinent to the annual review of their performance. They may also be requested to provide additional information at other times and in other formats as departmental needs require.

The Columbus Department has primary responsibility for the evaluation of the research performance of its regional campus faculty. For purposes of annual review, this evaluation will be conducted following the same procedures as for Columbus campus faculty, except that special allowances will be made (in accordance with University rules) for inputs from the regional campus and for the greater emphasis on teaching and service on the regional campuses.

1. Procedures: Probationary Tenure Track Faculty

a. Probationary Faculty. Every instructor and assistant professor is reviewed each year following procedures consistent with Faculty Rule 3335-6-03 (C) and Office of Academic Affairs’ policies. These reviews are primarily for the purposes of giving feedback to untenured colleagues on their progress toward promotion and tenure, and of providing an evaluation of their performance and development for the purposes of reappointment, salary raises, and promotion. The annual review begins with an evaluation of all probationary faculty by the tenured faculty at a meeting (or meetings) moderated by the Chair. This review focuses on research, teaching, and service. For this meeting, the tenured faculty are provided with copies of each instructor’s and assistant professor’s annual report and updated dossier. They also consult the candidate’s reading file for research manuscripts and additional teaching material. Letters from absent tenured faculty may be read at the meeting, but only those attending the meeting are eligible to vote (if a vote needs to be taken). The results of this review and the Chair’s own evaluation are summarized in a private meeting between each untenured faculty member and the Chair. After this meeting, the Chair provides each untenured faculty member with a written assessment of her/his performance and professional development, a copy of which goes to the Dean. This letter becomes a part of the dossier for subsequent annual reviews during the probationary period, including reviews for promotion and tenure. Under University policy, the untenured faculty member may make a written response to this letter, which also becomes a part of the dossier.

Probationary faculty are subject to non-renewal in any year prior to their formal promotion and tenure review when it is apparent that the candidate’s likelihood of meeting expectations for promotion and tenure is poor. In cases of non-renewal, fourth year review procedures must be followed. In the event that the Department faculty, by majority vote, and Chair recommend nonrenewal of the probationary appointment during any annual review, the faculty member under review may provide a written comment (following the comments process described above), which also becomes a part of the dossier. The full dossier for any recommendation of non-renewal must be forwarded to the College for review by the College Promotion and Tenure Committee and the Dean. The Dean’s decision is final. In the case of nonrenewal of the probationary appointment, a terminal year of appointment in the Department, with an enhanced instructional workload, will be provided.

Persons who begin faculty service as instructors must complete all requirements for their Ph.D. (as certified by either a diploma or written verification from the dean of their graduate school that all requirements have been completed) within 18 months from the beginning of their first quarter of service. Faculty failing to meet this deadline are automatically terminated in their tenure-earning position at the end of the academic year and will be offered a one-year term appointment at their current salary and with an enhanced instructional workload for the following year. Completion of all Ph.D. requirements, which means either diploma-in-hand or written verification from the dean of the graduate school, will allow promotion to assistant professor to be effective at the beginning of the next quarter.

b. Fourth-year Reviews. Reviews of probationary faculty in their fourth year under University counting rules follow the same procedures outlined below for promotion and tenure reviews, except that external letters are not solicited. Candidates for review must assemble a complete dossier core. The Department’s tenured faculty must issue a formal report to the Chair, written by a faculty Reporter designated by the Chair, summarizing its evaluation and recommending whether the candidate should be reappointed for the following year. This report and the Chair’s annual
report letter, and the recommendations of renewal or non-renewal therein, are then reviewed at the College level. A probationary faculty member can not be reappointed for the fifth year without the Dean’s approval.

2. Procedures: Tenured Faculty. Every associate and full professor is reviewed each year following procedures consistent with Office of Academic Affairs’ policies. These reviews are primarily for the purposes of giving feedback to faculty on their performance and evaluating it for the purposes of merit salary increases and (for associate professors) promotion.

a. Associate Professors. For associate professors, the annual review begins with an evaluation by the full professors at a meeting (or meetings) moderated by the Chair. For this meeting, the full professors are provided with copies of every associate professor’s annual report and updated dossier or curriculum vitae. They also consult the individual’s reading file for research manuscripts and additional teaching material. Letters from absent full professors may be read at the meeting, but only faculty attending the meeting are eligible to vote (if a vote needs to be taken). The results of this review and the Chair’s own evaluation are summarized in a private meeting between each associate professor and the Chair. After this meeting, the Chair will provide associate professors with a written assessment of their performance and professional development, a copy of which goes to the Dean. This letter becomes a part of the dossier for subsequent annual reviews, including the promotion review. Under University policy, the faculty member being reviewed may submit a written comment to this letter (following the comments process described below), which also becomes a part of the dossier.

b. Full Professors. The annual review for full professors is conducted by the Chair based on the annual report and the updated dossier (or curriculum vitae) submitted in January and, as needed, materials on scholarship and teaching in the faculty member’s departmental reading file. The result of this review is communicated by the Chair to each faculty member in a written evaluation. Under University policy, faculty may provide a written response to this letter for their file. Either the Chair or the faculty member may request a meeting to discuss the annual evaluation.

3. Peer Evaluations of Teaching. An annual peer review of teaching is conducted by the tenured faculty for assistant professors and by the full professors for associate professors at the annual review meetings for faculty at each rank. It includes an extensive discussion of Student Evaluation of Instruction (SEI) results; an assessment of the quality of the courses through a review of syllabi and other course materials that are submitted by the reviewee to her/his reading file; and an evaluation of work with students on honors theses, master’s theses, dissertations, and general examination committees. The senior faculty in the candidate’s field(s) play the leading role in conducting the peer review, but senior faculty from all fields participate.

D. Merit Salary Increases

1. Criteria. Meritorious performance is required for salary increases. Consistent with the Department’s mission, the Chair considers performance in research and publication, teaching, and service as well as (for assistant and associate professors) progress toward promotion in making salary recommendations to the Dean. For research, performance during the previous 2-4 years is included as follows: Journal articles are counted for two years, starting with the year they are accepted. Book chapters also are counted for two years, beginning when the book has entered the publication process. Non-edited books are counted for four years, beginning when the book has entered the publication process with the final revised manuscript submitted for copyediting. Edited books are counted for 2 years unless the author made a very substantial contribution to the book or the book itself is judged to be a very substantial contribution to the discipline, in which cases the book can be counted for 3 years. External research grants are counted from the calendar year they begin until they end. Refereed works of original scholarship typically receive the most credit, and signs of an active ongoing research program through paper presentations and submissions also are important. For teaching and service, and any other relevant activities, the performance evaluation is based on the previous calendar year. Unusually heavy departmental service responsibilities normally are acknowledged by extra compensation through administrative stipends and/or adjusted workloads; especially meritorious performance in these roles may be rewarded through raises. Salary structure equity and market considerations, for meritorious faculty, may also be taken into account in salary raise recommendations.

2. Procedures. For Columbus faculty, the Chair makes annual salary raise recommendations to the Dean within dollar and percentage guidelines established each year by central administration and the Dean. The Chair’s recommendations are based on her/his own evaluations of faculty, incorporating the evaluations of assistant and
associate professors by faculty of higher rank and the advice from the Annual Review Committee. Once raises are approved, the salary increase and a summary evaluation of the performance on which it was based are reported to each faculty member in a letter from the Chair. (This letter comes in addition to the annual review letter.) These letters will be sent by the end of the Summer quarter unless there are delays in approval of the University salary budget. Faculty members who wish to discuss their salary or salary raise should meet with the Chair. For regional campus faculty, annual salary raise recommendations are made by the regional campus dean. The Chair of the Columbus Campus Department, though, is responsible for evaluating the research performance of regional campus faculty. Before annual salary recommendations are made, the Chair will communicate evaluations of research to the appropriate dean.

3. Documentation. It is the responsibility of all faculty to fully document their performance of teaching, service, and research responsibilities through their annual report to the Chair each year, their annually updated cv or dossier, and their placement of materials on research, teaching, and service in their departmental reading file. To qualify for a merit raise, faculty must provide sufficient documentation to permit an informed evaluation of their performance.

E. Reviews for Promotion and Tenure and for Promotion

1. Criteria: Promotion to Rank of Associate Professor with Tenure. The awarding of tenure and promotion to the rank of associate professor must be based on convincing evidence that the faculty member has achieved excellence as a teacher, as a scholar, and as one who provides effective service; and can be expected to continue a program of high quality teaching, scholarship, and service relevant to the mission of the Department and University. Excellence in teaching in the Department means providing to all students, undergraduate and graduate, the opportunity to realize their full capabilities for learning in political science and providing to the most capable and motivated students an enhanced learning experience. Excellence in scholarship means attainment of a national reputation as a scholar based on high-quality original research published in refereed journals and/or books. Excellence in service means making available a high level of professional expertise and experience to one or more publics – including the Department, the University, the Columbus community, the state of Ohio, the nation, and the profession. Service not tied to a faculty member’s professional expertise is not relevant for promotion and tenure reviews. Excellence in both teaching and scholarship and valuable contributions to the Department’s program are required for promotion to associate professor in the Department. Excellence or the potential for excellence in service also is highly desirable.

2. Criteria: Promotion to Rank of Professor. 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. Excellence in teaching and scholarship and leadership in service since promotion to associate professor must be demonstrated, and the candidate must be recognized as a scholarly leader in her or his field based on high-quality original research in refereed journals and/or books.

3. Criteria: Regional Campus Faculty. Expectations for regional campus faculty differ somewhat from those for faculty on the Columbus campus for initial appointment, annual reviews, and promotion and tenure. The primary mission of the regional campuses is to provide high quality undergraduate instruction and to serve the academic needs of their communities. The relative emphasis on teaching and service expected of regional campus faculty will, therefore, ordinarily be greater. While the Department expects regional college faculty to establish a program of high-quality scholarship and publication, it recognizes that greater teaching and service commitments and less access to research resources for regional campus faculty require different research expectations.

4. Procedures. The formal review for promotion and/or tenure begins in the Department with a meeting of all departmental faculty of higher rank, acting as the Department’s Promotion and Tenure Committee. The review is conducted early in the Autumn Quarter. It focuses on the documentation provided in the candidate’s Promotion and Tenure Dossier, including external evaluations solicited from senior scholars in the discipline and related disciplines, and on original materials (publications and papers, course syllabi and handouts, etc.) the candidate has placed in her/his departmental reading file. The Committee’s assessment of the candidate’s strengths and weaknesses and its recommendation are made in a report to the Chair authored by its Reporter. This report and a letter containing the Chair’s recommendation are provided to the candidate, who can comment on them within ten days, and to whose comments in turn the Chair and the Committee may respond. These reports, letters, and responses are included in the Promotion and Tenure Dossier, which is forwarded by the Chair to the College late in Autumn Quarter. A similar process is repeated at the College and the Provost’s levels, as is described in College
and University rules. The Board of Trustees confers promotion and tenure upon recommendation of the Provost.

The basic procedures for promotion and tenure reviews are stipulated by University rules, which require standardized procedures for all departments but leave room for departmental variation in some practices. The following describes the procedures as they are operationalized in the Department of Political Science. For more detail on the University rules, see the Appointments, Promotion, and Tenure Document section of the Office of Academic Affairs website (http://oaa.osu.edu/handbook/i_aptdoc.html).

a. **Timing of Reviews for Promotion to Associate Professor with Tenure.** For assistant professors, a decision on tenure shall occur no later than the end of the sixth year of probationary appointment (prior to the beginning of the seventh year), not counting years excluded under University rules. University policy concerning modifications in the length of the probationary period after beginning an appointment is contained in Faculty Rule 3335-6-03. In brief, it allows faculty to exclude time from their probationary period, in increments of one year, for the birth or adoption of a child, and it allows faculty to request to exclude time from the probationary period for a variety of personal circumstances beyond the faculty member’s control. The total number of years excluded for either or both reasons is capped at two years. Additionally, up to two years of time spent in the instructor rank may be excluded at the request of the faculty member in writing to the Chair at the time of promotion to assistant professor; a whole year is excludable if at least two quarters of it has been spent at the instructor rank. The University generally will not approve exclusions of years from the tenure clock for research leave. Tenure decisions can be made before the sixth year when the evidence of performance strongly suggests that review is appropriate. Tenure is only granted to someone with a concurrent promotion to associate professor. If the formal recommendation of tenure and promotion made by the Department in Autumn Quarter is approved by the University, it will become effective the following Autumn Quarter. If tenure is not approved by the end of a faculty member’s sixth year of service, the appointment for the subsequent academic year will be a terminal appointment with an enhanced instructional workload.

b. **Timing of Reviews for Promotion to Professor.** Each year the Chair will determine, after consultation with the full professors in the annual associate professor review meeting or subsequent meetings for this purpose, whether any associate professor should be reviewed the following Autumn Quarter for promotion to professor. Those identified for a formal promotion review are notified. The promotion to professor is not automatic at any time, but a tenured faculty member can not be denied a requested formal review for promotion more than three consecutive years.

c. **Department Promotion and Tenure Committee.** The departmental Promotion and Tenure Committee is comprised of all full professors for reviews of associates, or all full and associate professors in the Department for reviews of assistants. However, no members of this committee should participate in the review of a particular candidate when they have a conflict of interest due to a familial, personal, professional, or other potentially compromising relationship or when they hold an administrative position that gives them a subsequent role in the promotion and tenure process. Questions about conflict of interest should be referred initially to the Committee’s Procedures Oversight Designee (POD), who may refer them for resolution to the full committee (excluding the member at issue). The Chair of the Department serves as a non-voting chair of the Promotion and Tenure Committee. The Chair appoints a Procedures Oversight Designee (POD), who broadly oversees procedures and is responsible for making sure affirmative action considerations are appropriately addressed. The Chair also appoints a P & T Committee Reporter, whose job it is to write a report to the Chair on behalf of the Committee that summarizes the vote and the discussion of the strengths and weaknesses of the candidate.

d. **Assembling the Promotion and Tenure Review Dossier and Other Review Materials.** Before each promotion and/or tenure review, the Department Chair will ask each candidate to supply the Chair with copies of materials to be used in the review as specified in the University Promotion and Tenure guidelines. The candidate is responsible for preparing the Introduction and Core of the P&T dossier, with the assistance of the Chair and the Procedures Oversight Designee, in the format required by the University at least two weeks before the departmental P&T Committee is scheduled to meet. The Chair and the Procedures Oversight Designee should assure that the dossier is correctly prepared and does not include extraneous or inaccurate information before sending it forward to subsequent levels of review. The candidate is also responsible for assembling a departmental reading file of publications, papers, teaching materials, and any other relevant original materials he/she wants the P & T Committee to consider and, in consultation with the Chair or POD, for putting together by June 1 a packet of her/his scholarly work and a statement of research plans for distribution to the external evaluators.

e. **External Letters in Promotion and Tenure Reviews.** Evaluations of the candidate will be solicited from outside
referees. Such referees will be recommended both by the members of the departmental faculty eligible to participate in the review and by the candidate, and the final list will be reviewed with the candidate. Evaluators must be tenured faculty or the equivalent from peer research universities or research centers, and they ordinarily will be full professors from leading research universities. They should possess the appropriate expertise and not have a close personal or professional relationship with the candidate. Candidates are responsible for disclosing their relationships to anyone on the proposed list of evaluators, which is compiled by the Chair. The final choice of referees will be made by the Chair, subject to the approval of the Dean. The Chair is expected to contact the potential evaluators on behalf of the Department at least three months before the departmental review meeting, although there is an occasional need for substitutions at a later time. This means, given current deadlines, that the initial list normally needs to be finalized and approved by mid-June. Those who have agreed to do an evaluation are then provided with the candidate’s current dossier or c.v., a set of publications and papers chosen by the candidate (in consultation with the Chair) for this purpose, and a statement of research plans. At least five external letters are required for a promotion and/or tenure evaluation. Because no more than half of the final evaluators should come from the candidate’s list, only a few evaluators suggested solely by the candidate should be contacted.

f. Procedures of the Departmental Promotion and Tenure Committee. The personnel decisions of the Committee are made through open discussion and voting at the P&T Committee meeting. All faculty of appropriate rank, excluding the Chair, are eligible to vote. All tenure cases must take place in presence of a quorum, which is defined as a simple majority of eligible faculty on duty in the quarter of the meeting (see Sections IIIA and IIIC above). Decisions are taken by open voting in the faculty meeting with a simple majority of votes cast required for a positive recommendation. Members unable to attend the meeting of the Committee may not vote, but they can convey their comments on the candidate via a letter to the Chair, which will be read at the meeting. At the meeting the candidate’s record in teaching, service, and scholarship, including both its disciplinary and (where relevant) interdisciplinary aspects, is subjected to careful and comprehensive peer review. A summary of the Committee’s evaluation of the strengths and weaknesses of the candidate and its vote are contained in the Committee’s report, which is prepared by its Reporter and must be circulated to its members for their timely review before it is finalized. The final report is then transmitted to the Chair. The departmental P & T Committee is advisory to the Chair, who writes her/his own evaluation of the candidate, including a recommendation for or against tenure or promotion, for the College Committee and the Dean. If the Chair’s recommendation differs from that of the departmental P&T Committee, the Chair will communicate in writing to the Committee both her/his recommendation and the reasons for it. The Chair is responsible for transmitting the candidate’s dossier, the Chair’s letter, and the Committee report, as well as any material generated through the comment process outlined below, to the College by its deadline.

g. Rights of Comment. As soon as the P&T Committee’s final report and the Chair’s letter have been completed, the Chair will notify the candidate in writing of the results of the departmental review and of the availability of these reports. The candidate may request a copy of these reports and has the right to provide a written comment on them to the Chair for inclusion in the P&T dossier within ten calendar days of notification. The Chair will provide the candidate’s comments to the Department P&T Committee; the Committee and/or Chair may provide written responses to these comments for inclusion in the dossier.

h. Reviews of Regional College Faculty. For purposes of promotion and/or tenure, regional campus faculty are reviewed through the same procedures for Columbus campus faculty specified above, except that the regional campus dean is responsible for submitting the P & T dossier to the Department and for transmitting the regional campus recommendation to the next level. Regional campus faculty are judged by the same standards of performance in teaching and service that apply to main campus faculty. High-quality scholarly research is expected, but the relative weight of teaching and service is ordinarily greater on regional campuses.

5. Documentation. Excellence in teaching is demonstrated through a variety of indicators: student evaluations; honors received in departmental, University, or external competitions; syllabi and other teaching materials; dissertations and theses supervised; participation in oral exams; and contributions to the professional practice of teaching. Faculty are required to have SEI evaluations administered to all of their classes by someone other than themselves and to include all SEI reports in their Promotion and Tenure Dossier. In interpreting them, the departmental P & T Committee and the Chair will look for patterns of student evaluation across both items and courses, taking into account the level and enrollment of the course because these two factors are known to affect evaluations independent of the instructor. Syllabi and other materials (e.g., handouts, examinations) from all courses should be contained in the candidate’s departmental reading file for peer review by the P & T Committee.
members. First-hand peer knowledge of the candidate’s performance as an oral examiner, a dissertation or thesis supervisor, and an advisor by committee members also may be used in evaluating teaching. Other internal evidence of teaching quality from students and peers may be obtained by the Chair through systematic and objective procedures. The importance of the faculty member for the Department’s graduate and undergraduate teaching programs, including the number of students served and the centrality of the courses offered to the departmental program, is an important indicator as well. All of these various matters and considerations, including the previous annual peer reviews of teaching are weighed in the peer review of the candidate’s teaching.

Evidence of service excellence is provided through peer evaluation, where peers have first-hand knowledge of service contributions, and through external letters and other external sources. The service contribution of assistant professors during the probationary period is limited by design; the most important judgment in evaluating them on service is that the candidate has the potential to achieve excellence in service in the future.

Excellence in research is demonstrated through publication in political science and related fields in professional journals and books, presentation of scholarly papers at professional meetings, external research grants to support research, and recognition from other scholars in their fields of study and in the Department. Faculty are expected to publish regularly in well-respected refereed journals and/or books in the discipline and in their areas of disciplinary specialization. Although the outlets for publication naturally will vary across fields and subfields, original works producing new knowledge for professional social science audiences and published in the top refereed journals and leading university or scholarly-oriented commercial presses generally are the most highly valued of all research accomplishments. The aforementioned indicators are but signs, albeit typically reliable signs, of scholarly excellence. Critical to their review of research is the P & T Committee’s and Chair’s professional judgment of the quality and significance of the candidate’s scholarly work.

6. Appeals. General criteria for appeals of negative promotion and tenure decisions are contained in Faculty Rule 3335-6-05 (A) and details on appeals alleging improper evaluation are found in Faculty Rule 3335-5-05.

7. Seventh Year Reviews. Faculty Rule 3335-6-05 (B) sets forth the conditions of and procedures for a seventh year review for a faculty member denied tenure as a result of a sixth year review. When significant new information about the candidate’s performance is available that is germane to the reasons for the original negative decision, the Department’s Promotion and Tenure Committee will be convened by the Department Chair, at her/his discretion or upon a request from at least three tenured faculty, to address the question of whether the Dean should be petitioned to conduct a seventh-year review. Both a majority of the Committee and the Chair must approve such a petition. For a new review to take place, both the Dean and the Provost must support this petition. The petition must be initiated before the beginning of the candidate’s terminal year of employment and in time to fit within the Department and University’s regular review cycle. Once it is approved, a full review is conducted under the normal Promotion and Tenure rules. A faculty member may not request a seventh year review, appeal the denial of a seventh year review petition initiated by her or his tenure initiating unit, or appeal a negative decision following a seventh year review, since the faculty member already has been notified that tenure has been denied at the conclusion of the sixth year review.