APPOINTMENTS, PROMOTION, AND TENURE
CRITERIA AND PROCEDURES

The Ohio State University
College of Public Health

Original Document: Approved by College of Public Health Faculty June 8, 2004
Approved by the Office of Academic Affairs July 23, 2004

Revision: Approved by College of Public Health Faculty November 19, 2008
Approved by the Office of Academic Affairs December 18, 2008
Approved by College of Public Health Faculty June 4, 2010
Approved by the Office of Academic Affairs September 24, 2010
APPOINTMENTS, PROMOTION, AND TENURE
CRITERIA AND PROCEDURES FOR THE COLLEGE OF PUBLIC HEALTH

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II. PREAMBLE

These policies and procedures for the College of Public Health are a supplement to several university documents, including:

- Chapters 5, 6 and 7 of the Rules of the University Faculty. These contain the additional rules of the university faculty concerning tenure track faculty appointments, reappointments, promotion and tenure; regular clinical track faculty appointment, reappointment and non-reappointment, and promotion; and regular research track faculty appointment, reappointment and non-reappointment, and promotion. They also contain the additional rules of the university faculty concerning auxiliary faculty appointments, reappointments, and promotion.


Should university rules and policies change, the College shall follow the new rules and policies until such time as it can update this document to reflect the changes. In addition, this document must be reviewed, and either reaffirmed or revised, at least every five years by the College Appointments, Promotions and Tenure (APT) committee and on appointment or reappointment of the Dean.

This document has been approved by the faculty, by the Dean of the College and by the provost of the university. Within the context of the College’s mission and the mission of the university, this document sets forth the criteria and procedures for faculty appointment, and criteria and procedures for faculty promotion, tenure and incentives including salary increases. In approving this document the Dean and provost accept the mission and criteria of the College and delegate to the faculty the responsibility to apply high standards in evaluating continuing faculty and candidates for positions in relation to its mission and criteria.

The faculty and the administration are bound by the principles articulated in the following Faculty Rule:

3335-6-01 General considerations.

(A) Peer review provides the foundation for decisions regarding faculty appointment, reappointment, and promotion and tenure (except when the provisions of rule 3335-6-03 (H) are invoked). Peers are those faculty who can be expected to be most knowledgeable regarding an individual’s qualifications and performance—normally tenure initiating unit colleagues. Because of the centrality of peer review to these review processes, faculty vested with responsibility for providing peer review have an obligation to participate fully and knowledgeably in review processes, to exercise the standards established in faculty rule 3335-6-02 and other standards specific to the academic unit and discipline, and to make negative recommendations when these are warranted to maintain and improve the quality of the faculty. Recommendations by the faculty vested with the responsibility for providing peer review will be accepted unless they are not supported by the evidence presented regarding how the candidate meets the standards established in faculty rule 3335-6-02 and other standards specific to the academic unit and discipline. When, for the reasons just stated, a decision regarding faculty appointment, reappointment, or promotion and tenure differs from the recommendation of the faculty, the administrator or body making that decision will communicate in writing to the faculty body that made the recommendation the reasons that the recommendation was judged not to be supported by the evidence.”
(B) In accordance with a policy of equality of opportunity, decisions concerning appointment, reappointment, and promotion and tenure shall be free of discrimination as to race, creed, religion, national origin, age, sex, disability, Vietnam-era veteran status, or sexual orientation.”

The College supports the goals of The Ohio State University for cultural diversity. With regard to faculty, the goal is achievement of equality of opportunity and enhanced excellence through diversity of faculty.

III. COLLEGE MISSION

We protect and improve the health of the people of Ohio, the nation and the world. Through interdisciplinary research, we seek to understand the forces that affect public health and the delivery of health care services. We prepare the next generation of public health practitioners, health care managers, and researchers. Collaborating with government agencies and other partners, we develop solutions to current and emerging public health problems.

Vision

We aspire to be a leader in public health research and education with local impact and global significance.

Values

Equity: We believe in the fundamental fairness of a healthy world. All people should have: an environment that optimizes health, access to affordable and high-quality health care, awareness of personal choices for improving health, and opportunities to help improve the health of our communities.

Ethics: We maintain high levels of academic and scientific integrity, conduct research that protects the rights and welfare of all study participants, and create an inclusive environment that supports our faculty, staff, students, and constituents.

Excellence: We pursue innovative research that is scientifically rigorous and relevant. We are committed to providing a high-quality learning experience and the tools to enable students to meet future challenges. We value dedicated service and leadership that helps individuals and communities live healthier lives.

IV. APPOINTMENTS

A. Appointment Criteria

Consistent with the Rules for the University Faculty established by the Ohio State University Board of Trustees, there are two general categories of faculty appointment within the College of Public Health: Regular and Auxiliary. Regular faculty appointments are used for faculty whose appointment is expected to continue from one year to the next without action to the contrary. Auxiliary faculty appointments are used for faculty whose appointment is expected to end after one year without action to the contrary.

There are three different tracks within the regular faculty: tenure, clinical, and research. A tenure track appointment is intended for faculty who assume the full range of faculty responsibility including scholarship, teaching, and service. During the initial probationary period, faculty are effectively on a one-year renewable contract; once tenured, faculty cannot be discharged without cause. A clinical or research faculty appointment is probationary during the initial appointment period, which can be 3-5 years for clinical track faculty and 1-5 years for research track faculty. The clinical and research track appointments are intended for faculty who assume a narrower range of responsibility than tenure track faculty. Clinical track faculty responsibility may be focused in one of three directions: teaching, professional practice, or service. Research track faculty responsibility is focused on research and scholarship with little expectation for teaching or service. Tenure track appointments are for 50-100% FTE while clinical track and research track appointments are for 1-100% FTE.
Joint and courtesy appointments are available for regular tenured or tenure track faculty whose primary appointment is outside of the College of Public Health. Joint appointments split salary among two or more units. Courtesy appointments do not provide salary. Any joint or courtesy appointment in the College of Public Health shall be at the same rank as the primary appointment.

Auxiliary faculty include a range of appointments including regular, clinical, visiting, adjunct, and lecturer. Auxiliary regular appointments are for faculty assuming the same range of responsibility as tenure track faculty but whose appointment is for 0-49% FTE. Auxiliary clinical appointments are for faculty assuming the same range of responsibility as regular clinical faculty, but whose appointment is expected to end after one year without action to the contrary. Auxiliary adjunct appointments are for persons who provide significant, uncompensated service to the University such as teaching, advising, or as a co-investigator; such individuals may be either non-university employees or university employees compensated on a non-instructional budget.

A chart of faculty appointment types, titles and job codes is available on the website of the Office of Academic Affairs. An abbreviated version is presented below.

The university definitions of regular tenure track, clinical, and research faculty, and of auxiliary faculty, are stated in the Rules of the University Faculty 3335-5-19. The university criteria for appointment of regular tenure track faculty are stated in the Rules of the University Faculty 3335-6-02. The university criteria for appointment of regular research track faculty are stated in the Rules of the University Faculty 3335-7-32. Information on joint, courtesy, and auxiliary appointments is found here.

1. **Regular Tenure Track Faculty**
   Regular tenure track faculty hold continuing appointments at 50% FTE or higher. They are appointed with the expectation that they will focus on research and scholarship, teaching, and service (faculty rule 3335-6-02). Appointment as an assistant professor is based on having a doctoral degree and evidence that the individual can perform effectively in research and scholarship, teaching, and service. Criteria used for promotion and tenure are used to determine whether appointment as associate professor or professor is appropriate. “Appointments at the rank of instructor should normally only be made when the offered appointment is that of assistant professor but the appointee has not completed the required terminal degree at the onset of the appointment.” (faculty rule 3335-6-02 A).

   **Teaching potential:** The candidate will be assessed for his/her potential to contribute to the teaching mission of the College. Evidence will include the formal presentation at the time of the interview.

   **Research potential:** Faculty applicants’ research potential will be assessed based on the quality of the dissertation, working papers, published and in press, record of funded research, achievements from a post-doctoral appointment and from an opportunity to make a research presentation.

   **Professional Service potential:** Applicants’ potential to provide professional practice and/or service to professional organizations will be considered.

2. **Regular Clinical Track Faculty**
   Regular clinical track faculty serve under fixed term contracts and are not eligible for tenure. The titles of regular clinical track faculty in the College of Public Health are: assistant professor of clinical public health, associate professor of clinical public health, and professor of clinical public health. Individuals in the regular clinical track have responsibility primarily for teaching.
and service/practice activities. They are encouraged to participate in research and other scholarly activities, though not with the intensity expected of tenure track or research track faculty.

Criteria for appointment for regular clinical track faculty (faculty rule 3335-7-05) will be similar to those for the regular tenure track faculty, but with the emphasis on teaching and practice, and with potential for scholarship in a broad sense. Initial appointments or transfers to the regular clinical track faculty will be made for individuals with the following experience or credentials:

1. Individuals engaged in activities that consist primarily of teaching and public health practice, but may also include administration, service, and scholarship.
2. An earned doctorate in Public Health or related field.

3. **Regular Research Track Faculty**

Regular research faculty serve under fixed term contracts and are not eligible for tenure. The titles of regular research track faculty in the College of Public Health are: research assistant professor of public health, research associate professor of public health, and research professor of public health. Individuals in the regular research track have responsibilities primarily in research related to the mission and goals of the College.

Criteria for appointment for regular research track faculty (faculty rule 3335-7-32) emphasize accomplishments and potential in research and scholarship. Persons in the regular research track may engage in limited educational activities, but classroom teaching cannot be a required part of the workload. In addition, regular research track faculty must not be engaged continuously in the same instructional activities as tenure track faculty.

Initial appointments or transfers to the regular research track require an earned doctorate in public health or a related field, and will be subject to these additional criteria:

**Research**: At the time of the appointment, the individual should already have demonstrated significant experience and/or potential for a productive research career, as shown by the quality of the dissertation, working papers, published and in press work, research presentations, and evidence from postdoctoral work (if any).

**Funding**: Persons appointed to the regular research track are expected to develop extramural support for their salary. The specific time frame within which this must be accomplished, and the degree to which failure to attain that support will affect either the renewal of the appointment or the individual’s salary, will be stated clearly in the contract for the position.

4. **Auxiliary Faculty**

Auxiliary faculty appointments are non-continuing and must be renewed annually or quarterly; auxiliary faculty serve less than 50% FTE. Auxiliary faculty “are not eligible for tenure, may not vote at any level of governance, and may not participate in promotion and tenure matters” (faculty rule 3335-5-19 D).

Auxiliary faculty appointments in the College of Public Health are in two different categories: auxiliary clinical faculty and auxiliary adjunct faculty. “The titles of clinical professor, clinical associate professor, clinical assistant professor, and clinical instructor shall be used to confer faculty status on individuals who have credentials comparable to regular clinical faculty of equivalent rank and who either provide significant, uncompensated service for which a faculty title is needed or compensated service to the clinical instructional programs in the colleges of the health sciences. Clinical appointments are made for the period in which the service is provided not to exceed one year. Renewal of no-salary appointments is contingent upon continued
significant contributions. Procedures for the promotion of clinical faculty members shall be the
same as for promotion of regular clinical faculty” (faculty rule 3335-5-19 D 1).

“The titles of adjunct professor, adjunct associate professor, adjunct assistant professor, and
adjunct instructor shall be used to confer faculty status on individuals who have credentials
comparable to regular faculty of equivalent rank, who provide significant, uncompensated service
to the instructional and/or research programs of the university and who need a faculty title to
perform that service. Significant service would include teaching the equivalent of one or more
courses, advising graduate students or serving on graduate committees, and serving as a co-
investigator on a research project. Such individuals may be either non-university employees or
university employees compensated on a non-instructional budget. Adjunct appointments are
made for the period in which the uncompensated service is provided not to exceed one year;
renewal is contingent upon continued significant contributions. Procedures for the promotion of
adjunct faculty members shall be the same as for promotion of regular faculty” (faculty rule
3335-5-19 D 2).

“The titles of lecturer and senior lecturer shall be used for all compensated instructional
appointments where other titles are not appropriate. Lecturers' responsibilities shall be limited to
formal course instruction” (faculty rule 3335-5-19 D 4).

Minimum criteria for appointment of auxiliary faculty are:

At lecturer level:
   1. Master’s degree or equivalent professional degree
   2. Professional experience and scholarly endeavors congruent with the anticipated
      contribution to the mission of the College

At the assistant professor or above level:
   1. Doctoral degree or equivalent professional degree
   2. Contribution to a specific, identified aspect of the College’s programs of instruction
      and/or research

5. **Course and Joint Appointments**

   Courtesy and Joint appointments are available for regular tenured or tenure track faculty whose
   primary appointment is outside of the College of Public Health. Joint appointments split salary
   among two or more units. Courtesy appointments do not provide salary. Any joint or courtesy
   appointment in the College of Public Health shall be at the same rank as the primary
   appointment.

   At a minimum, a courtesy appointment should be based on the expectation of the appointee’s
   substantial involvement in the College; continuation of the appointment will reflect ongoing
   contributions. Unlike auxiliary appointments, courtesy appointments do not require formal
   annual renewal. Criteria for courtesy appointments are the same as criteria for regular
   appointments.
### Appointment Procedures

The College of Public Health is committed to the creation and maintenance of a faculty that is diverse along many dimensions. Vigorous efforts will be made to ensure a diverse pool of highly qualified candidates, consistent with university policy.

Voting to appoint faculty will follow discussion among faculty appointed at all ranks. Voting is restricted to the eligible faculty. For votes on appointment as regular tenure track faculty, and for votes on appointment as joint and courtesy faculty, the eligible faculty consists of regular tenure track faculty with primary appointments in the College of Public Health, at or above the rank to which the candidate would be appointed. For votes on appointment as regular clinical faculty, the eligible faculty consists of regular tenure track and regular clinical faculty with primary appointments in the College of Public Health, at or above the rank to which the candidate would be appointed. For votes on appointment as regular research track faculty, the eligible faculty consists of regular tenure track and regular research track faculty with primary appointments in the College of Public Health, at or above the rank to which the candidate would be appointed. For votes on appointment as auxiliary faculty, the eligible faculty consists of regular tenure track, regular clinical track, and regular research track faculty with primary appointments in the College of Public Health, at or above the rank to which the candidate would be appointed. All votes require a quorum of two-thirds (2/3) of the eligible faculty not including faculty on leave (SRA, parenting leave, etc.).

<table>
<thead>
<tr>
<th>Appointment Type</th>
<th>Faculty Type (per Faculty Rules)</th>
<th>Rank</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular (continuing)</td>
<td>[Reg] Tenure Track</td>
<td>Instr, Assistant Professor, Associate Professor, Professor</td>
<td></td>
</tr>
<tr>
<td>Probationary or reappointed</td>
<td>50-100% FTE</td>
<td></td>
<td>Instr of Clinical [...], Asst Prof of Clinical [...], Assoc Prof of Clinical [...], Prof of [...], etc.</td>
</tr>
<tr>
<td>(3-5 year contract)</td>
<td>[Reg] Clinical Track</td>
<td></td>
<td>Research Asst Prof of [...], Research Assoc Prof of [...], Research Prof of [...], etc.</td>
</tr>
<tr>
<td>Probationary or reappointed</td>
<td>1-100% FTE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1-5 year contract)</td>
<td>[Reg] Research Track</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Auxiliary (non-continuing)</td>
<td>[Aux] Regular Title</td>
<td>Instr, Assistant Professor, Associate Professor, Professor</td>
<td></td>
</tr>
<tr>
<td>Appointment must be renewed annually or quarterly, etc. (Term = 1yr or more: Temp = under 1 year)</td>
<td>0%-49% FTE</td>
<td></td>
<td>Clinical Instr, Clinical Asst Prof, Clinical Assoc Prof, Clinical Prof</td>
</tr>
<tr>
<td></td>
<td>[Aux] Clinical 0-100% FTE</td>
<td></td>
<td>Adjunct Instr, Adjunct Asst Prof, Adjunct Assoc Prof, Adjunct Prof</td>
</tr>
<tr>
<td></td>
<td>[Aux] Adjunct 0% FTE</td>
<td></td>
<td>Visiting Instr-BE, Visiting Asst Prof-BE, Visiting Assoc Prof-BE, Visiting Prof-BE</td>
</tr>
<tr>
<td></td>
<td>[Aux] Visiting Benefits Eligible</td>
<td></td>
<td>Visiting Instr, Visiting Asst Prof, Visiting Assoc Prof, Visiting Prof</td>
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<tr>
<td></td>
<td>1-100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>[Aux] Visiting 0-100%</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>[Aux] Retiree Faculty</td>
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<td>Retiree-Faculty</td>
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<td>[Aux] Retiree Faculty Emeritus</td>
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<td>Retiree-Faculty Emeritus</td>
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<td>[Aux] Lecturer Benefits Eligible</td>
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<td>Lecturer-BE, Senior Lecturer-BE</td>
</tr>
<tr>
<td></td>
<td>1-100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>[Aux] Lecturer 1-100%</td>
<td>Lecturer, Senior Lecturer</td>
<td></td>
</tr>
</tbody>
</table>

**Approved by the Office of Academic Affairs**
09/24/10
The College permits transfer from the tenure track to the research or clinical track if appropriate to the College’s mission and circumstances. All transfers must abide by the following:

(A) The request for transfer must be initiated by the tenure track faculty member in writing and must state clearly how the individual’s career goals and activities have changed.
(B) When a tenured faculty member transfers to the regular research or clinical track, tenure is relinquished.
(C) The Dean and Provost must approve all transfers.

Transfers from the regular research or clinical track to the tenure track are not permitted. However, regular research and clinical track faculty may apply for tenure track positions and compete in regular national searches for such positions, consistent with faculty rule 3335-7-39.

1. Regular Tenure Track Faculty
A national search is required for all regular tenure track, clinical track, and research track faculty positions. The involvement of the faculty in the appointment process should be substantial, including:
1. Advising the Dean regarding the need for new faculty
2. Identifying appropriate strategies for national recruitment efforts
3. Serving as a member on search committees for identified positions
4. Identifying and recruiting a diverse pool of potential faculty candidates
5. Reviewing of applicant pool to decide on candidates for formal interview
6. Attending and evaluating the candidate’s public presentation
7. Participating in the discussions of the faculty body to advise the Dean regarding the appointment decision

All searches in the College of Public Health for tenure track, regular clinical track, and regular research track must conform to these guidelines:
1. All searches should be conducted in accordance with the guidelines of The Ohio State University. The Dean’s office will supply each search committee with a copy of the university rules and the standard procedures used within the College.
2. Searches may be undertaken only after an assessment of need, resulting in specific job descriptions and carefully outlined expectations.
3. All searches should proceed following selection of an appropriate search committee, appointed by the Dean with advice from the division in which the appointment will be made.
4. The faculty of the College should be given adequate opportunity to meet and evaluate candidates.
5. At the conclusion of the search, the search committee presents a list of acceptable candidates to the division chair who will consult with the Dean prior to presenting candidates to the division faculty. The division faculty then evaluate the candidates and make a recommendation for appointment to the Dean, provided that there is a 2/3 approval by eligible faculty in the division. If the Dean concurs, the APT committee reviews the recommended candidate for the purpose of determining the appropriate rank prior to appointment. The APT committee presents the candidate for a vote on appointment by the eligible faculty of the College.
6. When the appointment is to be a division chair or senior administrative position, the search committee presents the list of acceptable candidates to the Dean, who selects one to send to the appropriate division for review. If there is a 2/3 approval by the eligible faculty in the division, the candidate is sent forward to the APT committee as outlined above.
7. Announcement of a vote on a candidate for appointment must be distributed one week in advance. After appropriate discussion at a meeting of the eligible faculty, a secret ballot is used.
8. The absent faculty member may participate in discussion and vote via teleconference.
9. Two-thirds of the eligible faculty either must participate in the vote in person or via teleconference and candidates must receive 50% +1 positive votes to provide the basis for the Dean to proceed with an appointment.
10. On rare occasions, special sessions of the APT committee and the eligible faculty may be required to expedite this process.

External letters of evaluation must be submitted for candidates appointed at the associate and full professor rank. External evaluators will base their evaluation on a candidate’s current CV and four-six scholarly papers. Final approval and letters of offer come from the Dean and Division Chair. All offers at the associate professor and professor ranks, with or without tenure, and all offers with prior service credit require the prior approval of the Office of Academic Affairs. Offers to foreign nationals require prior consultation with the Office of International Affairs. Tenure track faculty at the rank of assistant professor are considered probationary during their first six years.

2. Regular Clinical Track Faculty
The procedures for the appointment of regular clinical track faculty will be identical to those for regular tenure track faculty. Per faculty rule 3335-7-07, contracts must be for at least three years and no more than five years.

3. Regular Research Track Faculty
The procedures for the appointment of regular research track faculty will be identical to those for regular tenure track faculty. Per faculty rule 3336-7-35, contracts must be for at least one year and no more than five years.

4. Auxiliary Faculty
Recommendations for appointment of auxiliary faculty are made based on need within the division and on the candidate’s qualifications to satisfy that need. Candidates are reviewed by division faculty. A 2/3 approval of eligible division faculty is required. Candidates receiving division approval will be reviewed by the APT committee for the purpose of determining the appropriate rank. The APT committee presents the candidate for a vote by the eligible faculty of the College. Voting follows the same procedures described above for regular tenure track faculty. Final approval and letters of offer come from the Dean and division chair.

5. Courtesy and Joint Appointments
Recommendations for courtesy appointments are based on a comprehensive assessment of each candidate’s qualifications, together with detailed evidence to support the nomination. The faculty in that division then evaluate the candidate and make a recommendation to the APT Committee provided that there is a 2/3 approval by eligible faculty in the division. The APT committee presents the candidate for a vote by the eligible faculty of the College. Voting follows the same procedures described above for regular tenure track faculty. Final approval and letters of offer come from the Dean and division chair.

V. ANNUAL REVIEW PROCEDURES

The annual review process reflects the College’s responsibility to apply high standards in evaluating faculty. OAA requires all tenure-track, regular clinical-track and regular research-track faculty at all levels to be reviewed annually by the TIU head or designee. Annual reviews of all faculty members must include a scheduled opportunity for a face-to-face meeting as well as a written assessment. The procedures for annual
The purposes of the annual review are to:

1. Review the faculty member’s performance in teaching, research and scholarship, and service based on the P&T criteria described in this document;
2. Review evidence of continuing development;
3. Assess the strengths and weaknesses of the faculty member’s work and progress for use by the Dean and division chair in subsequent merit/salary consideration;
4. Provide recommendations to the faculty for development in teaching, research and service.

The annual review procedures are described in the following sections for probationary regular faculty (tenure track, regular clinical track, and regular research track) and tenured faculty or other salaried faculty in their second or subsequent term of appointment. The review of probationary faculty occurs in the spring and begins with a meeting of the faculty member with the division chair to discuss and evaluate the previous year’s performance. The report from the division chair, together with the probationary faculty member’s documentation, are then reviewed by the APT and by the eligible faculty. Feedback will be provided to the probationary faculty by the APT Chair and division chair following the faculty discussion. For the annual review process, the eligible faculty shall be the same as was described in section IV. B. The annual review of tenured and other reappointed salaried faculty in their second or subsequent term is conducted in the spring as an administrative review by the division chair and the Dean. Tenured faculty are also periodically reviewed by the eligible faculty, as described below in V. B.

Although a single College APT committee member serves as the procedures oversight designee, all members of the eligible faculty must accept personal responsibility for assuring that reviews are procedurally correct, fair, confidential and free of bias. The procedures oversight designee should assure that the review process follows written procedures governing the probationary and subsequent annual reviews and that the proceedings are carried out in a highly professional manner. Any procedural difficulties or other concerns about the review should first be brought to the attention of the APT committee chairperson who must provide a response to the procedures oversight designee regarding either actions taken, or why action is judged not to be warranted.

The Dean or designee is responsible for notifying faculty of the timetable for annual review. On the first day of spring quarter, faculty will receive the forms to be used for providing annual review information. Completed forms for untenured faculty will be due to the division chairs by May 1. Tenured faculty forms will be due May 15. The chair will evaluate each faculty member’s performance in each of the 8 areas specified in the annual evaluation form in Appendix A (Inventory and Evaluation of Faculty Professional Activities). Probationary faculty must also use the OAA dossier outline to document their performance for every annual review as required by the Faculty Rules. In the case of probationary faculty, the division chair will forward his or her evaluation of the faculty member, including all documentation, to the chair of the APT Committee by May 14. The APT Committee will coordinate the review by the eligible faculty, described below, and provide the eligible faculty recommendations to the Dean by May 31. For non-probationary faculty, the division chair’s report is due to the Dean by May 31. The Dean will write an independent review of all faculty members and use the information provided by the division chair and APT Committee to determine annual merit increases.

At the time of initial appointment, every faculty member below the rank of professor will be assigned a mentoring team. This team will be selected by the faculty member and approved by the division chair, with attention to the new faculty member’s interests and likely needs for professional development. The members of the mentoring team need not come from the same division, although one member should be a tenured faculty member in the College of Public Health. Faculty members...
outside the college are also considered valuable mentors. All mentors should be capable of providing appropriate guidance. The role of the mentoring team is to offer advice, encouragement, and assistance in career progress, both for the attainment of tenure (where applicable) and the development of the faculty member’s stature in scholarship, teaching, and service. Mentoring team activities should include at least some in-class observation and evaluation as well as reviewing teaching materials, etc.

A.  **Probationary Tenure Track Faculty**

By May 15, the College APT chairperson will make available, to all eligible faculty, materials for the annual review of each of the probationary faculty using the criteria for the relevant rank (section VII A) and related documentation (section VII C). As noted in section V., probationary faculty must use the OAA dossier outline to document their performance for every annual review as required by the Faculty Rules. OAA encourages all probationary faculty members to use OSU:pro to upload and format their dossier.

The College APT chairperson is responsible for organizing the annual meeting for the review of probationary faculty in the Spring quarter and for notifying the eligible faculty of the date and time of meeting by March 1. The purposes of the meeting are to discuss the annual reviews for probationary faculty and develop a summary report and recommendations for each individual.

If an eligible faculty member must be absent from the annual meeting, the faculty member may submit a written evaluation to be considered during the discussion. The mentoring team for each individual will contribute to the discussion.

Following the discussion for each tenure-track, regular clinical-track and regular research-track member, the eligible faculty will vote by secret ballot on whether to recommend reappointment. The results will be reported as part of the summary report and recommendation to the Dean. The APT Committee prepares the summaries to be sure that they reflect the discussion and recommendations made by the eligible faculty, and then forwards them to the Dean.

The evaluations will include an assessment of the faculty member’s performance and professional development, including strengths and weaknesses, and a recommendation to the Dean as to whether the faculty member should be reappointed. The reviews will be completed in the most timely fashion possible and communicated to the faculty being reviewed. These final review(s) will become a part of the faculty member’s dossier for subsequent annual reviews during the probationary period, and the review for promotion and tenure.

The Dean will notify the faculty member of his/her reappointment decision at the end of the academic year. If a non-reappointment decision is made, the faculty member will be given 10 calendar days to comment and the Dean may respond; at the end of the comments period, the Dean forwards the complete dossier to the Office of Academic Affairs for review where the Provost will make the final decision on the case.

1.  **Probationary Tenure Track Faculty: Fourth Year Annual Review**

   Faculty Rule 3335-6-03 (C)(4) requires that the fourth year review follow the same procedures as the sixth year review except that external evaluations are not required. All candidates for fourth year review are required to use OSU:pro to upload and format their core dossiers.

   The probationary faculty member prepares annual review materials as described above in section V. A. Following the fourth year review by the eligible faculty review body, the APT chairperson
submits a statement of evaluation for inclusion in the dossier, which is then forwarded to the Dean for review and an independent recommendation.

When the reports (by APT chairperson and Dean) for the fourth year review are complete, the faculty member under review is notified by the Dean that the reports are available to review and the faculty member has 10 calendar days from that point to provide comments on the reports for inclusion in the dossier. If the faculty member provides written comments, the Dean may provide a written response and/or the eligible faculty may reconvene and consider the candidate’s comments and provide a written response.

The Dean of the College will make the final decision for renewal. All fourth year reviews and non-reappointment decisions from other probationary review years will be sent to the Office of Academic Affairs, for review. If an appointment is not renewed, standards of notice will be in accord with Faculty Rule 3335-6-08.

2. Probationary Tenure Track Faculty: Exclusion of time from the Probationary Period

The College of Public Health follows the provisions of faculty rule 3335-6-03 regarding exclusion of time from the probationary period.

B. Regular Tenured Faculty

Review procedures discussed in this section apply to tenured faculty in the College with the exception of the Dean. For faculty holding administrative appointments (Associate Deans and Division Heads), the review encompasses their performance as faculty members in teaching, research and service, but not their administrative performance. Allowance will be made in the review for the effort involved in administrative activity. Review need not be undertaken for faculty who have announced retirement or resignation.

In addition to annual reviews for merit raises, tenured faculty will undergo periodic review by the eligible faculty. Associate professors will be reviewed every three years (that is, in the third, sixth, ninth etc. year following promotion or appointment to rank). The purpose of the review of associate professors is to assess progress toward promotion to the rank of professor.

Professors will be reviewed every five years (that is, in the fifth, tenth, fifteenth etc. year following promotion or appointment to rank.) The purpose of the review of full professors is to assess the overall contribution the faculty member is making to the reputation and functioning of the College in the areas of research, teaching, advising, service to the profession and the community, service to the College and University, and mentoring of junior faculty.

Faculty to be reviewed by the eligible faculty will be notified in the first week of winter quarter. By May 15, faculty will submit to the chair of the APT committee a full curriculum vita, plus annual faculty inventories covering the years since the last review (or three or five years, as appropriate, for persons who have not been previously reviewed).

Review materials will be collected and summarized by the Professors with primary appointments in the College who are members of the APT committee. A summary report from the review will be provided to the faculty member, Division Head, and Dean.

C. Regular Clinical Track
The annual review process for regular clinical track faculty in their second and subsequent terms of appointment will be identical to that required for tenured faculty (i.e., an administrative review in the spring), except in the penultimate year of any term.

During the penultimate year of any term the procedures for review are the same as those for probationary faculty described in section V.A.1. above. For each positive recommendation in the penultimate year, an original signed cover sheet (Record of Review for Promotion in Academic Rank/Tenure/Reappointment) shall be submitted to the Office of Academic Affairs, but no letters, vita or dossiers are required.

**Penultimate Year Review for Regular Clinical Track Faculty**

Such review occurs in the next-to-last year of each term of appointment for regular clinical track faculty. For these faculty a positive penultimate year review carries with it a reappointment to another term (of whatever length has been established, depending on the category and the contract).

In all other respects, the review is conducted using the procedures outlined in section V.A.1. above, except that the penultimate review will be conducted in the spring of the penultimate year. However, in the case of regular clinical track, a decision by the Dean for non-reappointment is final. If an appointment is not renewed, standards of notice will be in accord with Faculty Rule 3335-6-08.

D. **Regular Research Track**

The annual review process for regular research track faculty in their second and subsequent terms of appointment will be identical to that required for tenured faculty (i.e., an administrative review in the spring), except in the penultimate year of any term.

During the penultimate year of any term the procedures for review are the same as those for probationary faculty described in section V.A.1. above. For each positive recommendation in the penultimate year, an original signed cover sheet (Record of Review for Promotion in Academic Rank/Tenure/Reappointment) shall be submitted to the Office of Academic Affairs, but no letters, vita or dossiers are required.

**Penultimate Year Review for Regular Research Track Faculty**

Such review occurs in the next-to-last year of each term of appointment for regular research track faculty. For these faculty a positive penultimate year review carries with it a reappointment to another term (of whatever length has been established, depending on the category and the contract).

In all other respects, the review is conducted using the procedures outlined in section V.A.1. above, except that the penultimate review will be conducted in the spring of the penultimate year. However, in the case of regular research track faculty, a decision by the Dean for non-reappointment is final. If an appointment is not renewed, standards of notice will be in accord with Faculty Rule 3335-6-08.

VI. **MERIT SALARY INCREASES AND OTHER REWARDS**

A. **Criteria**

Criteria for review of regular tenure track faculty emphasize the roles of teaching, research, and service. Probationary faculty are reviewed according to the promotion and tenure criteria for the rank to which they could be promoted or tenured. At the assistant professor level, there must be evidence that the individual participates appropriately in scholarly activities, is an effective teacher, and provides adequate service.
Criteria for annual review of tenured regular faculty emphasize continued productivity and excellence in teaching, research, and service. Faculty members at the rank of professor are reviewed according to professor criteria. Faculty members at the rank of associate professor are reviewed according to associate professor criteria, with progress toward promotion to professor noted. Criteria for associate professor and professor levels are in section VII. A.

Criteria for review and reappointment of regular clinical track faculty emphasize the roles of teaching and public health practice. They are expected to contribute to the scholarly mission of the institution through activities that are congruent with their primary responsibilities. These may include collaboration with others in research activity, publishing in the professional practice literature, making presentations at professional meetings, developing continuing education offerings, and developing educational innovations. Faculty are reviewed according to the criteria for the rank to which they could be reappointed or promoted. At the assistant professor level, there must be evidence that the individual is an excellent teacher, provides excellent service/public health practice, and participates appropriately in scholarly activities. Criteria for associate professor and professor levels are in section VII. A. 3. and section VII. A. 4.

Criteria for review and reappointment of regular research track faculty emphasize the individual’s contributions and progress in research. They are expected to have an active research program, including the development of extramural sources of salary support. They may be engaged in independent research or in collaboration with others. They are not required to engage in classroom teaching or service activities, and thus should be able to show excellence in research in several dimensions. They are expected to contribute to the mission of the College. The expectations concerning publication are similar to those for tenure track faculty in terms of scope and quality, but research track faculty should naturally have higher productivity. Because the appointment depends on success in external funding, this is an explicit review criterion. Excellence in external funding is measured both by the amount of funding and by the visibility and competitiveness of the sources. Criteria for associate professor and professor levels are in section VI A 5 and section VI A 6.

B. Procedures

The Dean shall use the annual review summary found in Appendix A (Inventory and Evaluation of Faculty Professional Activities), including comments from the division chair, as well as from the eligible faculty, as summarized by the APT Committee, to determine merit salary increases. The criteria for merit salary increases are found in Appendix B (Guidelines for Merit).

C. Documentation

Decisions regarding merit increases require the submission by the faculty member of adequately documented annual review materials. Therefore, merit increases will not be awarded to faculty who do not submit these materials according to the timeline. Decisions on merit increases will be made by the Dean and Division Chair based on all available documentation.

VII. PROMOTION AND TENURE REVIEWS

This section of the document delineates criteria for promotion to the ranks of regular tenure track, regular clinical track, and regular research track associate professor and professor. These criteria amplify the OSU Faculty Rules 3335-6-02, 3335-07-08, and 3335-07-36, and are used in conjunction with the Office of Academic Affairs Guidelines for Preparation of the Dossier. These criteria are the standards upon which judgments are based. Further, examples of evidence of attainment are provided as guidelines and are intended
to be illustrative rather than exhaustive. It is assumed that, at each rank, a candidate will have successfully met the criteria stated for lower ranks. In all cases, evidence of a sustained pattern in the quality of faculty effort and leadership is required for reappointment (in untenured positions) or promotion at any academic rank.

“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 emphases 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. In all instances, superior intellectual attainment, in accordance with the criteria set forth in these rules, is an essential qualification for promotion to tenured positions. Clearly, insistence upon this standard for continuing members of the faculty is necessary for maintenance and enhancement of the quality of the university as an institution dedicated to the discovery and transmission of knowledge” (faculty rule 3335-6-02 D).

A. Criteria

1. **Promotion to Regular Associate Professor with Tenure**
   Tenure and promotion are based on performance in teaching, research and service and a pattern of performance over the probationary period that yields a high degree of confidence that the candidate will continue to develop professionally. 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 researcher and scholar, and as one who provides effective service. Evidence must also indicate that the faculty member can be expected to continue a program of high-quality teaching, research, scholarship and service relevant to the mission of the College of Public Health. (adapted from 3335-6-02)

2. **Promotion to Regular Professor with Tenure**
   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 developed and maintained a productive program of research, is recognized nationally or internationally, has demonstrated leadership in service. A faculty member ready for promotion to professor should be a role model for faculty, for students, and for the profession. (adapted from faculty rule 3335-6-02)

3. **Promotion to Regular Associate Professor of Clinical Public Health**
   Promotion to regular associate professor of clinical public health is based on convincing evidence that the faculty member has achieved excellence in teaching and service or professional practice, and has contributed to the scholarly mission of the College. Evidence must also indicate that the faculty member can be expected to continue a program of high quality teaching, service or professional practice, and contributions to scholarship relevant to the mission of the College.

4. **Promotion to Regular Professor of Clinical Public Health**
   Promotion to the regular professor of clinical public health must be based on convincing evidence that the faculty member has a sustained record of excellent teaching, recognition for excellence and leadership in service or professional practice, and has contributed regularly to the scholarly mission of the College.

5. **Promotion to Regular Research Associate Professor of Public Health**
   Promotion to research associate professor of public health is based on convincing evidence that the faculty member has achieved excellence as a researcher, demonstrated both by the quality of the work and the ability to attract external support. Evidence must also indicate that the faculty
member can be expected to continue a program of high quality scholarship supported by external funding, and to contribute to the mission of the College.

6. **Promotion to Regular Research Professor of Public Health**

Promotion to research professor of public health must be based on convincing evidence that the faculty member has a sustained record of excellence in research and scholarship that is recognized nationally or internationally, including a continuous record of success in obtaining external research support from high-quality sources, and contributions to the mission of the College. Persons holding this rank should be recognized clearly as leaders in their field, whose presence substantially enhances the research program of the College, including the mentoring of others.

**B. Procedures**

The College’s procedures for promotion and tenure reviews are consistent with and supplement those set forth in Faculty Rule 3335-6-04.

1. **Regular Tenure Track Faculty**

   **Assistant professors:** Assistant professors are normally reviewed for promotion and tenure in the sixth year. Tenure and promotion to associate professor becomes effective at the start of the seventh year of employment if granted.

   **Clinical track and Research track Faculty:** Clinical track and research track faculty may be reviewed for promotion at the time of initial reappointment review or anytime thereafter.

   **Non-Mandatory Review:** Promotion to associate professor (and hence tenure) earlier than the sixth year is possible if the criteria for promotion are met. A faculty member requests in writing a meeting with the APT committee to discuss non-mandatory promotion. A faculty member may ask to be considered for non-mandatory promotion and tenure review or for promotion review at any time; however, the APT committee may decline to put forth a faculty member for formal non-mandatory promotion and tenure review or promotion review if the candidate’s accomplishments are judged not to warrant such review. A tenured or regular clinical or research faculty member may not be denied a formal review for more than three consecutive years.

   Approval by the APT committee to seek early promotion should not be construed as a positive review decision. (adapted from faculty rule 3335-6-04 A 3)

   **Non-Tenured Associate Professors and Professors:** Occasionally, associate professors and professors will be hired with a probationary period of one to four years. Mandatory review for tenure will occur in the final probationary year. If tenure is not granted, a one-year terminal appointment as associate professor or professor will be offered. As for assistant professors, a non-mandatory review for tenure can occur prior to the final probationary year; the rules and procedures governing this process will be the same as for assistant professors.

   The Dean notifies eligible faculty of the dates for tenure and/or promotion review. The candidate shall notify the Dean, in writing, of the intent to seek or not to seek tenure. If the candidate decides not to apply for tenure during the sixth eligible year, then a letter of resignation, effective no later than June 30 of the seventh year, should be given to the Dean. The Dean informs the APT committee chairperson of the anticipated reviews.

   The candidate is responsible for preparing, according to the Office of Academic Affairs guidelines, a dossier documenting his or her accomplishments. The candidate will submit the
required number of dossiers to the College APT committee no later than the first Friday of
autumn quarter. The candidate should retain a personal copy of the dossier.

The Dean shall compile additional evidence required for review, as specified in OAA policies.
These materials are given to the chairperson of the College APT committee.

The APT committee oversight designee will verify the accuracy of citations and adequacy of
documentation. The College APT committee will review the dossier for format and adequacy of
documentation.

Using the current guidelines from the Office of Academic Affairs, the Dean shall be responsible
for obtaining letters from external evaluators and from other units at this university in which the
candidate has appointment or substantial professional involvement, whether compensated or not.
Names of external evaluators will be determined by the Dean, chair of APT, and chair of the
candidate’s division. The majority of letters, (at least 51%), contained in the dossier should be
from persons suggested by the Dean. All solicited letters that are received must be included in
the dossier, as well as the letter of solicitation. Unsolicited letters of evaluation or letters of
evaluation solicited by anyone other than the above authorized persons may not be included in
the dossier. Evaluators will provide a critical analysis of the candidate’s scholarly work based on
the candidate’s CV and 4-6 representative publications. Letters should be solicited from
eminently qualified evaluators (i.e. those who are experts in one or more of the candidates’
specialties) who are above the rank of the candidate (when evaluators are in an academic setting).
For each outside evaluator the dossier should include: (i) name, title (rank if in the academy), and
institutional affiliation; (ii) qualifications as an evaluator of the candidate; (iii) who
recommended the evaluator and; (iv) relationship, if any, to the candidate. Evaluators must not
have a close relationship to the candidate. (See below for sources of potential conflict of interest.)

The Dean shall be responsible for gathering evidence of the quality and effectiveness of teaching
in accordance with the plan set forth in the College pattern of administration. It is expected that
the APT chairperson, mentoring team, associate Dean for Academic Affairs, and chairs will have
assisted the faculty member in acquiring formative teaching documentation.

Multiple data sources are necessary to evaluate the scope of activity inherent in teaching.
Relevant dimensions of teaching to be evaluated include, but are not limited to: a) classroom
instruction, b) course/curriculum development and design, c) creation, production and publication
of instructional materials, d) supervision of graduate student research, e) guiding graduate
teaching associates, f) independent study, g) field instruction, and h) student advising.

The APT committee should review the dossier and related materials and provide a summary to
the faculty concerning the candidate’s qualifications, not including a specific recommendation.

If a faculty member should be excluded from the APT review process of a candidate due to a
conflict of interest then a letter should be sent to the APT chairperson with an explanation of the
conflict. If a faculty member believes another faculty member has an undeclared conflict of
interest, a letter to that effect should go to the APT chairperson with the rationale for this belief.
The majority of the APT shall reach a decision regarding this issue at the meeting. A faculty
member with a conflict of interest shall not participate in the review of that candidate. If a
faculty member disagrees with that decision, the matter will be referred to the Dean. If the
conflict involves the chair of the APT committee, the matter will be referred to the Dean. For
purposes of this section, a potential conflict of interest shall be presumed to exist if the faculty
member has ever been or is a) related to, b) married to, c) in a marriage-like relationship with the
candidate, d) dissertation advisor; or e) close collaborator, i.e., is a co-author on 50% or more of
the candidate’s publications. Other bases for potential conflict of interest may also exist and will be considered on a case-by-case basis.

The APT committee should arrange for the review of the dossier within sufficient time by the eligible faculty so that by the sixth week of fall quarter (about November 1st) the meeting of the eligible faculty can be held. The eligible tenured faculty (those at/above the rank to which the candidate seeks promotion) shall review the candidate’s dossier including representative publications describing accomplishments in scholarship, teaching, and service.

If a faculty member should be excluded from the review process of a candidate due to a conflict of interest then a letter should be sent to the APT chairperson with an explanation of the conflict. If a faculty member believes another faculty member has an undeclared conflict of interest, a letter to that effect should go to the APT chairperson with the rationale for this belief. The majority of the eligible faculty shall reach a decision regarding the potential conflict at the faculty meeting. A faculty member with a conflict of interest shall not participate in the review of that candidate and shall not vote. If a faculty member disagrees with that decision, the matter will be referred to the Dean. For purposes of this section, a potential conflict of interest shall be presumed to exist if the faculty member has ever been or is a) related to, b) married to, or c) in a marriage-like relationship with the candidate. Other bases for potential conflict of interest may also exist and will be considered on a case-by-case basis.

Although a single College APT committee member is assigned as the procedures oversight designee, all members of the review body must accept personal responsibility for assuring that reviews are procedurally correct, fair, confidential, and free of bias. The oversight designee should assure that the review body follows written procedures governing its reviews and that the proceedings are carried out in a highly professional manner. Any procedural difficulties or other concerns about the review should first be brought to the attention of the APT committee chairperson who must provide a response to the Oversight Designee regarding either actions taken, or why action is judged not to be warranted.

At the meeting of the eligible faculty, a member of the APT committee will lead the discussion of each candidate’s qualifications and achievements in the areas of teaching, scholarship, and service. Eligible faculty members are expected to attend and vote. In accordance with University policy, absentee ballots are not allowed for promotion and tenure votes. However, special provision may be made for an absent faculty member to attend the meeting by teleconference and submit a vote following the discussion. The vote total is recorded and made a part of the summary of the meeting. All deliberations and voting of the eligible faculty are confidential. All votes require a quorum of two-thirds (2/3) of the eligible faculty not including faculty on leave (SRA, parenting leave, etc.). The candidate must receive 51% positive votes of the total eligible faculty review body within the college to proceed with a positive recommendation to the Dean.

The chairperson of the APT committee or his/her designee shall prepare a report summarizing the strengths and weaknesses of the candidate, the results of the faculty vote, and the recommendation made by the eligible faculty. The APT chairperson shall submit the dossier, and the report of the eligible faculty to the Dean of the College.

The Dean shall review the dossier and the report of the eligible faculty. The Dean shall prepare a separate written assessment of the candidate and make a recommendation to the provost for inclusion in the dossier.
The Dean shall notify the candidate in writing of the review and of the availability of all the
review materials. The candidate may request a copy of all review materials.

The candidate may provide the Dean with written comments on the review for inclusion in the
dossier within 10 calendar days of notification of the completion of the review. The Dean, after
consultation with the eligible faculty, may provide a written response to the candidate’s
comments for inclusion in the dossier. (See campus P&T Guidelines and Procedures. XI.
Promotion & Tenure/Promotion Review. Only one iteration of comments on this review is
permitted. The Dean shall forward the dossier, along with all evaluations and reports, to the
provost.

The Dean shall notify the candidate in writing of the results of the university review.

2. Regular Clinical Track Faculty
Procedures for promotion review of regular clinical track faculty shall be identical to those used
for regular tenure track faculty, as described above.

3. Regular Research Track Faculty
Procedures for promotion review of regular research track faculty shall be identical to those used
for regular tenure track faculty, as described above.

4. Auxiliary Faculty
Each salaried auxiliary faculty member is reviewed annually in the spring and a decision about
reappointment is communicated by the Division Chair at that time.
The teaching and other contributions of non-salaried auxiliary faculty are reviewed annually by
the Division with which the faculty member is associated; recommendations for renewal are
forwarded to the Dean.

Renewal of auxiliary clinical faculty appointments, whether compensated or uncompensated, is
contingent upon continued need and significant contribution. Criteria would otherwise be similar
to those used for regular clinical faculty of the same rank. “Procedures for the promotion of
clinical faculty members shall be the same as for promotion of regular clinical faculty” (faculty
rule 3335-5-19).

Renewal of auxiliary adjunct faculty appointments is contingent upon continued need and
significant contributions. Criteria would otherwise be similar to those used for regular faculty
appointments of the same rank. “Procedures for the promotion of adjunct faculty members shall
be the same as for promotion of regular faculty” (faculty rule 3335-5-19).

Renewal of auxiliary lecturer appointments is contingent upon continued need and significant
contributions in the area of teaching.

Promotion in the auxiliary faculty is based upon sustained excellence in meeting the expectations
established for the appointment. The criteria for promotion generally follow those for the regular
clinical track faculty (section VI A 3 and section VI A 4 above).

5. Courtesy Appointments
Courtesy appointments will be reviewed for promotion upon notification that they have been
promoted in the unit of their primary appointment.
Joint and courtesy appointments shall be reviewed every four years. A decision to reappoint shall be made by the Dean in consultation with the faculty in the division with which the faculty member is associated.

Criteria for review of joint and courtesy faculty are based on the expectations of their individual appointments.

C. Documentation

The Office of Academic Affairs core dossier outline serves as a basic standard for documentation that will be examined in assessing performance. Listed below are the possible forms of documentation to be included in the dossier in the areas of teaching, research and scholarship, and service or clinical practice.

1. Teaching

Effective teaching is an essential responsibility of all faculty members in the College of Public Health. The quality of teaching is an explicit factor in the evaluation of faculty performance for merit salary increases, promotion and tenure. Teaching includes undergraduate and graduate instruction in formal courses, seminars and individual studies. Directing student research is both a research and teaching activity. Advising students, and academic and career counseling (graduate and undergraduate) is a teaching activity.

To judge instruction, the following components may be considered:

- command of subject including incorporation of recent developments into instruction;
- continuous growth in subject matter knowledge;
- organization and presentation of class material;
- contributions to curricula development;
- creativity in course development, methods of presentation, and incorporation of new materials and ideas;
- capacity to awaken students’ awareness of the relationship between subjects studied, important problems and other fields of knowledge;
- mentoring of future teachers—teaching assistants;
- advising undergraduate and graduate students;
- directing graduate and undergraduate research programs/activities;

Each faculty member will submit evidence concerning performance in instruction.

The following items should be considered in compiling documentation in the area of instruction.

- Peer evaluations of teaching as described in the Pattern of Administration.
- Evidence of the development of new and effective instructional techniques and materials, shown through written explanation by the candidate, including syllabi, examination and assignments.
- Number of courses and sections taught, and number of students enrolled.
- Recognition or awards for distinguished teaching.
- Instruction-related publications authored, co-authored or edited: number, scope and distribution:
  - Peer-evaluated publications designed primarily to communicate with other educators, e.g., journal articles on curricula, course innovations, and student placement.
  - Textbooks, chapters in textbooks or peer-evaluated books of readings.
  - Articles, papers, reviews and other non-reviewed class materials.
- Academic advising, mentoring and direction of undergraduate and graduate students in research papers, thesis and dissertations, including the achievements of these students.
• Counseling of graduate and undergraduate students in career development.
• Maintenance and development of competence through workshops, study leaves, courses, interactions with practitioners, and self-study.
• Leadership in development of courses and curricula that goes beyond normal teaching and service expectations.
• Course and instructor evaluations
  Student opinions and judgments, appropriately documented and accompanied by interpretive information, are essential. Every student in every course must be provided an opportunity to complete a confidential evaluation of the instruction and the instructor. The SEI is the required method of obtaining student opinion. However, faculty may add other methods to obtain feedback about their teaching for their annual reviews. All faculty members must obtain students’ evaluations of their teaching using the Student Evaluation of Instruction (SEI). A person, other than the faculty member or student enrolled in the course, will distribute and collect evaluation data from students. Student evaluations should be presented in table format over time by quarter. Trends and/or patterns of responses in evaluations are considered to be as important as or potentially more important than individual items or scores for any particular year.
• Any other information that the candidate may wish to submit.

2. Research and Scholarship

Scholarship is the responsibility of every faculty member. Research is considered the primary form of scholarship for regular tenure track and research track faculty in the College of Public Health; however, other indicators include theoretical and philosophical innovations, the development of improved empirical methods, and the creative application of existing concepts and empirical methods to problem solving. Each regular faculty member is expected to develop a research and scholarship program that focuses on significant public health and health care problems and is congruent with the mission of the College of Public Health. For regular clinical track faculty and auxiliary faculty scholarship may take such forms as published case studies, collaboration and participation in research led by other faculty, publications in journals emphasizing professional practice, and presentations at professional meetings.

Collaborative work, including interdisciplinary work, is recognized as an important mechanism for advancing science. Both individual and collaborative efforts are equally important. Written accounts of research published in peer reviewed, high quality scholarly publications are an important indicator of research productivity. Other indicators that a faculty member is growing professionally include external funding of research grants, the provision of research mentorship to students and colleagues, and recognition by colleagues at national and/or international levels in an area of research and scholarship in which he or she is an expert.

Guidelines for evaluating research and scholarship include publications, grants, and research activities with students, and other scholarly activities listed below:

Publications
A general hierarchy of publication significance for research and scholarship is listed below. There may be some variation in this hierarchy according to the specific discipline.

I. Greatest weight is placed on peer reviewed original research publication that have significant impact on the field, for example:
  • Peer reviewed empirical research in top tier scientific journals, as determined by the field of study
  • Peer reviewed books or monographs
• Peer reviewed critical summary or review articles
• Peer reviewed national reports;
• Manuscripts accepted for publication, documented by copies of correspondence from the publisher, will be treated as publications for the purpose of evaluation for research and scholarship performance.

II. Less stringently reviewed publications that may still contain significant contributions could include
• Book chapters
• Invited or selected papers presented at professional meetings
• Textbooks, edited volumes, and materials that are intended to be primarily instructional insofar as they present new ideas or constitute conceptual or empirical innovation;
• Manuscripts in review.

III. Additional materials, which may be considered, include
• Publications that are not peer reviewed
• Unpublished papers if the author demonstrates their quality and usefulness
• Book reviews written for journals, which reflect the author’s status as a scholar but may occasionally also represent research output.

Sole or first-authored peer-reviewed papers will be weighted more heavily than co-authored papers. Senior-authored papers will also be given more weight. The order of authorship for papers with multiple authors will also be considered in the review process. In general, order of authorship reflects the relative contribution to the research and/or the writing of the paper. It is essential for the candidate to describe his or her contribution to a publication with multiple authors.

Grants and Contracts
Grants and contracts are a mechanism to support investigations of significant public health problems. Funding may be derived from a variety of sources. In evaluating sources of funding, competitiveness of the source is a major criterion.
1. Principal/Co-principal Investigator of an externally funded, peer reviewed research grant.
2. Significant member of an externally funded, peer reviewed research grant.
3. Principal/Co-principal Investigator of an internally funded research grant.
4. Significant member of an internally funded research grant.

Research and Scholarship activities with students
Research publications co-authored with students are a reflection of a faculty member’s mentorship. The quality of the students’ work, including research awards, publications, and future success; the recruitment of graduate students; and involvement of graduate and undergraduate students in research and other scholarly activities are all critical activities that reflect a faculty member’s mentorship and research program. For promotion to full professor, the faculty’s involvement with graduate students is crucial; particularly the quality of students’ research, impact on the science, and future research success as these reflect on the candidate’s scholarship and research mentoring.

Other Scholarly Activities
Excellence in scholarship is manifested in other ways, depending on the faculty member’s field of expertise and the stage of one’s professional development. For example, a candidate for promotion to full professor is expected to provide mentorship to junior faculty and facilitate the research expertise of colleagues. Among other indicators of the quality of a research and scholarship program are attracting funds, consultation in areas of research expertise and/or clinical expertise, serving on expert panels in the area, giving invited lectures at scientific
meetings, and receiving recognition for research and scholarly contributions to science and the
discipline.

3. Service
The provision of service is an expectation of regular tenure track and regular clinical track faculty
within the College of Public Health. Faculty members are expected to demonstrate increasing
involvement and leadership in service as they progress in rank. Faculty provide services of the
following types:
   1. Administrative services at College and university levels,
   2. Advisory services to undergraduate and graduate students,
   3. Professional services to peers in the disciplines of Public Health, to other health care
      providers, and to community leaders.

Each faculty member is expected to contribute in providing service to these constituencies. The
nature and extent of service activity, however, will vary for individual faculty members.

Definition of Service
Activities provided and responsibilities assumed for the benefit of the identified audiences of the
university, the disciplines of Public Health, public and private health sectors at local, state, and
national levels, and of the community. Examples of services are described below. Services
include but are not limited to those specified.

College and University Services
- Provides leadership for College, and university committees.
- Facilitates the ongoing function of College operations and activities, including regular
  attendance and active participation in faculty meetings and forums.
- Serves on College and University governance, standing, and special committees, and
  on task forces.
- Actively participates in recruiting students and faculty for the College.

Student Services
- Advises undergraduate and graduate professional and service organizations.
- Serves on graduate students committees in the College and in other university
  departments (e.g., as Graduate College Representative).
- Serves on College and university committees related to student affairs.

Professional Services
- Provides leadership to professional associations at state, national, and international
  levels, e.g., holding office, editorial responsibilities, manuscript review, special
  committees, task forces, advisory committees.
- Participates in regional and national research networks for service, research, and
  continuing education.
- Provides consultation and contributes to policy making boards of community,
  government, and health care agencies, at local, state, national and international levels.
- Provides professional services to peers, including reviewing course materials,
  manuscripts, research proposals, and evaluations of instruction and research.
- Provides a significant contribution to the public health of a community or population.
VIII. APPEALS

Faculty Rule 3335-6-05 (A) sets forth general criteria for appeals of negative promotion and tenure decisions. Further detail on appeals alleging improper evaluation is contained in Faculty Rule 3335-5-05.

IX. SEVENTH YEAR REVIEWS

The College follows faculty rule 3335-6-05 (B) which sets forth the conditions of and procedures for a seventh year review for a faculty member denied tenure as a result of the sixth year review.