APPOINTMENTS, PROMOTION, AND TENURE
CRITERIA AND PROCEDURES FOR THE COLLEGE OF VETERINARY MEDICINE

I. Preamble

This document is a supplement to Chapters 6 and 7 of the Rules of the University Faculty (Additional Rules Concerning Tenure track Faculty Appointments, Reappointments, Promotion and Tenure), www.trustees.osu.edu/ChapIndex/index.php; the annually updated procedural guidelines for promotion and tenure reviews in Book 3 of the Office of Academic Affairs Policy and Procedures Handbook, http://oaa.osu.edu/OAAP_PHandbook.php; and other policies and procedures of the university to which the college and its faculty are subject.

Should those rules and policies change, the college will 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 four years on the appointment or reappointment of the dean. This document must be approved by the dean of the college and the Office of Academic Affairs before it may be implemented. It sets forth the college's mission and, in the context of that mission and the mission of the university, its criteria and procedures for faculty appointments and for faculty promotion, tenure and rewards, including salary increases. In approving this document, the Office of Academic Affairs accepts the mission and criteria of the college and delegates to it the responsibility to apply high standards in evaluating current faculty and faculty candidates in relation to the college’s mission and criteria.

The faculty and the administration are bound by the principles articulated in Faculty Rule 3335-6-01: http://trustees.osu.edu/rules6/ru6-01.php of the Administrative Code. In particular, all faculty members accept the responsibility to participate fully and knowledgeably in review processes; to exercise the standards established in Faculty Rule 3335-6-02: http://trustees.osu.edu/rules6/ru6-02.php and other standards specific to the College; and to make negative recommendations when these are warranted in order to maintain and improve the quality of the faculty.

II. College Mission and goals

The mission of the College of Veterinary Medicine is to benefit society through the education of veterinarians and the protection of animal health. This mission includes the diagnosis, treatment, prevention, and understanding of animal diseases; the conservation of livestock resources; the promotion of public health; and, the advancement of medical knowledge through professional and graduate education, research, and service in the broad discipline of veterinary medicine. The college is an important resource for the biomedical and agricultural communities, contributing to the development of new knowledge and the training of future scientists. In keeping with the land-grant mission, the college is committed to disseminating new knowledge to the public, providing advanced and continuing education to veterinarians, and providing access to specialized
veterinary medical services. The college is a vital part of The Ohio State University and embraces the combined mission of advancing and disseminating knowledge as described in the university mission and vision statement.

The goals of the College of Veterinary Medicine are:

1. To provide an excellent comprehensive professional curriculum that educates students in the broad field of veterinary medicine, encourages critical and analytical thinking, and prepares students for life-long learning and professional growth;
2. To promote growth and excellence in research in order to improve the health of animals, assure food safety, and contribute to the understanding of basic mechanisms or animal models of disease;
3. To provide an intellectual and physical environment that fosters creativity and enhances scholarly activity;
4. To sustain state-of-the-art facilities including teaching and research laboratories, and a veterinary teaching hospital to educate professional students, support research, train specialists, and serve as referral centers;
5. To educate future academicians and research scientists through graduate education and residency training; and,
6. To provide continuing education, extension services, and consultation for veterinarians and the citizens of Ohio.

III. Appointments

A. Criteria

The college is committed to making only faculty appointments that enhance or have strong potential to enhance the quality of the college. Important considerations include the individual's record to date in teaching, research and service; the potential for professional growth in each of these areas; and the potential for interacting with colleagues and students in a way that will enhance their academic work and attract other outstanding faculty and students to the department. No offer will be extended in the event that the search process does not yield one or more candidates who would enhance the quality of the college. The search is either cancelled or continued, as appropriate to the circumstances.

1. Regular Tenure Track Faculty

   a. Instructor

   Appointment at the rank of instructor is made when the offered appointment is that of assistant professor, but requirements for the DVM or doctoral (PhD) degree have not been completed by the candidate at the time of appointment. The college makes efforts to avoid such appointments. An appointment at the instructor level is limited to three years. When an instructor has not completed
requirements for promotion to the rank of assistant professor by the beginning of the third year of appointment, the third year is a terminal year of employment.

When an instructor is promoted to the rank of assistant professor on receipt of the DVM or doctoral (PhD) degree, prior service credit will not be granted for time spent as an instructor unless the faculty member indicates in writing at the time of the promotion that he or she wishes such credit. This written request must be approved by the tenure initiating unit (TIU) eligible faculty, the chair, dean, and the Office of Academic Affairs so that the tenure review schedule may be adjusted accordingly.

b. Assistant Professor

Criteria for appointment at the rank of assistant professor are: 1) an earned professional degree (DVM), doctorate (PhD) or both; 2) relevant specialty clinical training if appropriate; and, 3) evidence of potential for sustained high quality scholarly productivity, research, teaching, clinical service and administrative service to the college and profession as appropriate.

Appointment at the rank of assistant professor is always probationary, with mandatory tenure review occurring in the sixth year of service. The faculty member will be informed by the end of the sixth year as to whether promotion and tenure will be granted at the beginning of the seventh year. If the sixth-year review is negative, the seventh year is a terminal appointment. Review for tenure prior to the mandatory review year is possible when the department promotion and tenure subcommittee determines such a review to be appropriate. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged as it cannot be revoked once granted, except through an approved request to exclude time from the probationary period.

c. Associate Professor and Professor

Appointment at senior rank requires that the individual, at a minimum, meet the college's criteria in scholarly productivity, research, teaching, clinical service and administrative service as appropriate for promotion to these ranks. Appointment at senior rank normally entails tenure. A probationary appointment at senior rank is appropriate only under unusual circumstances, such as when the candidate has limited prior teaching experience or has taught only in a foreign country. A probationary period of up to four years is possible, on approval of the Office of Academic Affairs, with review for tenure occurring in the final year of the probationary appointment. If tenure is not granted, an additional (terminal) year of employment is offered.
Foreign nationals who lack permanent residency status may be appointed to a senior rank and approved for tenure, if appropriate, but the university will not grant tenure in the absence of permanent residency.

2. Regular Clinical Track Faculty

Appointment of regular clinical track faculty entails a three-, four- or five-year contract. The initial contract is probationary, with reappointment considered annually. Tenure is not granted to regular clinical track faculty. There is also no presumption that subsequent contracts will be offered, regardless of performance. If the department wishes to consider contract renewal, a formal review of the faculty member is required in the penultimate year of the current contract period. For more information see Faculty Rule 3335-7: http://trustees.osu.edu/rules7/index.php

Regular clinical track faculty members are essential to the mission of the college and have clinical teaching, patient care, and service responsibilities. They are expected to have a professional degree (DVM) as well as appropriate specialty certification. They also may participate in administrative service, and scholarship activity is expected.

Participation in university-level governance is described in University Rule 3335-5-19.1: http://trustees.osu.edu/rules5/ru5-19.1-25.php Individuals appointed to the regular clinical track faculty may participate in all governance and committee functions in the college but do not participate in promotion and tenure reviews of tenure track faculty. The college patterns of administration do not allow clinical-track faculty to serve on the college research council. Clinical track faculty may not serve as principal investigators on intramural research grants except by petition to and approval of the college research council nor do they serve as principal investigators on extramural research grants except by petition to and approval of the college and University Office of Research. Clinical track faculty may qualify for participation as graduate school advisors and committee members consistent with graduate school guidelines.

Recommendations for three- to five-year reappointments are forwarded to the college promotion and tenure committee and dean for approval. Positive recommendations to reappoint clinical track faculty will be approved by the Office of Academic Affairs without review and forwarded to the Board of Trustees for final action. The dean’s decision shall be final with respect to reappointment and non-reappointment and with respect to denial of promotion. Faculty members are given appropriate written notice of non-reappointment in a timely fashion in accordance with Faculty Rule 3335-7-08: http://trustees.osu.edu/rules7/ru7-08.php

a. Instructor-Clinical
The criteria for appointment to Instructor-Clinical are a DVM or equivalent degree and strong potential to attain reappointment and advance through the faculty ranks. Appointment is normally made at the rank of Instructor-Clinical only when the appointee has not obtained the required licensure or certification at the time of appointment or when other circumstances warrant such appointment. If licensure or certification is not obtained by the beginning of the penultimate year of the contract period, a new contract will not be considered even if performance is otherwise adequate and the position itself will continue.

b. Assistant Professor-Clinical

The criteria for appointment to Assistant Professor-Clinical are a DVM or equivalent degree, specialty training in the relevant clinical area with advancement toward appropriate specialty licensure or certification or equivalent experience, and strong potential to attain reappointment and advance through the faculty ranks. Evidence of ability to teach and provide excellent clinical service is highly desirable.

c. Associate Professor-Clinical and Professor-Clinical

The criteria for appointment to Associate Professor-Clinical and Professor-Clinical are that the candidate meets the criteria for appointment to Assistant Professor-Clinical, has appropriate specialty licensure or certification or equivalent experience, and meets, at a minimum, the college’s criteria – in teaching, clinical service, administrative service, scholarship and research – for promotion to these ranks.

3. Regular Research Track Faculty

Appointment of regular research track faculty entails one- to five-year contracts. The initial contract is probationary, with reappointment considered annually. Tenure is not granted to regular research track faculty. There is also no presumption that subsequent contracts will be offered, regardless of performance. If the department wishes to consider contract renewal, a formal review of the faculty member is required in the penultimate year of the current contract period. For more information see Faculty Rule 3335-7: http://trustees.osu.edu/rules7/index.php

a. Research Assistant Professor

Appointment at the rank of research assistant professor requires that the individual have a doctorate and a record of high-quality publications that strongly indicate the ability to sustain an independent, externally-funded research program.
b. Research Associate Professor and Research Professor

Appointment at the rank of research associate professor or research professor requires that the individual have a doctorate and meet, at a minimum, the college's criteria for promotion to these ranks. A sustained record of excellence in research and scholarship as documented by continuous success in obtaining external research support, publication of high quality scientific manuscripts, and attainment of both national and international recognition is expected.

4. Transfer from regular tenure track to regular clinical track or research track may be considered if appropriate with the mission and programmatic needs of the college as well as the career goals of the faculty member. Transfers are described in Faculty Rule 3335-7-09: http://trustees.osu.edu/rules7/ru7-09.php Transfers of regular clinical track or research to tenure track positions are not permitted. A clinical track or research track faculty member may apply for a tenure track position but must compete in a national search for such a position. Only one transfer from tenure track to clinical or research track is permitted during an individual’s employment at the Ohio State University.

5. Auxiliary Faculty

Auxiliary appointments are described in University Rule 3335-5-19: http://trustees.osu.edu/rules5/ru5-19.php Auxiliary appointments are made for no more than one year at a time. Auxiliary faculty members are subject to formal annual review prior to renewal.

a. *Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor.* Adjunct appointments are not compensated. Adjunct faculty appointments are given to individuals who volunteer considerable uncompensated academic service to the college, for which a faculty title is appropriate. Adjunct faculty rank is determined by applying the criteria for appointment of regular tenure track faculty. Adjunct faculty members are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of regular tenure track faculty.

b. *Adjunct Clinical Instructor, Adjunct Clinical Assistant Professor, Adjunct Clinical Associate Professor, Adjunct Clinical Professor.* Auxiliary clinical appointments may either be compensated or not compensated. Auxiliary clinical rank is determined by applying the criteria for appointment of regular clinical track faculty. Auxiliary clinical faculty members are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of regular clinical track faculty.
c. **Lecturer.** Lecturers have credentials comparable to regular faculty at the assistant professor level. Evidence of ability to provide high-quality instruction is desirable. Lecturers are not eligible for tenure or promotion.

d. **Senior Lecturer.** Senior lecturers have credentials comparable to regular faculty at the associate professor and professor levels. Evidence of ability to provide high-quality instruction is desirable. Senior lecturers are not eligible for tenure or promotion.

e. **Assistant Professor, Associate Professor, Professor with FTE below 50%.** Appointment of auxiliary faculty at regular titles is for individuals at 49% FTE or below, either compensated or uncompensated. The rank of auxiliary faculty with regular titles is determined by applying the criteria for appointment of regular tenure track faculty. Auxiliary faculty members with regular titles are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of regular tenure track faculty.

f. **Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor.** Visiting faculty appointments may either be compensated or not compensated. Visiting faculty members on leave from a regular academic appointment at another institution are appointed at the rank held in that position. The rank at which other (non regular faculty) individuals are appointed is determined by applying the criteria for appointment of regular tenure track faculty. Visiting faculty members are not eligible for tenure or promotion. They may not be reappointed for more than three consecutive years at 100% FTE.

6. **Courtesy and Emeritus Appointments for Regular Faculty**

Occasionally the active academic involvement in the college by a regular faculty member from another department at Ohio State warrants the offer of a 0% FTE (courtesy) appointment in the college. Appropriate active involvement includes research collaboration, graduate student advising, teaching some or all of a course from time to time, or a combination of these. A courtesy appointment is made at the individual's current Ohio State rank, with promotion in rank recognized.

Courtesy appointments are uncompensated. Continuation of the courtesy appointment should reflect ongoing contributions. Faculty with courtesy appointments do not participate in college governance. Unlike auxiliary appointments, courtesy appointments do not require formal annual review. Titles assigned to courtesy appointments must mirror those held in their major university appointments.

Emeritus faculty members are those who, upon retirement, are recommended for emeritus status by department chairs, the dean, and the executive vice
president and provost. Emeritus faculty may not vote at any level of governance and may not participate in promotion and tenure matters, but may have such other privileges as the departments, college or office of human resources may provide.

B. Procedures

See Volume 1 in the Office of Academic Affairs Policies and Procedures Handbook, http://oaa.osu.edu/OAAP_PHandbook.php on the following topics:

- recruitment of regular tenure track, clinical track and research track faculty
- appointments at senior rank or with prior service credit
- hiring faculty from other institutions after April 30
- appointment of foreign nationals
- letters of offer

1. Regular Tenure Track Faculty

A national search is required to ensure a diverse pool of highly qualified candidates for all tenure track positions. Exceptions to this policy must be requested from the Office of Academic Affairs in advance. Search procedures must be consistent with the university policies set forth in the most recent update of A Guide to Effective Searches, www.hr.osu.edu/hrpubs/guidesearches.pdf.

Searches for tenure track faculty proceed as follows:

The dean of the college provides approval for the relevant department to commence a search process. This approval may or may not be accompanied by constraints with regard to salary, rank, and field of expertise.

The department chair appoints a search committee consisting of three or more faculty who reflect the field of expertise that is the focus of the search (if relevant) as well as other fields within the department or college.

The search committee:

- Appoints a diversity advocate who is responsible for providing leadership in assuring that vigorous efforts are made to achieve a diverse pool of qualified applicants.
- Develops a position description based on guidelines provided by the department chair. The position description should identify the functions of the position including the required and desired qualifications that correspond with the essential job functions.
• Develops a search announcement for internal posting in the university personnel postings (formerly known as the "green sheet") through the Office of Human Resources Employment Services (www.hr.osu.edu/) and external advertising, subject to the department chair's approval. The announcement will be no more specific than is necessary to accomplish the goals of the search, because an offer cannot be made that is contrary to the content of the announcement with respect to rank, field, credentials, and salary. In addition, timing for the receipt of applications will be stated as a preferred date, not a precise closing date, in order to allow consideration of any applications that arrive before the conclusion of the search.

• Develops and implements a plan for external advertising and direct solicitation of nominations and applications. If there is any likelihood that the applicant pool will include qualified foreign nationals, the search committee must assure that at least one print (as opposed to online) advertisement appears in a location likely to be read by qualified potential applicants. The university does not grant tenure in the absence of permanent residency ("green card"), and strict U.S. Department of Labor guidelines do not permit sponsorship of foreign nationals for permanent residency unless the search process resulting in their appointment to a tenure track position included an advertisement in a field-specific nationally-circulated print journal.

• Screens applications and letters of recommendation and presents to the appropriate department chair a summary of those applicants judged worthy of interview. On-campus interviews of selected candidates are arranged by the department chair’s office.

On-campus interviews with candidates must include opportunities for interaction with faculty members, including the search committee, graduate students, the department chair, and the dean or designee. In addition, all candidates make a presentation of their research to the faculty and graduate students. All candidates interviewing for a particular position must follow the same general interview format.

After completion of on-campus interviews, the search committee meets to discuss each candidate. The search committee determines which candidates are acceptable and forwards this information to the relevant department chair. In the event that more than one candidate achieves the level of support required to extend an offer, the department chair in consultation with the dean decides which candidate to approach first. The details of the offer, including compensation, are determined by the department chair with approval of the dean. No offer will be extended in the event that the search process fails to yield one or more candidates who have the potential to enhance the quality of the college’s programs. The search may be either cancelled or continued, as appropriate to the circumstances.
If the offer involves conferring senior rank, the candidate must be reviewed following the same procedure used for review for promotion and tenure, with the exceptions that a formal dossier is not required (a curriculum vitae may be substituted) and teaching evaluations are not required. The eligible voting faculty members of the relevant department review the candidate’s application and advise the chair if the candidate has met the department’s minimum requirements for appointment at the proposed rank. If the offer involves prior service credit, the eligible faculty members vote on the appropriateness of such credit. The results of the vote and other documentation required for offers at senior rank are forwarded to the Office of Academic Affairs by the dean.

Potential appointment of a foreign national who lacks permanent residency must be discussed with the Office of International Affairs. The university does not grant tenure in the absence of permanent residency status. The department will therefore be cautious in making such appointments and vigilant in assuring that the appointee seeks residency status promptly and diligently.

2. Regular Clinical Track Faculty

Searches for regular clinical track faculty generally proceed identically as for tenure track faculty, with the exception that the candidate's presentation during the on-campus interview may be on a topic related to clinical practice or teaching rather than research. The appropriate department chair, in consultation with the dean, determines the details of the offer, including the length of the initial contract.

Highly qualified regular clinical track faculty candidates occasionally may be considered for appointment without a national search, but only when there is reasonable likelihood that a national search would not identify a more highly qualified and diverse group of candidates. Faculty in the appropriate area of clinical practice must approve the decision to interview a candidate without a national search.

3. Regular Research Track Faculty

Searches for regular research track faculty proceed similarly to those for tenure track faculty.

4. Auxiliary Faculty

The appointment, review, and reappointment of all compensated auxiliary faculty are decided by the relevant department chair in consultation with the appropriate faculty advisory group and the dean.
Appointment of uncompensated adjunct or visiting faculty may be proposed by any faculty member. Such proposals are considered by the relevant department chair and the appropriate faculty advisory group. If approved by the faculty advisory group and dean, the department chair extends an offer.

Auxiliary appointments generally are made for a period of one year, unless a shorter period is appropriate to the circumstances. All auxiliary appointments expire at the end of the appointment term and must be formally renewed to be continued. Adjunct appointments may be renewed only when the uncompensated academic service for which the appointment was made continues. Visiting appointments are limited to three consecutive years at 100% FTE. Lecturer appointments usually are made on a quarter by quarter basis.

Auxiliary faculty for whom promotion is a possibility follow the promotion guidelines and procedures for regular faculty (see APPOINTMENT CRITERIA above), with the exception that the review does not proceed to the college level if the department chair's recommendation is negative, and does not proceed to the university level if the dean's recommendation is negative.

5. Courtesy Appointments for Regular Faculty

Any department faculty member may propose a 0% FTE (courtesy) appointment for a regular faculty member from another department at The Ohio State University. A proposal that describes the uncompensated academic service to the college and justifies the appointment is considered at a regular meeting of the relevant department’s faculty. If the proposal is approved by the faculty, the department chair extends an offer of appointment. Department chairs review all courtesy appointments annually to determine their continued justification, and take recommendations to their faculty for consideration.

IV. Annual Review Procedures


All faculty members must have an annual written performance review. Annual reviews of faculty members are based on performance in teaching, research, clinical service and administrative service according to assigned distribution of effort; on any additional assignments and goals specific to the individual faculty member; and, on progress toward promotion where relevant.

The documentation required for the annual performance review of every faculty member is described under MERIT SALARY INCREASES below. This material...
must be submitted to the relevant department chair by the specified deadline (typically the end of January each year).

Department chairs are required (per Faculty Rule 3335-3-35, http://trustees.osu.edu/rules3/ru3-35.php) to include a reminder in the annual review letter that all faculty have the right (per Faculty Rule 3335-5-04, http://trustees.osu.edu/rules5/ru5-04.php) to view their primary personnel file and to provide written comment on any material therein for inclusion in the file.

A. Probationary Tenure Track Faculty

Every probationary tenure track faculty member is reviewed annually by his or her department chair, who meets with the faculty member to discuss his or her performance and future plans and goals, and prepares a written evaluation that includes a recommendation on whether or not to renew the probationary appointment.

Depending on the individual situation, department chairs may involve other groups in review of probationary faculty members (e.g., faculty advisory committee, departmental annual review committee, the probationary faculty member’s mentoring committee, or a probationary faculty member’s clinical service section head).

If the department chair recommends renewal of the appointment, this recommendation is final. The department chair's annual review letter to the faculty member renews the probationary appointment for another year and includes content on future plans and goals. The faculty member may provide written comments on the review. The department chair's letter (along with the faculty member's comments, if received) is forwarded to the dean of the college. In addition, the annual review letter becomes part of the cumulative dossier for promotion and tenure (along with the faculty member's comments, if he or she so chooses).

If the department chair recommends nonrenewal, the Fourth-Year Review process (per Faculty Rule 3335-6-04, http://trustees.osu.edu/rules6/ru6-04.php) is invoked. After completion of the comments process, the complete dossier is forwarded to the college for review, and the dean makes the final decision on renewal or nonrenewal of the probationary appointment.

1. Fourth-year review

During the fourth year of the probationary period the annual review follows the same procedures as the mandatory tenure review, with two exceptions: external evaluations are not required and review by the college promotion and tenure committee is optional in all cases where both the department and dean approve renewal of the appointment. The dean (not the department chair) makes the final
decision regarding renewal or nonrenewal of the probationary appointment. Before reaching a negative decision or a decision contrary to the department’s recommendation, the dean will consult with the college promotion and tenure committee.

The departmental promotion and tenure committee conducts a review of the candidate. On completion of the review, the eligible departmental faculty members vote by written ballot on whether to renew the probationary appointment. Quorum for the promotion and tenure committee to conduct business is a simple majority of the eligible faculty. A two-thirds majority of the “yes” and “no” votes must be affirmative for a vote to be considered positive. Abstentions are not votes. Absentee voting is not permitted.

The department promotion and tenure committee forwards a record of the vote and a written performance review to the department chair. The department chair conducts an independent assessment of performance and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment. At the conclusion of the department review, the formal comments process (per Faculty Rule 3335-6-04, http://trustees.osu.edu/rules6/ru6-04.php) is followed and the case is forwarded to the college for review, regardless of whether the department chair recommends renewal or nonrenewal.

2. Exclusion of Time from Probationary Period

Faculty Rule 3335-6-03 (section D), http://trustees.osu.edu/rules6/ru6-03.php sets forth the conditions under which a probationary tenure track faculty member may exclude time from the probationary period. Additional procedures and guidelines can be found in the Office of Academic Affairs Policies and Procedures Handbook, http://oaa.osu.edu/OAAP_PHandbook.php.

B. Tenured Faculty

Associate professors and professors are reviewed annually by their department chairs. The department chair conducts an independent assessment, meets with the faculty member to discuss his or her performance and future plans and goals, and prepares a written evaluation. The faculty member may provide written comments on the review.

C. Regular Clinical Track Faculty

The annual review process for regular clinical track probationary and non-probationary faculty is identical to that for tenure track probationary and tenured faculty, except that non-probationary regular clinical faculty may participate in the review of regular clinical faculty and regular research faculty of lower rank.
If a department chair recommends against reappointment of a regular clinical track faculty member, the same rules regarding non-reappointment (fourth-year review procedures) of probationary tenure track faculty apply with the following exceptions (per Faculty Rule 3335-7-08, http://trustees.osu.edu/rules7/ru7-08.php): the dean’s decision is final and external evaluations are optional.

In the penultimate contract year of a regular clinical track faculty member's appointment, the department chair must determine whether the position held by the faculty member will continue. If the position will not continue, the faculty member is informed that the final contract year will be the terminal year of employment. The standards of notice set forth in Faculty Rule 3335-6-08, http://trustees.osu.edu/rules6/ru6-07-8.php must be observed.

If the position will continue, a formal performance review for reappointment is necessary in the penultimate contract year to determine whether the faculty member will be offered a new contract. This review follows the review procedures for promotion of regular clinical track faculty. There is no presumption of renewal of contract.

D. Regular Research Track Faculty

The annual review process for regular research track probationary and non-probationary faculty is identical to that for tenure track probationary and tenured faculty, except that non-probationary regular research faculty may participate in the review of regular research faculty and regular clinical faculty of lower rank.

In the penultimate contract year of a regular research faculty member's appointment, the department chair must determine whether the position held by the faculty member will continue. If the position will not continue, the faculty member is informed that the final contract year will be a terminal year of employment. The standards of notice set forth in Faculty Rule 3335-6-08, http://trustees.osu.edu/rules6/ru6-07-8.php must be observed.

If the position will continue, a formal performance review for reappointment is necessary in the penultimate contract year to determine whether the faculty member will be offered a new contract. This review follows the review procedures for promotion of regular research track faculty. There is no presumption of renewal of contract.

V. Merit Salary Increases and Other Rewards

A. Criteria

Except when the university dictates any type of across-the-board salary increase, all funds for annual salary increases are directed toward rewarding meritorious
performance and assuring, to the extent possible given financial constraints, that salaries reflect the market and are internally equitable.

On occasion, one-time cash payments or other rewards, such as additional travel funds, are made to recognize singular contributions that justify reward but do not justify permanent salary increases. Such payments or rewards are considered at the time of annual salary recommendations.

Meritorious performance in teaching, clinical service, research, and administrative service are assessed in accordance with the same criteria that form the basis for promotion decisions. The time frame for assessing performance will be the past 36 months, with attention to patterns of increasing or declining productivity. Faculty with high quality performance in all areas of assigned distribution of effort and a pattern of consistent professional growth will be favored. Faculty members whose performance is unsatisfactory in one or more areas are likely to receive minimal or no salary increases.

Faculty who fail to submit the required documentation for an annual review at the required time may receive no salary increase in the year for which documentation was not provided, except in extenuating circumstances, and may not expect to recoup the foregone raise at a later time.

B. Procedures

Department chairs recommend annual salary increases and other performance rewards to the dean, who may modify these recommendations with input from the hospital director and associate deans. The recommendations of the chairs may be modified based on this review and on consideration of salary parity within the college. Salary increases may be formulated in dollar amounts or percentage increases, provided they are determined in a fair and consistent manner each year. Salary increases also may be impacted by equity issues related to salary compression or expansion among individual groups of faculty. The goal is distribution of available funds in a manner that achieves optimal salary distribution within the college. As a general approach to formulating salary recommendations, the department chair divides faculty into at least four groups based on continuing productivity (high, average, low, and no salary increase) and considers market and internal equity issues as appropriate.

Faculty members who wish to discuss their salary increase with the department chair should be prepared to explain how their salary (rather than the increase) is inappropriately low, because increases are solely a means to the end of an optimal distribution of salaries. Faculty wishing to appeal their salary may follow the standard appeal process described in the OAA Policies and Procedures Handbook, http://oaa.osu.edu/OAAP_PHandbook.php (Volume 2: Faculty, Chapter 4, Section 2.0)
C. Documentation

The annual performance review of every faculty member requires that all documentation described below be submitted to the department chair by the specified departmental deadline. Preparation of this documentation is facilitated by use of OSU Pro, which is required for probationary faculty.

- Updated CV, which will be made available to all faculty in an accessible place
- Updated Office of Academic Affairs dossier outline: [http://oaa.osu.edu/OAAP_PHandbook.php](http://oaa.osu.edu/OAAP_PHandbook.php), Volume 3, Section 4.0 (not required for professors)
- Updated faculty annual report
- Copies of student and peer evaluations of teaching
- Other items as specified by individual departments

Under no circumstances should faculty solicit evaluations from any party for purposes of the annual review, as such solicitation places its recipient in an awkward position and produces a result that is unlikely to be candid.

The time period covered by the documentation described below is the previous 12 months.

1. Teaching
   - Student evaluations of teaching
   - Peer evaluations of teaching
   - Copies of scholarly papers, book chapters, books or other materials published, or accepted for publication. Material accepted for publication but not yet published must be accompanied by a letter from the publisher stating that the work has been unequivocally accepted and is in final form with no further revisions needed
   - Other relevant documentation of teaching as appropriate.

2. Research
   - Copies of all scholarly papers published or accepted for publication. Papers accepted for publication but not yet published must be accompanied by a letter from the publisher stating that the paper has been unequivocally accepted and is in final form with no further revisions needed
   - Documentation of grants and contracts received
   - Other relevant documentation of research as appropriate

3. Clinical and other non-administrative service
- Documentation of the quality of patient care and clinical service to hospital clients and referring veterinarians
- Documentation of laboratory service in support of the hospital
- Documentation of extension service

4. Administrative service

- Documentation of the quality of administrative service that enhances the list of service activities in the dossier

VI. Promotion and Tenure and Promotion Reviews

A. Criteria

Faculty Rule 3335-6-02, http://trustees.osu.edu/rules6/ru6-02.php provides the following context for promotion and tenure and promotion reviews:

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.

1. Promotion to Associate Professor with Tenure

Faculty Rule 3335-6-02, http://trustees.osu.edu/rules6/ru6-02.php provides the following general criteria for promotion to 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 academic unit(s) to which the faculty member is assigned and to the university.*”

Tenure is not awarded below the rank of associate professor at The Ohio State University.
The award of tenure is a commitment of lifetime employment. It is therefore essential to evaluate and judge the probability that faculty, once tenured, will continue to develop professionally and contribute to the college's academic mission at a high level for the duration of their time at the university.

Every candidate is held to a high standard of excellence in all aspects of performance. Accepting weakness in any aspect of performance in making a tenure decision is tantamount to deliberately handicapping the college's ability to perform and to progress academically. Above all, candidates are held to a very high standard of excellence in the areas central to their responsibilities.

Excellence in teaching, research, service are moreover defined to include professional ethical conduct in each area of responsibility, consistent with the American Association of University Professors' Statement on Professional Ethics, http://www.aaup.org/AAUP/pubsres/policydocs/contents/statemntonprofessionalethics.htm

The accomplishments listed below in the areas of teaching, research, clinical service and administrative service are expected of faculty for promotion to associate professor with tenure. In the evaluation of untenured associate professors for tenure, the same criteria apply, along with any others established in writing at the time a senior rank appointment without tenure was offered.

**Teaching**

For promotion to associate professor with tenure, a faculty member is expected to have:

- Provided up-to-date content at an appropriate level and demonstrated continued growth in subject matter knowledge
- Demonstrated ability to organize and present class material effectively with logic, conviction, and enthusiasm
- Demonstrated creativity in the use of various modes of instruction, classroom technology, and other teaching strategies to create an optimal learning environment
- Actively engaged students in the learning process and encouraged independent thinking, intellectual curiosity, and appreciation of the role of scientific inquiry in the discovery of new knowledge
- Provided appropriate and timely feedback to students throughout the instructional process
- Treated students with respect and courtesy
- Improved curriculum through revision of existing and creation of new courses or academic programs
- Served as advisor to an appropriate number of graduate students according to the department’s mission in graduate education
Research and scholarly activity

For promotion to associate professor with tenure, a faculty member is expected to have:

- Developed a local and national reputation for excellence in a focused area of scholarship as documented by external peer evaluations, invitations to present at recognized prestigious forums, service on review boards of scientific journals and funding agencies, and a beginning trend of favorable citations in scientific peer-reviewed publications. A reputation based on quality of research contributions is distinguished from one primarily based on familiarity through frequent attendance at national and international conferences.
- Published in high-quality, peer-reviewed journals a thematically-focused body of work that has contributed substantively to knowledge in an area of endeavor that is beginning to show evidence of influence on the work of others. The quality, impact, and quantity of work should be considered. Books, book chapters, non-refereed articles, proceedings papers and other written works are of lower priority for probationary faculty than are peer-reviewed scientific articles.
- Demonstrated ability to obtain and potential to sustain research program funding. Funding of competitive peer-reviewed grant proposals is weighted more favorably than other types of funding because it serves as a quality indicator of research programs. Funding that has not led to research productivity and scientific publication is considered less valuable. Whereas collaborative work is encouraged and essential to many types of inquiry, the candidate's intellectual contributions to collaborative work must be clearly described to allow accurate assessment.
- Demonstrated a high degree of ethics in the conduct of research including, but not limited to, full and timely adherence to all regulations relevant to the research program, and ethical treatment of graduate students and collaborators.

Clinical and other non-administrative service

For promotion to associate professor with tenure, a faculty member is expected to have:

- Demonstrated clinical competence and commitment to high quality patient care
- Supported the outreach mission of the college by providing excellent and timely communications with clients and referring veterinarians
- Achieved appropriate specialty board certification
- Developed a local and national reputation among peers for excellence in clinical practice
- Provided laboratory service in support of the hospital
- Provided extension service

Administrative service
For promotion to associate professor with tenure, a faculty member is expected to have:

- Contributed substantively to service on departmental committees and participated in governance of the department and college in a collegial manner that facilitates positive contributions by others and advancement of the college.
- Demonstrated the potential for useful contributions to the profession by service to professional organizations and outreach activities.

2. Promotion to Professor

Faculty Rule 3335-6-02, http://trustees.osu.edu/rules6/ru6-02.php establishes the following general criteria for promotion to the 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.”

The success of the college depends on the collective skills and accomplishments of its faculty. A diversity of paths to the rank of professor benefits both the individual faculty member and the college as a whole, and care must be taken to apply criteria for promotion to professor with sufficient flexibility. In evaluating a candidate’s qualifications in teaching, scholarship, and service, the college strives to balance heavier commitments and responsibilities in one area with lighter commitments and responsibilities in other areas.

For promotion to professor, a faculty member is expected to be a role model for junior faculty, students, and members of the profession in general. Evaluation for promotion is carried out in the context of the faculty member’s specific assigned responsibilities, with exceptional performance in these responsibilities required. The specific criteria in teaching, research, clinical service and administrative service for promotion to professor are similar to those for promotion to associate professor with tenure, with the added expectation of sustained accomplishment and increasing quality of contributions, a record of continuing professional growth, and evidence of established national and international reputation in the field. Promotion to professor recognizes a record of sustained distinguished accomplishments, and is not based on seniority alone. The requirements for promotion to professor will vary depending on the candidate’s position description and distribution of effort.

3. Promotion of Regular Clinical Track Faculty

**Promotion to Assistant Professor – Clinical.** For promotion to assistant professor of clinical veterinary medicine, a faculty member is expected to have
his or her DVM degree or equivalent and a residency training certificate indicating completion of the relevant training program. The candidate must be performing satisfactorily in clinical teaching and patient management, diagnostic laboratory service, or extension as described by departmental guidelines. Administrative service and scholarly activity are not required at the instructor level.

**Promotion to Associate Professor – Clinical.** For promotion to associate professor of clinical veterinary medicine, a faculty member must show convincing evidence of excellence as a teacher and provider of effective and contemporary clinical patient care, diagnostic laboratory service or extension; must have a documented high level of competence in and commitment to professional practice including consultation with and outreach to the animal-owning public, referring veterinarians, and industry constituents; and, must display the potential for continuing a program of high quality clinical teaching and service relevant to the mission of the department. The candidate must be performing satisfactorily in these areas as described by departmental guidelines. Although research activity is not required, participation in collaborative research and clinical trials is encouraged as time permits considering the faculty member’s assigned distribution of effort.

**Promotion to Professor – Clinical.** For promotion to professor of clinical veterinary medicine, a faculty member must have a record of continuing professional growth and increasing quality of contributions, including a sustained record of excellence in clinical teaching and patient care, diagnostic laboratory service or extension; leadership in administrative service to the college and to the profession; and production and dissemination of scholarly material pertinent to professional clinical practice, diagnostic laboratory service or extension. Promotion to the rank of professor – clinical is recognition of outstanding accomplishments in a given field or discipline.

4. **Promotion of Regular Research Track Faculty**

**Promotion to Research Associate Professor.** For promotion to research associate professor, a faculty member must have a substantial record of high-quality focused research consistent with an appointment devoted solely to research. Publications must appear in high-quality peer-reviewed journals and be judged by external evaluators as having substantial positive impact in the field. A record of continuous peer-reviewed external funding is required along with evidence of a growing national reputation.

**Promotion to Research Professor.** For promotion to research professor, a faculty member must have a national and international reputation built on an extensive body of high quality publications and demonstrated impact in the field. A record of continuous peer-reviewed external funding is required, along with demonstrated research productivity as a result of such funding.
B. Procedures

The college's procedures for promotion and tenure and promotion reviews are fully consistent with those set forth in Faculty Rule 3335-6-04, [http://trustees.osu.edu/rules6/ru6-04.php](http://trustees.osu.edu/rules6/ru6-04.php) and the Office of Academic Affairs annually updated procedural guidelines for promotion and tenure reviews found in Volume 3 of the Policies and Procedures Handbook, [http://oaa.osu.edu/OAAP_PHandbook.php](http://oaa.osu.edu/OAAP_PHandbook.php). The following sections, which state the responsibilities of each party to the review process, apply to all regular faculty members in the college.

1. Candidate responsibilities

Candidates are responsible for submitting a complete, accurate dossier fully consistent with Office of Academic Affairs guidelines. Candidates should not sign the Office of Academic Affairs Candidate Checklist without ascertaining that they have fully met the requirements set forth in the Office of Academic Affairs core dossier outline including, but not limited to, those highlighted on the checklist. Candidates are responsible for meeting departmental deadlines for submission of the dossier.

If external evaluations are required, candidates are responsible for reviewing the list of potential external evaluators developed by the department chair and the departmental promotion and tenure subcommittee. The candidate may add no more than three additional names, but is not required to do so. The candidate may request the removal of no more than two names, providing the reasons for the request. The department chair decides whether removal is justified. (Also see EXTERNAL EVALUATIONS below.)

A faculty member may ask to be considered for non-mandatory promotion and tenure review or for promotion review at any time, but the relevant department chair in consultation with the departmental promotion and tenure subcommittee 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.

Only the candidate may stop any review for promotion once external letters of evaluation have been sought. The candidate may withdraw from review at any stage of the process by so informing (in writing) the department chair. If the process has moved beyond the department, the chair shall inform the dean or the provost, as required.

2. Departmental Promotion and Tenure Subcommittee Responsibilities
The responsibilities of the departmental promotion and tenure subcommittee are as follows:

- To assist the relevant department chair in gathering and evaluating evidence of the quality and effectiveness of the candidate’s research and scholarly work, teaching, clinical service, and administrative service.

- To review this document annually and recommend proposed revisions to the relevant departmental chair and faculty.

- To consider annually, in late spring or summer, requests from faculty members seeking non-mandatory review in the following academic year and to decide whether it is appropriate for such a review to take place. Only professors on the subcommittee may consider promotion review requests to the rank of professor. After reviewing the dossier, eligible members of the departmental promotion and tenure subcommittee will vote on whether or not non-mandatory review will proceed. Results of this vote are reported to and discussed with the relevant department chair who will advise the faculty member regarding the decision to initiate a formal review.

  - The subcommittee bases its decision on assessment of the record as presented in the faculty member's CV and dossier and on a determination of the availability of all required documentation for a full review (e.g., student and peer evaluations of teaching). Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.

  - A tenured faculty member who requests and is denied a promotion review for three consecutive years must be granted the review in the fourth year per Faculty Rule 3335-6-04, http://trustees.osu.edu/rules6/ru6-04.php. If the three denials are based on lack of required documentation and the faculty member insists that the review go forward in the fourth year despite incomplete documentation, the individual should be advised that such a review is unlikely to be successful.

  - Consistent with Office of Academic Affairs policy, only faculty members who are citizens or permanent residents of the United States may be considered for non-mandatory tenure review. The subcommittee must confirm with the department chair that an untenured faculty member seeking non-mandatory tenure review is a U.S. citizen or permanent resident (i.e., has a "green card"). Faculty members not eligible for tenure due to lack of citizenship or permanent residency are moreover not considered for promotion.
- A decision by the subcommittee to permit a review to take place in no way commits the promotion and tenure committee, department chair, or any other party to the review to making a positive recommendation during the review itself.

- Annually, in late spring through early autumn quarter, to provide administrative support for the promotion and tenure review process as described below.

  o **Late Spring**: Select from among its members a Procedures Oversight Designee (POD) who will serve in this role for the following year. The POD cannot be the same individual who chairs the committee. The POD’s responsibilities are described in the Office of Academic Affairs annual procedural guidelines.

  o **Late Spring**: Suggest names of external evaluators to the department chair.

  o **Early Autumn**: Review each candidate's dossier for completeness, accuracy (including citations), and consistency with Office of Academic Affairs requirements; and work with each candidate to assure that needed revisions are made in the dossier before the formal review process begins.

  o Meet with each candidate for clarification as necessary and to provide the candidate an opportunity to comment on his or her dossier. This meeting is not an occasion to debate the candidate's record.

  o Draft an analysis of the candidate's performance in teaching, research, clinical service and administrative service to provide to the full departmental promotion and tenure committee with the dossier and clarify any inconsistent evidence in the case, where possible. The subcommittee neither votes on cases nor takes a position in presenting its analysis of the record. The subcommittee does not make a recommendation regarding the outcome of the review. Such a recommendation is the sole purview of the full departmental committee consisting of all eligible faculty.

  o Summarize the deliberations of the full departmental promotion and tenure committee (i.e., all eligible faculty members) including the faculty vote and a summary of the faculty perspectives expressed during the meeting and forward the completed written evaluation and recommendation to the department chair.

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Provide a written response, on behalf of the department promotion and tenure committee, to any candidate comments that warrant response, for inclusion in the dossier.

3. Departmental Promotion and Tenure Committee Responsibilities

Except as noted below, the departmental promotion and tenure committee pertinent to making recommendations on the:

- Tenure or promotion of tenure track faculty consists of all tenured faculty of higher rank than the candidate whose tenure resides in the department

- Reappointment, contract renewal, and promotion of regular clinical track faculty consists of all tenured faculty and non-probationary regular clinical track faculty of higher rank than the candidate

- Reappointment, contract renewal, and promotion of regular research track faculty consists of all tenured faculty and non-probationary regular research track faculty of higher rank than the candidate

The department chair, college dean, college assistant or associate deans, vice provosts, provost, and president may not be members of a departmental promotion and tenure committee. A department chair may attend meetings at which promotion and tenure matters are discussed and may respond to questions, but may not vote.

The responsibilities of the members of a departmental promotion and tenure committee are as follows:

- To thoroughly and objectively review every candidate's dossier in advance of the meeting at which the candidate's case will be discussed.

- To attend all promotion and tenure committee meetings except when circumstances beyond one's control prevent attendance, to participate in discussion of every case, and to vote. Only those in attendance for discussion of the candidate’s record may participate in the vote. Quorum for the promotion and tenure committee to conduct business is a simple majority of the eligible faculty. A two-thirds majority of “yes” and “no” votes must be affirmative for a vote to be considered positive. Abstentions are not votes. Absentee voting is not permitted.

- To recuse himself or herself from voting should a conflict of interest exist.

4. Department Chair Responsibilities

The responsibilities of the department chair are as follows:
• Where relevant, to verify the prospective candidate's residency status. Faculty members who are neither citizens nor permanent residents of the U.S. may not undergo a non-mandatory review for tenure, and tenure will not be awarded as the result of a mandatory review until permanent residency status is established. Faculty members not eligible for tenure due to lack of citizenship or permanent residency are moreover not considered for promotion by the departments of the college.

• To solicit external evaluations from a list including names suggested by the departmental promotion and tenure subcommittee, department chair and the candidate. (Also see EXTERNAL EVALUATIONS below.)

• To make copies of each candidate's dossier available in an accessible place for review by the departmental promotion and tenure committee (all eligible faculty) at least two weeks before the meeting at which specific cases are to be discussed and voted on.

• To remove any member of the department promotion and tenure committee from the review of a candidate when the member has a conflict of interest but does not voluntarily withdraw from the review process. A conflict of interest exists when a promotion and tenure committee member is related to a candidate or has a comparable close interpersonal relationship, has substantive financial ties with the candidate, is dependent in some way on the candidate's services, has a close professional relationship with the candidate (e.g. dissertation advisor), or has collaborated so extensively with the candidate that an objective review of the candidate's work is not possible. Generally, faculty members who have collaborated with a candidate on at least 50% of the candidate's published work since the last promotion will be expected to withdraw from a promotion review of that candidate.

• To provide an independent written evaluation and recommendation for each candidate, following receipt of the departmental promotion and tenure committee's completed evaluation and recommendation.

• To meet with the departmental promotion and tenure committee to explain any recommendations contrary to the recommendation of the committee.

• To inform each candidate in writing after completion of the departmental review process:
  o Of the recommendations by the promotion and tenure committee and department chair
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- Of the availability for review of the written evaluations by the promotion and tenure committee and department chair.

- Of the opportunity to submit written comments on the above material, within ten days from receipt of the letter from the department chair, for inclusion in the dossier. The letter is accompanied by a form that the candidate returns to the department chair, indicating whether or not he or she expects to submit comments.

- To provide a written response to any candidate comments that warrant response for inclusion in the dossier.

- To forward the completed dossier to the college office by that office's deadline, except in the case of auxiliary faculty for whom the department chair recommends against promotion. A negative recommendation by the department chair is final in such cases.

- To receive the departmental promotion and tenure committee's written evaluation and recommendation of candidates who are joint appointees from other TIUs, and to forward this material, along with the department chair's independent written evaluation and recommendation, to the department chair of the other TIU by the date requested.

- To inform each candidate in writing of the provost’s decision.

5. College Promotion and Tenure Committee Responsibilities

The college promotion and tenure committee reviews the promotion, tenure and reappointment or renewal of faculty and makes a recommendation to the dean. The committee determines whether the department has conducted its review and reached a recommendation in a manner consistent with university, college and department standards, criteria, policies and rules and determines where the weight of evidence lies in cases in which there is not a clear or consistent recommendation from lower levels of review. The college promotion and tenure committee also reviews reappointments for endowed chair and endowed professor positions in the college. The committee is advisory to the dean.

- Composition of the committee

The college promotion and tenure committee consists of two regular faculty members holding the rank of professor from each academic department. The members must have primary tenured appointments in the department they represent. One member from each department is appointed or re-appointed for a three-year term starting on July 1 with a staggered schedule to avoid filling more than one position from each department each year. One additional faculty member from each department will be appointed as an alternate to
serve on the committee if one of the members from the department is not available. The dean will make the appointments after consultation with the department chairs. The dean will designate one of the members to serve as committee chair and one as vice-chair for the year. The vice-chair will be from a different department than the chair and will oversee review of candidates from the department of the committee chair. Committee members will not participate in review of candidates from their own departments.

- **Operation of the committee**

  The committee will review and discuss the dossier of each candidate before conducting a secret ballot. The chairperson of the committee, or vice-chairperson as appropriate, will submit a written report of the committee’s assessment and vote for each candidate. If the vote is divided, contrary to the departmental assessment, or if a clear or consistent recommendation was not made at the lower levels of review, an assessment of strengths and weaknesses and a judgment as to where the weight of the evidence lies must be included in the report.

  The committee will meet annually with the dean to discuss issues to be considered for possible revision or clarification in the standards, policies, and procedures for review of candidates for promotion and tenure at the departmental and college levels. The college promotion and tenure standards, policies, and procedures will be reviewed and either reaffirmed or revised with broad faculty input, at least every five years on appointment or reappointment of the dean.

- **Procedural oversight designee (POD)**

  One primary procedures oversight designee (POD) and one secondary POD for the year (July 1 - June 30) will be appointed from the continuing members of the committee by the committee chair. The primary POD will be assigned responsibility for oversight of the review of candidates from the two departments other than his or her home department. The secondary POD will be assigned responsibility for oversight of the review of candidates from the department of the primary POD. The responsibilities of the POD are described in sections 3.6.2, 3.6.3, 3.6.6, and 4.0 of the Office of Academic Affairs Policies and Procedures Handbook, [http://oaa.osu.edu/OAAP_PHandbook.php](http://oaa.osu.edu/OAAP_PHandbook.php)

- **Conflict of interest considerations**

• Preparation and validation of dossiers

Dossiers must be prepared according to the Office of Academic Affairs Policies and Procedures Handbook, http://oaa.osu.edu/OAAP_PHandbook.php. All sections of the dossier must be complete (except for letters with comments from the candidate on the departmental review or written responses to the candidate’s comments from the departmental committee or chairperson) by the November 21 deadline to be considered by the college promotion and tenure committee. Acceptable methods for validation of scholarship are defined by the appointments, promotion and tenure policies and guidelines of the relevant department. In instances where the form of scholarship is unconventional, it is the responsibility of the candidate to assure that validation of scholarship by peers can be documented. Candidates are responsible for complying with department and college requirements for teaching evaluations.

If the required documentation is not provided by the November 21 deadline, dossiers of candidates not under mandatory review will be considered incomplete and will be returned to the department without being considered further during the review period. If an incomplete dossier is received from a candidate undergoing mandatory review for promotion and tenure, it will be reviewed but missing documentation will be considered as a deficiency.

• Letter from the dean

The Dean will prepare a separate written assessment and recommendation for the provost for inclusion in the dossier of each candidate.

• Informing Candidates of Review Outcomes

Candidates must be promptly informed in writing by the dean’s office when the college-level reports, including the letter from the dean to the provost are complete and available for review by the candidate. The candidate will be given 10 days from issuance of this notice to provide written comments on these reports for inclusion in the dossier if he or she so wishes. Candidates are advised to use this process to amend, correct, or otherwise comment on factual information or procedural matters. The college promotion and tenure committee and dean will have an opportunity to respond in writing to the candidate’s comments. Any written comments from the candidate, college promotion and tenure committee, or dean will be included in the dossier.

6. External Evaluations

External evaluations of research and scholarly activity are obtained for all promotion reviews. These include all tenure track promotion and tenure or promotion reviews, all regular clinical track promotion reviews, all regular
research track contract renewal and promotion reviews, and all adjunct faculty promotion reviews.

A minimum of five credible and useful evaluations must be obtained. A credible and useful evaluation:

- Is written by a person highly qualified to judge the candidate's teaching, clinical skills, research productivity and other relevant performance indicators, and who is not a close personal friend, research collaborator, or former academic advisor or post-doctoral mentor of the candidate. Qualifications generally are judged on the basis of the evaluator's expertise, record of accomplishments, and institutional affiliation. External evaluators must be of a higher academic rank than the candidate and be employed by institutions comparable to Ohio State.

- Provides sufficient analysis of the candidate's performance to add information to the review. A letter's usefulness is defined as the extent to which the letter is analytical as opposed to perfunctory. Under no circumstances will “usefulness” be defined by the perspective taken by an evaluator on the merits of the case.

Because the department cannot control who agrees to write or the usefulness of the letters received, at least twice as many letters are sought as are required, and letters are solicited early enough that additional letters may be requested should fewer than five letters result from the first round of requests.

As described above, a list of potential evaluators is assembled by the departmental promotion and tenure subcommittee, the department chair, and the candidate. If the evaluators suggested by the candidate meet the criteria for credibility, a letter is requested from at least one of those persons. Faculty Rule 3335-6-04, http://trustees.osu.edu/rules6/ru6-04.php requires that no more than half of the external evaluation letters in the dossier be written by persons suggested by the candidate. In the event that the person(s) suggested by the candidate do not agree to write, neither the Office of Academic Affairs nor the departments require that the dossier contain letters from evaluators suggested by the candidate.

The college follows the Office of Academic Affairs suggested format, provided at http://oaa.osu.edu/SampleDocuments.php for letters requesting external evaluations.

Under no circumstances may a candidate solicit external evaluations or initiate contact in any way with external evaluators for any purpose related to the promotion review. If an external evaluator initiates contact with the candidate regarding the review, the candidate must inform the evaluator that such communication is inappropriate and report the occurrence to the department chair, who will decide what, if any, action is warranted (e.g., requesting permission
from the Office of Academic Affairs to exclude that letter from the dossier). It is in the candidate's interest to assure that there is no ethical or procedural lapse, or the appearance of such a lapse, in the course of the review process.

All solicited external evaluation letters that are received must be included in the dossier. If concerns arise about any of the letters received, these concerns may be addressed in the department's written evaluations or brought to the attention of the Office of Academic Affairs for advice. Both a list of the individuals from whom letters were requested and all letters received become part of the dossier. Only external letters of evaluation requested by this procedure will be included in the dossier.

C. Documentation

As noted above under CANDIDATE RESPONSIBILITIES, every candidate must submit a complete and accurate dossier that follows the Office of Academic Affairs dossier outline. While the departmental promotion and tenure subcommittees make reasonable efforts to check the dossier for accuracy and completeness, the candidate bears full responsibility for all parts of the dossier that are to be completed by the candidate.

The complete dossier, including the documentation of teaching noted below, is forwarded when the review moves beyond the department.

- Any published materials presented for consideration should be in the form of reprints, photocopies of journal articles, or other final form that documents actual publication. An author's manuscript does not document publication.

- Under no circumstances should faculty solicit evaluations from any party for purposes of the review.

1. Teaching

- Undergraduate, graduate and professional courses taught since the date of hire or for the last 5 years should be listed in the dossier in the recommended format (see http://oaa.osu.edu/OAAP_PHandbook.php, Volume 3)
- Clinical teaching including supervised patient diagnostic evaluation and management as well as rounds and seminars
- Clinical house officer and graduate student teaching
- Curriculum development including design and implementation of new or revised courses
- Continuing Education instruction and outreach including local, state, national, regional and international meetings
- Faculty are encouraged to develop and maintain a comprehensive teaching portfolio

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• Teaching evaluations for the time period since last promotion or the last five years (whichever is less) including:
  o Cumulative instructor evaluations completed by professional students and prepared by the college’s office of educational design and systems
  o Cumulative SEI reports (student evaluation of instruction computer-generated summaries prepared by the Office of the University Registrar) for every class taught to undergraduate non-professional students
  o Peer evaluations of classroom, laboratory, or clinical teaching

2. Research and scholarly activity

• Copies of all scholarly and scientific papers published or accepted for publication. Papers accepted for publication but not yet published must be accompanied by a letter from the publisher stating that the paper has been unequivocally accepted and is in final form, with no further revisions needed.
• Scholarship of teaching. Copies of papers, book chapters, books or other materials published, or accepted for publication. Material accepted for publication but not yet published must be accompanied by a letter from the publisher stating that the work has been unequivocally accepted and is in final form with no further revision needed.
• Documentation of grants and contracts received
• Other relevant documentation of research as appropriate (published reviews including publications where one’s work is favorably cited, grant and contract proposals that have been submitted)

3. Clinical and other non-administrative service

• Documentation of clinical service and patient management, diagnostic laboratory service or extension including peer evaluations, customer satisfaction surveys, hospital director evaluations

4. Administrative service

• Any available documentation of the quality of service that enhances the list of service activities in the dossier

VII. Appeals

Only the candidate may appeal a tenure or promotion decision. In pursuing an appeal, the faculty member is required to document the failure of one or more parties to the review process to follow written policies and procedures. Disagreement with a negative decision is not grounds for appeal. The initial appeal should be made in writing to the administrator or review body that was responsible for the alleged improper evaluation. A copy of the appeal should be sent to the dean. If the review body or administrator concludes that a procedural error was made, the dean should be informed in writing and the error should be corrected. If the corrective action alters the dossier in any way, then it must be re-reviewed at all levels. If the corrective action at the review level at which the procedural error occurred does not alter the dossier and the recommendation does not change, then the re-review stops at that point.

VIII. Seventh-year Review

Faculty Rule 3335-6-05, http://trustees.osu.edu/rules6/ru6-05.php sets forth the conditions of and procedures for a Seventh Rear Review for a faculty member denied tenure as a result of a sixth year (mandatory tenure) review.

IX. Procedures for Student and Peer Evaluation of Teaching

A. Student Evaluation of Teaching

The college requires standardized evaluation of all courses in the professional curriculum and for each faculty member providing 3 or more hours of instruction in any core course. Professional student evaluations are administered by the college’s office of educational design and systems as mandated by the college’s council on education. The person administering the evaluation explains the importance of student evaluations to encourage a high completion rate. Faculty members receive results of their student evaluations quarterly (for courses in the first three years of the curriculum) and every trimester (for the fourth year of the curriculum). Department chairs and departmental promotion and tenure subcommittees receive copies of these student evaluations.

B. Peer Evaluation of Teaching

Annually, the college’s office of educational design and systems assigns each faculty member to review the didactic teaching of one or more other faculty members.

Peer review focuses particularly on aspects of teaching that students are less qualified than faculty to evaluate, such as appropriateness of curricular choices given the goals of the course, implicit and explicit goals of instruction, quality and effectiveness of testing tools, and appropriateness of approach relative to current knowledge in the discipline. Consequently, peer assessment may differ considerably from that of the majority of students.
Reviews conducted at the request of the faculty member are considered formative only. The department chair is informed that the review took place, but the report is given only to the faculty member who requested the review. Faculty seeking formative reviews should also seek the services of the University Center for the Advancement of Teaching (www.ucat.osu.edu).

X. Reappointment of chairs

The dean informs the chair by letter of the formal review by December 15 of the third year of the chair’s four-year appointment, and the chair responds by January 15 with his or her willingness to continue to serve in the position. If the chair is willing to continue to serve, the dean requests supporting materials from the chair and charges an administrative committee consisting of persons outside of the department to conduct the review. An evaluation form is sent from the dean’s office to all faculty, staff, and graduate students in the chair’s department. Additional letters of evaluation are requested from the chair’s references and from other sources as determined by the committee. Confidential replies are requested by May 15. The dean’s administrative assistant collects and summarizes the results and forwards them to the committee chair. The committee reviews the results, and drafts a letter to the dean with its recommendation. The dean meets with the chair to discuss the report and then writes a letter to the Vice Provost for Academic Policy and Human Resources with the results and recommendation. The request for reappointment goes to the university board of trustees for approval at their July meeting. If the dean recommends against reappointment, a search is initiated following the procedures described in section III.B.1. above. In the event the dean authorizes a search, it may be necessary to appoint an interim chair.

XI. Appendix: Deadlines for completion of promotion and tenure activities in the college of veterinary medicine

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Deadline</th>
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<tbody>
<tr>
<td>Dossiers to College Human Resources Office</td>
<td>First Monday of December</td>
</tr>
<tr>
<td>College Promotion and Tenure Committee Letter to Dean</td>
<td>Second Friday of January</td>
</tr>
<tr>
<td>Dean Completes Letter of Evaluation</td>
<td>Fourth Friday of January</td>
</tr>
<tr>
<td>Letter with Comments Due Back From Candidate</td>
<td>Third Monday of February</td>
</tr>
<tr>
<td>Dossiers to Office of Academic Affairs</td>
<td>Third Friday of February</td>
</tr>
</tbody>
</table>