Appointments, Promotion and Tenure
Criteria and Procedures of the Department of Chemistry and Biochemistry
05-10-2013

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I PREAMBLE

This document is a supplement to Chapter 6 of the Rules of the University Faculty (Additional Rules Concerning Tenure track Faculty Appointments, Reappointments, Promotion and Tenure), http://trustees.osu.edu/rules/university-rules.html; the Office of Academic Affairs 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/handbook.html; and other policies and procedures of the college and university to which the department and its faculty are subject.

Should those rules and policies change, the department 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 department chair.

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 department's mission and, in the context of that mission and the missions of the college and university, its criteria and procedures for faculty appointments and for faculty promotion, tenure and rewards, including salary increases. In approving this document, the dean and the Office of Academic Affairs accept the mission and criteria of the department and delegate to it the responsibility to apply high standards in evaluating current faculty and faculty candidates in relation to departmental mission and criteria.

The faculty and the administration are bound by the principles articulated in Faculty Rule 3335-6-01, http://trustees.osu.edu/rules/university-rules.html 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/rules/university-rules.html and other standards specific to this department and college; and to make negative recommendations when these are warranted in order to maintain and improve the quality of the faculty.

The Chair of the department will generally consult with Cabinet and/or the Faculty Advisory Committee (FAC) on matters pertaining to appointments, merit review and promotion. The composition of the Cabinet and FAC are described in the department’s Patters of Administration (POA) document.

I.A OAA Policy 3.11 for Reviews in Restructured Tenure Initiating Units

OAA rules, 3.11, http://oaa.osu.edu/handbook.html, specify that for the first two years after establishment of the restructured unit (in the case of faculty to be reviewed for promotion and tenure) or for the first year (in the case of faculty to be reviewed for promotion only), candidates are to be given the choice of being reviewed under the P&T guidelines and by the faculty of their previous unit or under the P&T guidelines and by the faculty of their new unit.

The candidate must make the choice and then acknowledge in writing that, once the review commences under the chosen means, the choice is irrevocable. Regardless of the candidate's choice, the current TIU head provides the administrative review of the case.

II MISSION STATEMENT
DEPARTMENT OF CHEMISTRY AND BIOCHEMISTRY

The **Mission** of the Department of Chemistry and Biochemistry is to provide an inclusive environment of innovative teaching, world-class research and dedicated service with an agile, responsive faculty and staff.

To this end, the **Vision** of the Chemistry and Biochemistry Department will:

Be the pre-eminent location for providing the best undergraduate opportunities to learn the language and concepts of Chemistry and Biochemistry and to participate in the research of the department.

Be a top-tier location for graduate research by providing challenging, novel and relevant cutting-edge research opportunities via faculty, staff and students dedicated to exploration, support and excellence and to opening new frontiers to benefit the citizens of Ohio, the nation and the world.

Provide leadership to chart the direction of The Ohio State University as a premier center of teaching, research and service to the state of Ohio and the world.

III DEFINITIONS

III.A Committee of the Eligible Faculty

III.A.1 Regular Tenure Track Faculty

The eligible faculty for appointment consideration of regular tenure track faculty consists of all tenure track faculty whose tenure resides in the Department of Chemistry and Biochemistry**.**

The eligible faculty for reappointment, promotion and tenure and promotion reviews consists of all tenured faculty of higher rank than the candidate whose tenure resides in the department, excluding the department chair, the dean, assistant and associate deans of the college, the executive vice president and provosts and the president.

For tenure reviews of probationary professors, eligible faculty are tenured professors whose tenure resides in the department excluding the department chair, the dean and assistant and associate deans of the college, the executive vice president and provost, and the president.

III.A.2 Conflict of Interest

A conflict of interest exists when an eligible faculty 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 (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. Additionally, faculty members who have substantial shared grants may be asked to recuse themselves from the final discussions, although their input will be sought.

III.A.3 Minimum Composition

In the event that the department does not have at least three eligible faculty members who can

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undertake a review, the department chair after consultation with the dean will appoint one or more faculty members from another department within the college for the review so that the minimum number of three can be reached.

III.B Promotion and Tenure Committee

The eligible faculty for reappointment, promotion and tenure and promotion reviews consists of all tenured faculty of higher rank than the candidate whose tenure resides in the department, excluding the department chair, the dean, assistant and associate deans of the college, the executive vice president and provosts and the president. The department has a Promotion and Tenure Subcommittee, normally consisting of a Chair, Procedures and Oversight Designee (POD), and an ad hoc member selected based on disciplinary knowledge and rank of the candidate under review; the Chair and POD must be full professors, while the ad hoc member must have a higher rank than the candidate. The committee's chair and membership are appointed by the department chair in consultation with the FAC. The term of service is three years, with reappointment possible.

III.C Quorum

The quorum required to discuss and vote on all personnel decisions is two thirds of the eligible faculty not on an approved leave of absence. A member of the faculty on Special Assignment may be excluded from the count for the purposes of the quorum only if the department chair has approved the off-campus assignment.

Eligible faculty who are away from campus may participate in personnel discussions via teleconferencing or video conferencing technology. However, they must participate in the entire discussion to be eligible to vote.

Faculty members who recuse themselves because of a conflict of interest are not counted when determining quorum.

III.D Recommendation from the Committee of the Eligible Faculty

In all votes taken on personnel matters, only “yes” and “no” votes are counted. Abstentions are not counted.

III.D.1 Appointment

A positive recommendation from the Committee of Eligible Faculty for appointment is secured when two-thirds of the votes cast are positive.

III.D.2 Reappointment, Promotion and Tenure, Promotion, and Contract Renewal

A positive recommendation from the Committee of Eligible Faculty for reappointment, promotion and tenure, and promotion is secured when two-thirds of the votes cast are positive.

III.E Faculty Advisory Committee, FAC

An elected group of faculty in the department who provide advice to the chair.

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III.F Vice Chair for Administration, VCA

A faculty member who assists the chair with the administrative tasks of the department.

III.G Vice Chair for Graduate Studies, VCG

A faculty member who supervises the graduate programs of the department

III.H Vice Chair for Undergraduate Studies, VCU

A faculty member who supervises the undergraduate programs of the department.

III.I Faculty Search Committee, FSC

A faculty committee organized to search for new faculty members

IV APPOINTMENTS

IV.A Criteria

The department is committed to making faculty appointments that enhance or have strong potential to enhance the quality of the department. 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 department. The same criteria will be applied to joint or partial appointments (less than 1 FTE) as for full appointments (1.0 FTE).

IV.A.1 Regular Tenure Track Faculty

Assistant Professor. Only those individuals with evidence of potential for excellence in teaching, service, and distinguished independent research will be appointed to the faculty. Such evidence consists of publication in peer reviewed journals, research proposals, statement of teaching philosophy, experience as a teaching assistant or lecturer, and letters of recommendation from distinguished academicians familiar with the qualifications of the individual. A Ph.D. degree is required and postdoctoral experience is typical criteria for individuals with this appointment. Appointment at the rank of assistant professor is always probationary, with mandatory 4th year review, and tenure review occurring in the sixth year of service. Review for tenure prior to the mandatory review year is possible when the 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.

Associate Professor and Professor. Appointment at senior rank requires that the individual, at a minimum, meet the department's criteria in teaching, research, and service for promotion to these ranks. Generally, individuals appointed at these levels will have an established record of international distinction in research; an important criterion is whether the appointment will immediately raise the national reputation of the department in the relevant area. 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 cannot legally grant tenure in the absence of permanent residency.

Regular faculty members with joint appointments are eligible to participate in departmental governance votes. Only faculty members whose tenure resides in the department are eligible to participate in promotion and tenure decisions.

IV.A.2 Regular Tenure Track Faculty—Regional Campus

As the mission of the regional campuses emphasizes undergraduate instruction, regional campus criteria for appointment at the rank of assistant professor, associate professor, or professor are similar to those for Columbus campus faculty, but give relatively greater emphasis at each rank to teaching experience and quality.

IV.A.3 Auxiliary faculty

Auxiliary appointments are made for no more than three years at a time. Appointments can be renewed with satisfactory performance.

Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor. Adjunct appointments are never compensated. Adjunct faculty appointments are given to individuals who volunteer considerable uncompensated academic service to the department, such as teaching a course, 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. In the event that the department wishes to compensate an adjunct faculty member for work other than the voluntary service for which the adjunct title is provided, a concurrent appointment of limited duration (lecturer, workshop leader) may be added for that purpose.

Lecturer. Appointment as lecturer requires that the individual have, at a minimum, a Master's degree in a field appropriate to the subject matter to be taught. Evidence of ability to provide high-quality instruction is desirable. Lecturers are not eligible for tenure.

Senior Lecturer. Appointment as senior lecturer requires that the individual have, at a minimum, a doctorate in a field appropriate to the subject matter to be taught, along with evidence of ability to provide high-quality instruction; or a Master's degree and at least five years of teaching experience with documentation of high quality. Senior lecturers are not eligible for tenure.

Auxiliary Assistant Professor, Auxiliary Associate Professor, Auxiliary Professor with FTE below 50%. Appointment 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) using relevant criteria.

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.

IV.A.4 Courtesy appointments

Occasionally, the active academic involvement in this department by a regular faculty member from another department at Ohio State warrants the offer of a 0% FTE (courtesy) appointment in this department. Appropriate active involvement includes research collaboration, graduate student co-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 University rank, with promotion in rank recognized. Courtesy faculty members are not eligible to vote on matters of governance, though their input may be sought.

IV.B Procedures

See Book 1 in the Office of Academic Affairs Policies and Procedures Handbook, http://oaa.osu.edu/handbook.html on the following topics:

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

IV.B.1 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 approved by the College and the Office of Academic Affairs. 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:

a. The dean of the college provides approval for the 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.

b. The department chair appoints a faculty search committee (FSC) composed of faculty with sufficiently diverse backgrounds to provide a variety of perspectives, as well as sensitivity to diversity issues.

c. The Chair provides the faculty with the written charge to the FSC and identifies the FSC Chair.

d. The FSC Chair designates one committee member at the initial meeting to be the Diversity Advocate. This individual is responsible for providing leadership in assuring

that vigorous efforts are made to achieve a diverse pool of qualified applicants.

e. The FSC develops a position description based on the guidelines provided by the Chair and his or her consultation with the Faculty Advisory Committee (FAC). The search announcement is posted internally 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, since an offer cannot be made that is contrary to the content of the announcement with respect to rank, field, credentials, salary. In addition, timing for the receipt of applications will be stated as a preferred date, not a precise closing date, to allow consideration of any applications that arrive before the conclusion of the search.

f. The FSC 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 on-line) advertisement appears in a location likely to be read by qualified potential applicants. The university cannot legally 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.

g. The FSC screens applications and letters of recommendation and presents to the full faculty a summary of those applicants (usually three to five) judged worthy of interview. If the faculty agrees with this judgment, on-campus interviews are arranged by the search committee chair, assisted by the department office. If the faculty do not agree, the department chair in consultation with the faculty determines the appropriate next steps (solicit new applications, review other applications already received, cancel the search).

h. Candidates invited for on campus interviews present a research-based seminar during their initial interview that is widely announced, and an outline of his/her research interests and objectives to the faculty. The candidate’s curriculum vitae and other documents are shared with all Department faculty members and any University faculty members involved in the interview process. The FSC schedules interviews with Department and university faculty who share common scholarly interests. The option to participate in the candidates’ interviews is offered to all Department faculty and interviews scheduled if the Department faculty member indicates an interest in participation in the interview process and if time allows. At the conclusion of each candidate’s initial visit, all faculty members who have participated in the visit submit evaluative information to the FSC Chair. Responses are shared with members of the FSC committee.

i. As the search process reaches its final stage, the FSC should have created a diverse pool of applicants, reviewed and evaluated all external letters of recommendation, and identified the strengths and weaknesses of all candidates. The FSC will have arranged for on-site interviews for those under serious consideration, completed all necessary documentation on the search, and recommended candidates for final selection by the Chair with approval by the Dean of the College.

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j. Subsequent to candidate interviews, the Department will hold a faculty meeting in which the FSC will summarize each candidate's strengths and weaknesses to the faculty. The entire faculty will be offered the opportunity to cast a vote in support of each candidate. Strong consensus (see III.E) in favor of a candidate will be required for making an offer. The Chair will conduct all negotiations with faculty candidates. Potential joint appointments in other departments will be negotiated by the chair.

k. If the offer involves senior rank, the eligible voting faculty members will vote also on the appropriateness of the proposed rank. If the offer may involve prior service credit, the eligible faculty members vote on the appropriateness of such credit. In both instances, a strong positive consensus (see III.E) in favor of the proposed rank and any prior service credit will be required to make the offer. All offers at the Associate Professor and Professor ranks, and all offers of prior service credit, require the prior approval of the appropriate individual in the Office of Academic Affairs. This approval will be sought by the Chair.

l. Offers to foreign nationals require prior consultation with the Office of International Affairs (OIA). A foreign national who does not have H-1B status or permanent residency must be offered an appointment contingent upon receipt of one or the other. Visiting appointments as an alternative to tenure track appointments for foreign nationals should only be made in special circumstances and after consultation with OIA.

m. Joint appointments may only be made through a consultative process requiring faculty vote. Duties for such appointees will be specified in a memorandum of understanding.

IV.B.2 Regional Campus Faculty

The regional campus has primary responsibility for determining the position description for a tenure track faculty search, but the dean/director or designee consults with the department chair to reach agreement on the description before the search begins. The regional campus search committee must include at least one representative from the department.

Candidates are expected to give a public seminar in the Department of Chemistry and Biochemistry and be interviewed by its faculty. Criteria for appointment will be similar to those applied to main campus faculty, but with a greater emphasis on teaching.

Candidates are interviewed by, at a minimum, the regional campus dean, department chair, department Promotion and Tenure Committee, and regional campus search committee. The regional campus may have additional requirements for the search not specified in this document. A decision to make an offer requires agreement by the department chair and regional campus dean. Until agreement is reached, negotiations with the candidate may not begin, and the letter of offer must be signed by the department chair and the regional campus dean.

IV.B.3 Auxiliary Faculty

The appointment, review, and reappointment of all compensated auxiliary faculty is decided by the department chair in consultation with the department Faculty Advisory Committee.

Candidates are expected to give a public seminar in the Department of Chemistry and Biochemistry and be interviewed by its faculty. Candidates for the position of lecturer or senior lecturer will either deliver a public lecture or present a mock teaching session as part of the

interview process.

Appointment of uncompensated adjunct or visiting faculty may be proposed by any faculty member in the department. The proposal is considered at a regular faculty meeting and if approved by the faculty, the department chair extends an offer.

Auxiliary appointments are generally made for a period of up to three years, 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 and Senior Lecturer appointments are usually made on a term by term 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.

Adjunct status will automatically be recommended for one year by the Chair to faculty who resign from the University but have graduate students finishing research projects in the Department.

IV.B.4 Courtesy Appointments

Any department faculty member may propose a 0% FTE (courtesy) appointment for a regular faculty member from another Ohio State department. A proposal that describes the uncompensated academic service to this department justifying the appointment is considered at a regular faculty meeting. The candidate will generally present an open seminar to the department faculty. If the proposal is approved by the faculty, the department chair extends an offer of appointment. The Chair and FAC review courtesy appointments every three years to determine whether they continue to be justified, and the Chair takes recommendations for nonrenewal before the faculty for a vote at a regular meeting.

V ANNUAL REVIEW PROCEDURES

The department follows the requirements for annual reviews as set forth in Chapter 6 in the Office of Academic Affairs Policies and Procedures Handbook, http://oaa.osu.edu/handbook.html.

The annual reviews of every faculty member are based on expected performance in teaching, research, and service as set forth in the department's policy on faculty duties and responsibilities; on any additional assignments and goals specific to the individual; 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 department yearly on a date specified by the chair.

The department chair is required (per Faculty Rule 3335-3-35, http://trustees.osu.edu/rules/university-rules.html) 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/rules/university-rules.html) to view their primary personnel file and to

provide written comment on any material therein for inclusion in the file.

An annual written performance review that looks both at past accomplishments and future promise is mandated for every regular tenure-track faculty member. The purposes of such a review are as follows: Assist faculty in improving professional productivity through candid and constructive feedback and through the development of professional development plans that meet the joint needs of the department and the faculty member. The broad objectives of this annual meeting include:

- Establish the goals and metrics against which faculty performance will be assessed in the foreseeable future.
- Document faculty performance in the achievement of previously stated goals and metrics in order to determine salary increases and other resource allocations, progress toward promotion and in the event of poor performance, the need for remedial steps.

In addition, annual reviews and fourth-year reviews for Probationary Tenure-track Faculty serve to monitor progress toward tenure and determine whether the probationary appointment will be continued for another year or terminated, subject to the relevant standards of notice.

V.A Probationary tenure track faculty

Every probationary tenure track faculty member is reviewed annually by the Promotion and Tenure Committee (all tenured faculty of higher rank than the faculty member under review).

The Promotion and Tenure Committee forwards a written performance review to the department chair. The department chair conducts an independent assessment of performance; meets with the faculty member to discuss his or her performance and, as appropriate, future plans and goals; and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment. The faculty member may respond in writing to this letter and both documents will be placed in the faculty member’s personnel file.

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 chooses).

If the department chair recommends nonrenewal, the formal comments process (per Faculty Rule 3335-6-04, http://trustees.osu.edu/rules/university-rules.html) is invoked. This process is also described in the PROMOTION AND TENURE REVIEW PROCEDURES section of this document. Following 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.

V.A.1 Assistant Professor Advisory Committees (Columbus Campus)

The Chair will appoint an advisory committee of three tenured faculty members for each assistant professor. Members of this committee will monitor the classroom teaching and study the annual report and the publications of the assistant professor. This committee, or the

committee's designee, will discuss the progress of the assistant professor with the Chair and Promotion and Tenure Committee.

V.A.2 Fourth Year Review

During the fourth year of the probationary period the annual review follows the same procedures as the mandatory tenure review, with the exception that external evaluations are optional and the dean (not the department chair) makes the final decision regarding renewal or nonrenewal of the probationary appointment. (External evaluations are only solicited when either the department chair or the eligible faculty determine that they are necessary to conduct the Fourth-Year Review. This may occur when the candidate's scholarship is in an emergent field, is interdisciplinary, or the eligible faculty do not feel otherwise capable of evaluating the scholarship without outside input.) The outcome of the review will decide first whether the candidate will continue in a tenure-track position beyond the fifth year. Second, the evaluations may act as guidance regarding the expectations of the department for the probationary faculty member who is continued but would give him/her sufficient time before the mandatory sixth year review to make any needed adjustments. Since this department follows fourth-year review procedures for all annual reviews of probationary tenure track faculty, no modifications are required for the fourth-year. However, at the conclusion of the department review, the formal comments process (per Faculty Rule 3335-6-04, http://trustees.osu.edu/rules/university-rules.html) is followed and the case is forwarded to the college for review, regardless of whether the department chair recommends renewal or nonrenewal.

V.A.3 Exclusion of time from probationary appointments

Faculty Rule 3335-6-03 (D), http://trustees.osu.edu/rules/university-rules.html 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, www.oaa.osu.edu/handbook/ .

V.B Tenured faculty

Associate Professors are reviewed annually by Professors, in consultation with the faculty mentor, who submits a written performance review to the Chair along with comments on the faculty member's progress toward promotion. In consultation with the VCA, FAC, VCG and VCU, the 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 on these topics. The faculty member may opt to provide written comments on the review.

Professors are reviewed annually by the Chair in consultation with the VCA, FAC, VCG and VCU. The Chair meets with the faculty member to discuss his or her performance and future plans and goals; and prepares a written evaluation on these topics. On completion of the review, the department chair prepares a written assessment on the faculty member's performance and future plans and goals. The faculty member may opt to provide written comments on the review.

The VCA, VCG and VCU will be reviewed annually by the chair, with input from the FAC.

V.C Tenured Faculty—Regional Campus

Annual review of the tenured faculty member is first conducted on the regional campus, with a focus on teaching and service. The review then moves to the department and proceeds as

described above. In the event of divergence in performance assessment between the regional campus and the department, the department chair discusses the matter with the regional campus dean/director in an effort to clarify and reconcile the divergence, so that the faculty member receives consistent assessment and advice.

VI MERIT SALARY INCREASES AND OTHER REWARDS

It is the responsibility of the Chair to recommend merit, equity, excellence, and market based raises to the Dean. Merit pay increases are based on the three year average performance of the faculty during the immediate three year period. Equity, excellence, and market raises will be used to redress inequities in the salary of individuals or groups of faculty when these are discovered relative to peer groups, or to retain outstanding faculty members. The recommendation of the Chair will follow consultation with the VCA, VCG, VCU and the FAC, and if warranted, an external advisory committee.

Specific merit raises will be based on a weighting of teaching, service, and research as detailed below. At the discretion of the Chair, the weightings of these categories may vary between individuals, to reward extraordinary accomplishment in a particular area.

VI.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 extra travel funds, are made to recognize non-continuing contributions that justify reward but do not justify permanent salary increases. Such payments/rewards are considered at the time of annual salary recommendations.

Meritorious performance in teaching, research, and 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 three areas of endeavor and a pattern of consistent professional growth will necessarily be favored. Faculty members whose performance is unsatisfactory 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 will 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.

VI.A.1 Teaching

Teaching performance will be based on student evaluation of teaching and any additional information provided by individual faculty to the Vice Chairs. Probationary faculty members are directed to maintain a teaching portfolio. The portfolio will contain copies of syllabi, handouts, examinations and quizzes used in courses taught by the probationary faculty member. The teaching portfolio will be submitted for peer review at the time of fourth and sixth year reviews. Senior faculty will periodically monitor the classroom teaching of probationary faculty and will communicate their opinions to the Chair. The Chair may use peer review of the teaching portfolio and classroom teaching as part of any annual review.

Teaching performance of senior faculty will be assessed through student and peer review of instruction.

Teaching and mentoring of graduate students within a research group is evidenced by timely progression of students to graduation, to the publication of their work in peer reviewed journals, and their meaningful employment upon graduation.

VI.A.2 Service

Ratings will be based on information provided in the annual report and the committee rosters. Faculty who are making major service contributions to the college and university are invited to document these efforts and obtain letters of support from the university administration.

VI.A.3 Research

Candidates will be held to a very high standard of excellence in their area of individual scholarship based on the norms of their area. The faculty of the Department of Chemistry and Biochemistry are expected to lead research groups containing a mixture of undergraduate, graduate, and postdoctoral students. The new knowledge produced by this research should lead students to graduation in a timely fashion, to publication in high impact peer reviewed journals, and to meaningful professional employment upon graduation. The research must be supported by significant external funding and enhance the international reputation of the Department of Chemistry and Biochemistry. Performance in research is measured by a variety of quality indicators, including the impact factor of the journal in which work is published, Hirsch-index, the frequency of citation of published work, invited lectureships and funding levels, and other appropriate information.

VI.B Procedures (Columbus Campus)

Merit raises will be based on a weighting of teaching, service, and research.

It is the responsibility of the Chair to recommend both merit and equity and excellence based raises to the Dean. Merit-based pay increases are based on the average performance of the faculty during the past three years. Equity and excellence raises will be used (i) to redress inequities in the salary of individuals or groups of faculty when these are discovered relative to peer groups, or (ii) to retain outstanding faculty members. Raises based solely on excellence will be used to reward outstanding performance in teaching, service, or research in the previous year. The recommendation of the Chair will follow consultation with the AC, Cabinet and FAC, and if necessary, an external advisory committee. Only faculty whose majority appointment (FTE) is in Chemistry and Biochemistry will be rated.

VI.B.1 Research

The FAC will rate faculty research based on the information provided in the annual report and public information obtained from the Office of Sponsored Programs on external grant support and grant submissions. The Chair's appointed external advisory committee, if applicable, will independently follow the same process. The department Chair will reconcile any disagreements between the internal and external advisory committees.

VI.B.2 Teaching

The Chair will rate the teaching performance each faculty member with input from the Cabinet and FAC. This rating will be based on student evaluation of teaching, peer reviews of instruction, and any additional information provided by individual faculty. The Cabinet and FAC will rate the teaching performance of the Chair.

VI.B.3 Service

The Chair will rate each faculty member on their service to the department in the past year, with input from the Cabinet and FAC. Ratings will be based on information provided in the annual report and the committee rosters. Faculty who are making major contributions to the college and university are invited to document these efforts and obtain letters of support from the university administration.

VI.B.4 Equity and Excellence Raises

The FAC and the external advisory committee (if applicable) will be given the nine-month salary (prorated to 1 FTE) of every faculty member. This committee will also be given all available information on median salary, for every rank, in peer institutions.

Based on this information and that contained in the annual reports and faculty vita, these groups will independently recommend the distribution of specific Equity and Excellence funds to specific faculty members (the members of the committee excepted). The department Chair will recommend the distribution of Equity and Excellence funds to members of the committee based on the counsel of the External Advisory Committee. The Chair will reconcile substantive disagreements between the Internal and External Advisory Committees and forward these recommendations to the Dean of the College of Mathematics and Physical Sciences.

Equity and excellence raises will be awarded to individuals who have made exceptional contributions in service, teaching, or scholarship, or to groups of faculty in response to changing market forces.

VI.C Documentation

The annual performance review of every faculty member requires that all documentation described below, including the two summary documents, be submitted annually to the department chair.

- updated CV, which will be made available to all faculty in an accessible place
- updated Office of Academic Affairs dossier outline, Book 3 (http://oaa.osu.edu/handbook.html)

The annual report will also contain a two page short biography in standard NIH or NSF grant application format. The Chair will distribute copies of the annual report to the Cabinet and FAC, and when warranted, external advisory committee.

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.

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

VI.C.1 Teaching

- Cumulative SEI reports (Student Evaluation of Instruction computer-generated summaries prepared by the Office of the University Registrar) or departmentally-approved forms, for every class taught
- Peer evaluation of teaching reports as required by the department's peer evaluation of teaching program (details provided in the Appendix to this document)
- List of pedagogical papers, books or other materials published, or accepted for publication.
- Material accepted for publication but not yet published must be independently verifiable from the publisher.
- Other relevant documentation of teaching as appropriate

VI.C.2 Research

- List of all scholarly papers published or accepted for publication. Papers accepted for publication but not yet published must be independently verifiable from the publisher.
- Documentation of grants submitted and contracts received, including outcome of review for unfunded applications.
- Other relevant documentation of research as appropriate (published reviews including publications where one's work is favorably cited, grants and contract proposals that have been submitted)

VI.C.3 Service

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

VII PROMOTION & TENURE REVIEWS

VII.A Criteria

Faculty Rule 3335-6-02, http://trustees.osu.edu/rules/university-rules.html 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.

In the Department of Chemistry and Biochemistry, excellence in research will be given the highest priority in evaluating faculty performance, in line with the standard distribution of duties for faculty.

VII.A.1 Promotion to Rank of Associate Professor with Tenure

Faculty Rule 3335-6-02, http://trustees.osu.edu/rules/university-rules.html provides the following general criteria for promotion to associate professor with tenure:

> The awarding of tenure and promotion to the rank of associate professor in the College 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 department'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 department'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. If a candidate's primary teaching role is and will continue to be undergraduate teaching, then excellence in undergraduate teaching is required. A mediocre performance in this area would not be adequately counterbalanced by excellent performance in another aspect of teaching that is a significantly smaller part of the individual's responsibilities.

Excellence in teaching, research, and 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, www.aaup.org/statements/Redbook/Rbethics.htm

The accomplishments listed below in the areas of teaching, research, and 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.

VII.A.2 Promotion to Rank of Professor

According to Faculty Rule 3335-6-02 (C):

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, both within the university and in his/her area of scholarship. The faculty member will contribute in a significantly positive manner to the external reputation of the Department of Chemistry and Biochemistry.

In addition, a Department of Chemistry and Biochemistry faculty member who is ready for promotion to professor should serve as a role model for less senior faculty, for students, and for the profession. He/she should also be a good citizen of the Department and the University.

VII.A.3 Alternative Path to Promotion to Professor

In reviewing promotion from associate professor to professor, the department will be receptive to cases in which the faculty member has demonstrated excellence in teaching or in areas of scholarship outside traditional research. Correspondingly, less weight will be placed on original research. For a faculty member to be promoted under such circumstances, the contributions in other areas must be substantial and of high quality, as demonstrated by recognition at local and national levels. External letters documenting the quality of this work will be sought.

VII.A.4 Regional Campus Faculty

Qualifications for each candidate for promotion and tenure whose service has been rendered wholly or for the most part at one of the regional campuses shall be evaluated according to the following criteria:

(1) quality of performance in assigned instructional activities, formal and informal, and within and outside of the classroom and laboratory;
(2) quality and level of research;
(3) quality and level of activities in service to his/her local academic community and to the wider community of teachers and scholars.

The tripartite mission of the university requires excellence in teaching, research, and service. However, the mission of the regional campuses is sufficiently different from the Columbus campus to require an explicit awareness of these differences in the design of the review criteria. Reviews of regional campus faculty must take into account the differences in the relative importance of the teaching, research, and service components between the regional campuses and the main campus. For regional campus faculty, relatively more weight will be given to the teaching and service missions than would be the case for a main campus candidate.

VII.A.4.a Teaching

Regional campus faculty spend a much larger percentage of their time teaching than Columbus colleagues. They are usually responsible for, and conduct, all aspects of the course: lecture, recitation, laboratory. Some regional campuses do not have stockroom assistants. Teaching is exclusively with undergraduates, usually freshmen and sophomores. Student evaluation of instruction (SEI), written student comments, and campus peer evaluation data are all appropriate instruments for the evaluation of teaching. Regional campus probationary faculty will be encouraged to teach occasionally on main campus to facilitate peer review and to foster a sense of community.

VII.A.4.b Research and Scholarly Activity

Professional development on the regional campus requires a broader, more flexible definition. Less than optimal laboratory and library resources, limited access to graduate students and few uninterrupted blocks of time, necessarily limit the type of research problems which can be studied. Expectation of the quantity (but not quality) of scholarly activity will be adjusted to

reflect the regional campus culture. Collaborative work with Columbus campus colleagues, pedagogical research, and development of teaching materials are all legitimate avenues of scholarly activity for regional campus faculty. The Chair will facilitate collaborative research between regional and main campus faculty whenever possible.

VII.A.4.c Service

Regional campus faculty members are expected to take a very active role in campus citizenship. Service to the profession, public service, and outreach activities related to the profession are legitimate roles for regional campus faculty.

VII.B Procedures: Columbus Campus

The department's procedures for promotion and tenure and promotion reviews are consistent with those set forth in Faculty Rule 3335-6-04, http://trustees.osu.edu/rules/university-rules.html and the Office Academic Affairs annually updated procedural guidelines for promotion and tenure reviews, http://oaa.osu.edu/handbook.html. The following sections, which state the responsibilities of each party to the review process, apply to all faculty tracks in the department.

VII.B.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.

If external evaluations are required candidates are responsible for reviewing, upon request by the department chair, the list of potential external evaluators developed by the department chair and the 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.)

VII.B.2 Promotion and Tenure Subcommittee Responsibilities

The department has a Promotion and Tenure Subcommittee, normally consisting of a Chair, Procedures and Oversight Designee (POD), and an ad hoc member selected based on disciplinary knowledge and rank of the candidate under review. The responsibilities of the Promotion and Tenure Subcommittee are as follows:

- To review this document annually and to recommend proposed revisions to the faculty.
- To consider annually, in spring term, requests from faculty members seeking a 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. A two-thirds majority of those eligible to vote on a request must vote affirmatively for the review to proceed.
    - The subcommittee bases its decision on assessment of the record as presented in the faculty member's CV and on a determination of the availability of all required

documentation for a full review (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/rules/university-rules.html. 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 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 (has a "green card"). Faculty not eligible for tenure due to lack of citizenship or permanent residency are moreover not considered for promotion by this department.

- A decision by the subcommittee to permit a review to take place in no way commits the Committee of Eligible Faculty, the department chair, or any other party to the review to making a positive recommendation during the review itself.
- The Procedures Oversight Designee's responsibilities are described in the Office of Academic Affairs annual procedural guidelines.
- Annually, in late spring through early autumn term, to provide administrative support for the promotion and tenure review process as described below.
  - **Late Spring**: Suggest names of external evaluators to the department chair.
  - **Early Autumn**: Review candidates' dossiers for completeness, accuracy (including citations), and consistency with Office of Academic Affairs requirements; and work with candidates to assure that needed revisions are made in the dossier before the formal review process begins.
  - 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.
  - Draft an analysis of the candidate's performance in teaching, research and service to provide to the full Committee of Eligible Faculty with the dossier; and seek to 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.
  - Revise the draft analysis of each case following the faculty meeting, to include 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.
  - Provide a written response, on behalf of the Committee of Eligible Faculty, to any

candidate comments that warrant response, for inclusion in the dossier.

- Provide a written evaluation and recommendation to the department chair in the case of joint appointees whose tenure initiating unit is another department. The full Committee of Eligible Faculty does not vote on these cases since the department's recommendation must be provided to the other tenure initiating unit substantially earlier than the Committee begins meeting on this department's cases.

VII.B.3 Committee of Eligible Faculty Responsibilities

Except as noted below, the 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
- reappointment, and promotion of all tenured faculty

The department chair, college dean, college associate and assistant deans, vice provosts, provost, and president may not be members of the department's Promotion and Tenure Committee. The 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 the Committee of Eligible Faculty are as follows:

- To review thoroughly and objectively every candidate's dossier in advance of the meeting at which the candidate's case will be discussed.
- To attend all Committee of Eligible Faculty meetings except when circumstances beyond one's control prevent attendance; to participate in discussion of every case; and to vote.

VII.B.4 Department Chair Responsibilities

The responsibilities of the department chair are as follows:

- Where relevant, to verify the prospective candidate's residency status. Faculty who are neither citizens nor permanent residents of the United States may not undergo a non-mandatory review for tenure, and tenure may not be awarded as the result of a mandatory review until permanent residency status is established. Faculty not eligible for tenure due to lack of citizenship or permanent residency are moreover not considered for promotion by this department.
- **Late Spring**: To solicit external evaluations from a list including names suggested by the Promotion and Tenure Subcommittee, the chair and the candidate. (Also see EXTERNAL EVALUATIONS below.)
- To make adequate copies of each candidate's dossier available in an accessible place for review by the Promotion and Tenure Committee at least two weeks before the meeting at which specific cases are to be discussed and voted.
- **Mid-Autumn**: To provide an independent written evaluation and recommendation for each candidate, following receipt of the Promotion and Tenure Committee's completed evaluation and recommendation.

- To meet with the 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 department review process:
    - Of the recommendations by the Promotion and Tenure Committee and department chair 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 warrants 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 Promotion and Tenure Subcommittee's written evaluation and recommendation of candidates who are joint appointees from other tenure initiating units, and to forward this material, along with the department chair's independent written evaluation and recommendation, to the department chair of the other tenure initiating unit by the date requested.

VII.B.5 Procedures for Regional Campus Faculty

Regional campus faculty are first reviewed by the regional campus faculty according to the process established on that campus and then by the regional campus dean/director. The regional campus review focuses on teaching and service.

The regional campus dean/director forwards the written evaluation and recommendation of the regional campus review to the department chair, from which point the review follows the procedures described for the Columbus campus faculty.

VII.B.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, 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 research (or other performance, if relevant) who is not a close personal friend, research collaborator, or former academic advisor or postdoctoral mentor of the candidate. Qualifications are generally judged on the basis of the evaluator's expertise, record of accomplishments, and institutional affiliation.

- 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.

Since the department cannot control who agrees to write and or the usefulness of the letters received, at least twice as many letters are sought as are required, and they are solicited no later than the end of the spring term prior to the review year. This timing allows additional letters to be requested should fewer than five useful letters result from the first round of requests.

As described above, a list of potential evaluators is assembled by the 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/rules/university-rules.html requires that no more than half 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 this department requires that the dossier contain letters from evaluators suggested by the candidate.

The department follows the Office of Academic Affairs suggested format, provided at http://oaa.osu.edu/handbook.html, 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 should initiate 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 (requesting permission from the Office of Academic Affairs to exclude that letter from the dossier). It is in the candidate's self-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.

VII.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 Promotion and Tenure Subcommittee makes 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. The documentation of research and service noted below is for use during the department review only, unless reviewers at the college and university levels specifically request it.

- 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.

VII.C.1 Teaching

VII.C.1.a Considerations

The Department of Chemistry and Biochemistry has a broad teaching mission. This includes introductory basic education courses, special Chemistry and Biochemistry courses for professional students, four undergraduate major curricula, and extensive graduate offerings in which instruction in scholarly research is of utmost importance. In addition, faculty may participate in interdisciplinary teaching efforts and professional programs in other departments or outside the university. All of these teaching efforts will be considered in Annual Reports and in the promotion and tenure review.

Contributions to the teaching program such as the development of new learning resources, the development of a new course or instructional laboratory experiment will also be evaluated. It is understood that the strengths of individual faculty will vary, and particular success in one category may balance perceived deficiencies in others.

Teaching Quality encompasses the breadth and depth of the courses and course content for which the faculty member accepts teaching responsibility and the effectiveness with which knowledge is communicated to the students. Peer evaluation will be the primary basis upon which success in these endeavors shall be measured.

Success in directing the research of graduate and undergraduate students under the faculty member's supervision, must be considered in the evaluation of teaching effectiveness. Evidence of success in this form of teaching is demonstrated by publication of student research in high impact peer reviewed journals, timely progress of students to graduation and to appropriate employment and or additional training of the student upon graduation. The Chair may solicit letters of evaluation from current and former graduate and undergraduate students and teaching assistants to measure the effectiveness of the faculty member in leading student research.

VII.C.1.b Documentation

For the time period since the last promotion or the last five years, whichever is less:

- cumulative SEI reports (Student Evaluation of Instruction computer-generated summaries prepared by the Office of the University Registrar) for every class or departmentally approved reports
- peer evaluation of teaching reports as required by the department's peer evaluation of teaching program (details provided in the Appendix to this document)
- List of pedagogical papers, 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.
- Candidate's Self Evaluation. This includes a statement of the instructor's approach to and

goals for teaching, self assessment, and description of specific strategies for improvement--past, current, and planned. The self-evaluation should be included in the annual report prepared by the faculty member.

- other relevant documentation of teaching as appropriate.

VII.C.2 Research and Scholarship

VII.C.2.a Considerations

A faculty member is expected to develop a coherent program of independent research which serves to create new chemical and or biochemical knowledge, and to provide a vehicle for instruction of graduate students in their Thesis or Dissertation work. Of primary importance for the favorable evaluation of the faculty member's research efforts are significant contributions to published chemical knowledge that can be attributed to the research programs directed by the faculty member.

VII.C.2.a.1 Collaborative Research

Faculty engage in both wholly independent and collaborative research. Independent research is defined as that conducted primarily (but not necessarily exclusively) on the campus of The Ohio State University with undergraduate, graduate, and postdoctoral students. Faculty do not collaborate with students, rather they instruct and mentor them. Collaborative research is defined as research conducted with at least one other faculty member at The Ohio State University or at another institution, or with a senior scientist in an academic, government, or industrial laboratory. Collaborative research may or may not involve students. Research conducted solely with OSU undergraduate, graduate, and postdoctoral students is considered as independent research.

To be considered for promotion and tenure, faculty must demonstrate excellence in either independent or collaborative research. This is documented by independent publications and/or significant independent contributions to collaborative publications in peer-reviewed journals, being the principal investigator on externally funded grant applications, and by invited lectures and presentations.

The importance of collaborative research is increasing because of the rising costs of scientific research, pressures from federal funding agencies, increasing specialization and complexity of research instrumentation and techniques, and a trend towards interdisciplinary research. The Department of Chemistry and Biochemistry is reluctant to recommend for promotion and tenure a faculty member engaged solely in collaborative research unless there is a clear demonstration that the faculty member has made a significant independent contribution to that research. The Department of Chemistry and Biochemistry will recommend for promotion and tenure only those candidates who have demonstrated excellence in independent research and/or clearly independent contributions to collaborative research.

VII.C.2.b Documentation

For the time period since the last promotion:

- 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 submitted and contracts received, including outcome of review for unfunded applications.
- Other relevant documentation of research as appropriate (published reviews including publications where one's work is favorably cited, grants and contract proposals that have been submitted)

Candidates for promotion and tenure must be able to document unambiguously their unique, independent contribution to a collaborative research project. Thus, candidates will footnote their co-authors on each publication cited in their dossier as follows:

a) OSU undergraduate
b) OSU graduate student
c) OSU postdoctoral student
d) OSU faculty collaborator
e) non-OSU student
f) non-OSU collaborator

For each publication with a collaborator, the candidate will provide a short explanation of their independent contribution to the work and an indication of the importance of that contribution to the overall intellectual significance of the work. At his/her discretion, the Chair may solicit a letter from each collaborator asking him/her to detail the contributions of themselves and the candidate to the published work.

For collaborative research grants on which the candidate is listed as a co-principal investigator, the candidate should clearly document their unique role in the proposed program of work, their unique contribution to the preparation of the proposal, and the fraction of the funding that will, or has been, administered by them for work carried out independently in their laboratory. At his/her discretion, the Chair may solicit a letter from each collaborator asking him/her to detail the contributions of themselves and the candidate to the design of the program of study, the preparation of the proposal, and the administration of funds.

VII.C.3 Service

VII.C.3.a Considerations

Each faculty member has a responsibility to render service to the department, university, the profession, and the university community including other educational institutions in Franklin County and to Ohio's chemical industry.

Service includes work done or duties performed for others, including faculty governance of the department, college and university, administrative and student services at all levels within the university and professional services to government, industry and professional associations. The amount of involvement and perceived importance of service activities will be considered during review for promotion and tenure, and for annual raises. The Chair, at his/her discretion, may solicit letters documenting service performed outside the Department of Chemistry and Biochemistry.

VII.C.3.b Documentation

For the time period since the last promotion:

- any available documentation of the quality of service that enhances the list of service activities in the dossier

VIII APPEALS

Faculty Rule 3335-6-05, http://trustees.osu.edu/rules/university-rules.html sets forth general criteria for appeals of negative promotion and tenure decisions. Appeals alleging improper evaluation are described in Faculty Rule 3335-5-05, http://trustees.osu.edu/rules/university-rules.html.

Disagreement with a negative decision is not grounds for appeal. 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.

This rule requires candidates who believe that they have been improperly evaluated to seek to resolve the matter informally before filing a formal appeal under that rule. The department level appeal will be heard by the Promotion and Tenure Committee.

IX SEVENTH YEAR REVIEWS

Faculty Rule 3335-6-05, http://trustees.osu.edu/rules/university-rules.html 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.

X PROCEDURES FOR STUDENT AND PEER EVALUATION OF TEACHING

X.A Student Evaluation of Teaching

Use of an approved evaluation form is required in every course offered in this department. This individual should encourage a high completion rate by explaining to the class the significance of the evaluation. When a small proportion of the class completes the evaluation, the resulting information has little value either for improving instruction or for performance evaluation.

X.A.1 Departmentally Approved Forms

X.A.1.a Student Evaluation of Instruction

Student evaluation of teaching data is an important instrument that can be used to measure student satisfaction and to uncover ineffective teaching methods. Students in all courses taught in the Department of Chemistry and Biochemistry will evaluate teaching using departmentally approved forms. Faculty may supplement the mandated student evaluation of teaching form with their own forms in any course offering.

X.B Peer Evaluation of Teaching

The department chair oversees the department's peer evaluation of teaching process.

Annually the department chair appoints a Peer Review of Teaching Committee of a size judged sufficient to meet the volume of peer review activity expected that year, without overburdening

any of the members. The term of service is one year, with reappointment possible. Reasonable efforts are made to distribute service among the tenured faculty from year to year in order to support and encourage attention to the quality of teaching in the department. Although there is no presumption that a peer reviewer must be of equal or higher rank than the faculty member being reviewed, such a model will be followed to the extent possible.

The responsibilities of the Peer Review of Teaching Committee are as follows:

- to review the teaching of probationary tenure track faculty at least once per year with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned over then probationary period
- to review the teaching of tenured associate professors at least once per year, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned over a three year period
- to review the teaching of tenured professors at least once every two years with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned during the year of the review
- To review, upon the department chair's request, the teaching of any faculty member not currently scheduled for review. Such reviews are normally triggered by low or declining student evaluations or other evidence of the need for providing assistance in improving teaching.
- To review the teaching of a faculty member not currently scheduled for review, upon that individual's request, to the extent that time permits. 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 (http://ucat.osu.edu/).

Reviews conducted upon the request of the department chair or the faculty member focus on the specific aspects of instruction requested by the chair or faculty member.

Regularly scheduled peer teaching evaluation (the first three situations listed above) is comprehensive and includes, in addition to classroom visitation, review of course syllabi, instructional materials, assignments, and exams. At the beginning of the term, the committee will request from the faculty member a list of dates on which visitation would be inappropriate because exams are being given, guest speakers are scheduled, etc.

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 (survey as opposed to required major course), implicit and explicit goals of instruction, quality and effectiveness of testing tools, and appropriateness of approach relative to current disciplinary knowledge. As part of its evaluation the committee examines copies of the faculty member's student evaluation summaries from recent years, and where student opinion is mixed to negative, the committee attempts to ascertain the reasons. In so doing, members are to bear in mind that they have observed only one or a few classes out of the term, and moreover have a very different level of knowledge compared to students. Consequently their assessment may differ considerably from that of the majority of students.

At the conclusion of the review, the committee submits a written report to the department chair, copied to the faculty member. The faculty member may provide written comments on this report and the committee may respond in writing to those comments if it wishes. All such comments are appended to the report for inclusion in the faculty member's promotion and tenure dossier, unless the faculty member requests that the comments be excluded.

Regularly scheduled reviews are both summative and formative (they provide both an assessment of the faculty member's teaching for use in annual and promotion reviews, and advice to improve the faculty member's teaching).

The effectiveness of the peer teaching evaluation procedures outlined above would be strengthened if the department developed worksheets for use in evaluating the various aspects of instruction. The University Center for the Advancement of Teaching (http://ucat.osu.edu/) offers assistance in such endeavors.

X.B.1 Peer Evaluation of Teaching

Peer evaluation of teaching will include analysis of the teaching portfolio of the candidate. The teaching portfolio will include course materials such as syllabi, exams, quizzes, handouts and other instructional materials including textbooks. Evaluations will include internal review of contributions to curriculum and observations of classroom teaching, the development of a new instructional laboratory experiment or the maintenance of an instructional laboratory. Peer review will also include classroom visitations by senior faculty. Reviewers and times of reviews will be selected by the Chair or the Chair's designee. The letter of evaluation will indicate whether or not the instructor had advance warning of the evaluation visit.

The following information will be included in the evaluation report:

1. Name of instructor
2. Name and number of course being evaluated
3. Academic term and date of evaluation
4. Name of evaluator
5. Number of lectures/lab sessions attended by the evaluator.

The following topics should be addressed in the report:

Subject matter, organization, clarity, and pace of presentation; mechanics of presentation (voice, volume, speed, mannerisms); use of teaching aids (projectors, blackboard, etc); student interactions (questions/answers); syllabus, handouts, and examinations (if available); suggestions for improvements.

The Chair may seek other measures of the teaching effectiveness of the candidate. These could include assessment of the success of the candidate's former students and post-docs, the extent to which pedagogical materials developed by the candidate are used by other faculty here and at other institutions, the extent to which the candidate is invited to provide expertise on teaching, teaching awards, evidence of student learning based on testing or other forms of evaluation, and other innovations in instruction that enhance learning.