

Appointments, Promotion, and Tenure Criteria and Procedures
Department of Design
Revised: 09/14/15

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I. Preamble

This document is a supplement to Chapters 6 and 7 of the Rules of the University Faculty (<http://trustees.osu.edu/university/facultyrules>); the annually updated procedural guidelines for promotion and tenure reviews in Volume 3 of the Office of Academic Affairs Policy and Procedures Handbook (<http://oaa.osu.edu/assets/files/policies-procedures-handbook/3HBPT.pdf>) 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/university/facultyrules>) 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 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.

Decisions considering appointment, reappointment, and promotion and tenure will be free of discrimination in accordance with the university's policy on equal employment opportunity (<http://hr.osu.edu/public/documents/policy/policy110.pdf>).

II. Department Mission

The Department of Design prepares students for the professional practice of industrial, interior and visual communication design by implementing a progressive and future-oriented undergraduate and graduate curriculum. The Department is committed to the furtherance of professional standards in cooperation with industry, government, and other societal institutions.

The Department imparts contemporary design knowledge and skills to students by providing an environment for the advancement and exploration of new design knowledge and practices. Within the undergraduate and graduate programs, students learn a process-oriented approach that provides them with a continuous stream of learning experiences that seek to produce optimized solutions that narrow the gap between “the existing” and “the desired.” This learning is conducted in manners that are similar to experiences encountered in current and emerging professional practice within a progressive culture of creativity, collaboration, and inclusion that best serves our desire to attract, support, and retain talented and high-achieving students and faculty.

The Department creates a responsive educational program that acknowledges emerging global design economies and cultures. It does this by recognizing the need for its students and faculty to form and strengthen relationships with other faculty within this and other universities and schools of design. We do this by fostering collaborative research and encouraging international study trips, exchange agreements and study abroad programs. The Department also promotes national and international interaction with professional organizations and societies, industries, governmental agencies and advocacy groups, and involvement with the community-at-large through participation in internships, service-learning projects, and social innovation-oriented research projects and practices.

The faculty and students of the Department of Design are actively engaged in innovative research and creative scholarship and practices that advance the university's legacy of knowledge production and societal engagement. We do this by working in areas that contribute to the critique and evolution of culture, its institutions and systems, and the quality of human environment and interactions through disciplinary and collaborative cross-disciplinary inquiries.

The Department recognizes that the discipline of design, as well as the standards and expectations that define the discipline are always changing. In this regard, the Department is accordingly committed to improving itself in all aspects of its mission. This property of continuous improvement will drive all areas of curriculum development, recruitment, ongoing reflection and evaluation, and service to entities related to the university and beyond.

III. Definitions

A Committee of the Eligible Faculty

1 Tenure Track Faculty

The eligible faculty for appointment reviews of tenure track faculty consists of all tenure track faculty whose tenure resides in the department.

The eligible faculty for reappointment, promotion and tenure, and promotion reviews of tenure track faculty consists of all tenured faculty of higher rank than the candidate 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.

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.

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.

3. Minimum Composition

In the event that the department does not have at least three eligible faculty members who can undertake a review, the department chair, after consulting with the dean, will appoint a faculty member from another department within the college.

B Promotion and Tenure Committee

The department has a Promotion and Tenure Committee that assists the Committee of the Eligible Faculty in managing the personnel and promotion and tenure issues. The committee typically consists of three or more faculty members, as a combination of professors and associate professors. The committee's chair and membership are appointed by the department chair. The term of service is three years, with reappointment possible.

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 or Faculty Professional Leave. A member of the eligible faculty on Special Assignment may be excluded from the count for the purposes of determining quorum only if the department chair has approved an off-campus assignment.

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

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 votes. Faculty members are strongly encouraged to consider whether they are participating fully in the review process when abstaining from a vote on a personnel matter.

Absentee ballots and proxy votes are not permitted.

1. Appointment

The eligible faculty will be asked to rank candidates for appointments. Only candidates receiving positive votes from at least two-thirds of the eligible faculty will be ranked and favorable candidates should be listed in order of preference. If the top ranked candidate receives a positive vote from less than two-thirds but more than half of the faculty, the Chair in consultation with the Dean will decide whether to make an offer to the top- ranked candidate or to end the search and begin again.

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

A positive recommendation from the eligible faculty for reappointment, promotion and tenure, promotion, and contract renewal is secured when two thirds of the votes cast are positive.

IV. Appointments

A Criteria

The department is committed to making only 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, scholarship 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 search is either cancelled or continued, as appropriate to the circumstances.

1. Tenure Track Faculty

Instructor. Appointment at the rank of instructor is made only when the offered appointment is that of assistant professor, but requirements for the terminal degree have not been completed by the candidate at the time of appointment. The department will make every effort 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.

Upon promotion to assistant professor, the faculty member may request prior service credit for time spent as an instructor. This request must be approved by the department's eligible faculty, the department chair, the dean, and the Office of Academic Affairs. Faculty members should carefully consider whether prior service credit is appropriate since prior service credit cannot be revoked without a formal request for an extension of the probationary period. In addition all probationary faculty members have the option to be considered for early promotion.

Assistant Professor. An earned terminal degree is the minimum requirement for appointment at the rank of assistant professor. Evidence of potential for scholarly productivity, high-quality teaching, and high-quality service to the department and the profession is highly desirable. Appointment at the rank of assistant professor is always probationary, with mandatory 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 Committee 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, scholarship, and service 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. Associated Faculty

Associated faculty appointments are made for no more than three years at a time.

Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor.

Adjunct appointments can be compensated or non-compensated. Adjunct faculty appointments are

given to individuals who provide 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 tenure track faculty. Adjunct faculty members are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure track faculty.

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 or promotion.

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 or promotion. The initial appointment for a senior lecturer should generally not exceed one year.

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

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 tenure-track academic appointment at another institution are appointed at the rank held in that position. The rank at which other (non-tenure-track faculty) individuals are appointed is determined by applying the criteria for appointment of 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.

3. Courtesy Appointments for Faculty

Occasionally the active academic involvement in this department by a tenure-track 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 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. Such appointments will be made for up to three years with the option of reappointment.

B Procedures

See the Faculty Policy on Faculty Recruitment and Selection and the Policy on Faculty Appointments in the Office of Academic Affairs [Policies and Procedures Handbook \(http://oaa.osu.edu/policiesprocedureshandbook.html\)](http://oaa.osu.edu/policiesprocedureshandbook.html) for information on the following topics:

- recruitment of tenure 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. 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 in advance. Search procedures must be consistent with the university policies set forth in the most recent update of *A Guide to Effective Searches* (<https://hr.osu.edu/public/documents/hrpubs/guidesearches.pdf>).

Searches for tenure track faculty proceed as follows:

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.

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.

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.

- Consults with department chair to develop a search announcement for internal posting in the university Personnel Postings 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, 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 on-line) 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 professional journal.

- Screens applications and identifies the top two to four applicants to be brought to campus for an interview. On-campus interviews are arranged by the search committee chair, assisted by the department office.

On-campus interviews with candidates must include opportunities for interaction with faculty groups, including the search committee; graduate students; the department chair; and the dean or designee. In addition, all candidates make a presentation to the faculty and graduate students on their scholarship, and teach a class. The latter could be an actual class or a mock instructional situation. All candidates interviewing for a particular position must follow the same interview format.

Following completion of on-campus interviews, the search committee (which may include a student member or optional external members) evaluates the candidates and determines whether, in its opinion, a hire should be recommended from the pool of interviewees. The chair of the search committee then calls a meeting of the eligible faculty. The committee shares the outcome of its deliberation with the eligible faculty, which determines by vote if any of the candidates are viable for consideration for hiring. Those receiving a favorable vote from more than two-thirds of the faculty will be ranked in the order of the desirability of their hiring. The complete outcome of this ranking vote will be shared with the department chair.

If the offer involves senior rank, the eligible faculty members at or above the rank being considered also vote 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. The eligible faculty reports a recommendation on the appropriateness of the proposed rank or the appropriateness of prior service credit to the department chair.

In the event that more than one candidate achieves the level of support required to extend an offer, the department chair decides which candidate to approach first, informed by the rankings of the eligible faculty. The details of the offer, including compensation, are determined by the department chair. If making a subsequent offer to hire to a second applicant is required, the chair will follow the order of preference recommended by the faculty vote.

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.Associated Faculty

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

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.

Associated faculty appointments are generally made for a period of one year, unless a shorter period is appropriate to the circumstances. All associated 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 are usually made on a semester by semester basis.

Associated faculty for whom promotion is a possibility follow the promotion guidelines and procedures for tenure-track 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.

3. Courtesy Appointments for Faculty

Any department faculty member may propose a 0% FTE (courtesy) appointment for a tenure-track 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. If the proposal is approved by the eligible faculty, the department chair extends an offer of appointment. The department chair reviews all courtesy appointments every three years to determine whether they continue to be justified, and 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 the Faculty Annual Review Policy (<http://oaa.osu.edu/assets/files/documents/annualreview.pdf>).

The annual reviews of every faculty member are based on expected performance in teaching, scholarship, 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 chair no later than the end of week four of the spring semester.

The department chair is required (per Faculty Rule 3335-3-35 [<http://trustees.osu.edu/university/facultyrules>]) to include a reminder in the annual review letter that all faculty have the right (per Faculty Rule 3335-5-04) 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 the 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 to renew the probationary appointment. The chair also attends Promotion and Tenure Committee meetings, but acts in an advisory capacity, and does not vote on renewal of probationary appointments.

Every probationary tenure track faculty member is also reviewed annually by the department Promotion and Tenure Committee. The committee meets with the faculty member who presents a 30 minute summary of their annual achievements. The committee provides feedback on the development of the teaching, research, and service achievements and the full dossier. The Promotion and Tenure Committee Chairperson prepares a written evaluation to the Chair that summarizes the comments and recommendations of the Promotion and Tenure Committee regarding the faculty member's performance for the year. Promotion and Tenure Committee review letters of probationary tenure track faculty members will be provided to the faculty member, and will also be kept on file in the Design administrative office, where they will be accessible to the faculty member to whom it is addressed upon request.

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 Fourth-Year Review process (per Faculty Rule 3335-6-04 [<http://trustees.osu.edu/university/facultyrules>]) is invoked. 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.

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 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 eligible faculty conducts a review of the candidate. On completion of the review, the eligible faculty votes by written ballot on whether to renew the probationary appointment.

The eligible faculty forwards a record of the vote and a written performance review to the department chair, authored by the Chair of the Promotion and Tenure committee. 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/university/facultyrules>]) 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 (D) (<http://trustees.osu.edu/university/facultyrules>) 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/policiesprocedureshandbook.html) (<http://oaa.osu.edu/policiesprocedureshandbook.html>).

B Tenured Faculty

Associate and professors are reviewed annually by the department chair following the submission of an annual report of activities. The department 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. The faculty member may provide written comments on the review.

Letters of evaluation for Associate professors and Professors will be provided to the faculty member, and will also be kept on file in the Design administrative office, where they will be accessible to the faculty member to whom they are addressed upon request.

VI 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 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, scholarship, 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 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 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.

B Procedures

The department chair recommends annual salary increases and other performance rewards to the dean, who may modify these recommendations. Salary increases are formulated in dollar amounts rather than percentage increases, with the goal of distributing available funds in a manner that achieves the optimal distribution of salaries. 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 unsatisfactory) and considers market and internal equity issues as appropriate.

Faculty members who wish to discuss dissatisfaction with their salary increase with the department chair should be prepared to explain how their salary (rather than the increase) is inappropriately low, since increases are solely a means to the end of an optimal distribution of salaries.

C Documentation

The annual performance review of every faculty member requires that all documentation described below, including the two summary documents, be submitted to the department chair no later than February 15th.

Probationary Faculty

- Updated CV
- Annual report: a full dossier that follows Office of Academic Affairs outline, Volume 3 (<http://oaa.osu.edu/assets/files/policies-procedures-handbook/3HBPT.pdf>)

- Narrative statement(s) when long-term plans or additional information is requested.

Tenured Faculty

- Updated CV
- Annual report: dossier entries for the calendar year under review, following Office of Academic Affairs outline, Volume 3 (<http://oaa.osu.edu/assets/files/policies-procedures-handbook/3HBPT.pdf>).
- Narrative statement(s) when long-term plans or additional information is requested.

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 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 calendar year.

1. Teaching

Cumulative SEI reports (Student Evaluation of Instruction computer generated summaries prepared by the Office of the University Registrar) for every class taught.

Peer evaluation of teaching reports as required by the department's peer evaluation of teaching program (details provided in Section X of this document).

Copies 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. An accepted but unpublished work submitted for consideration in a given annual review may not be resubmitted after publication for consideration in a future annual review.

Other relevant documentation of teaching as appropriate.

2. Scholarship

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. An accepted but unpublished work submitted for consideration in a given annual review may not be resubmitted after publication for consideration in a future annual review unless additional effort has resulted in a significant expansion to the original dissemination result.

Documentation of grants and contracts for which applications have been made. Note whether or not funding has been awarded.

Other relevant documentation of scholarship as appropriate (published reviews including publications where one's work is favorably cited, grants and contract proposals that have been submitted).

3. Service

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

VII Promotion and Tenure and Promotion

1. Reviews

A Criteria

Faculty Rule 3335-6-02 (<http://trustees.osu.edu/university/facultyrules>) 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.

Promotion to Associate Professor with Tenure

Faculty Rule 3335-6-02 (<http://trustees.osu.edu/university/facultyrules>) 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 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, scholarship, 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 (<http://www.aaup.org/report/statement-professional-ethics>).

The accomplishments listed below in the areas of teaching, scholarship, 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.

Teaching

Regardless of the type of course or the subject matter, the quality of results that students produce is an essential ingredient in the judgment of the success of teaching. Faculty must show evidence of their ability to elicit excellent results from students, encourage development, and demonstrate an understanding of the processes and methodologies of design.

The department considers student and peer evaluations to be an important part of the promotion and tenure process. The goals and procedures for evaluation and teaching improvement are designed in a way that allows teaching improvement to be measured over time by collecting data and opinions from multiple sources and points of view. Actions taken toward developing new teaching techniques and material are as important as correcting deficiencies discovered through evaluation of teaching.

The process should include gathering information to establish individual benchmarks which an instructor can then use for corrective action, identification of teaching opportunities (e.g., integration of technology, interdisciplinary teaching activities, industry collaborations) and/or teaching improvement and development.

For promotion to Associate Professor with tenure, a faculty member is expected to have:

- Provided up-to-date content at an appropriate level in every instructional situation and demonstrated continuing growth in subject matter knowledge.
- Demonstrated the 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.
- Engaged students actively in the learning process and encouraged independent thought, creativity and appreciation of the knowledge creation process.
- Provided appropriate and timely feedback to students throughout the instructional process.

- Treated students with respect and courtesy.
- Improved curriculum through revision or new development of courses and/or academic programs.
- Served as advisor to an appropriate number of graduate students given the department's graduate student/faculty ratio and the faculty member's area(s) of expertise.
- Engaged in documentable efforts to improve teaching.

Teaching effectiveness is measured primarily by peer review and through the analysis of standardized instruments of evaluation completed by students for each scheduled course.

Scholarship

The growth of the design field and the sustenance of the educational program are directly dependent upon the creation of new knowledge about design. It is critical that faculty contribute to an ever-growing state of knowledge that explores relationships of design to the world.

In addition to traditional modes of qualitative and/or quantitative modes of research, contributions to a body of creative and research work for a faculty member to be promoted to Associate Professor with tenure may include:

- Design consulting and professional practice — consulting for the design industry, corporations or public service clients. The stature of the client and/or recognition of the importance of the work are essential for establishing the level of merit.
- Independent design work — free-lance, creative works done without a client. Outside and peer evaluation is essential for establishing the level of merit.
- Design research — generation of new information or ways of using new information for designers and/or their clients; investigation aimed at the discovery and interpretation of facts, revision of accepted theories or newer revised theories or concepts of design. The stature of a presentation event and/or publication of the research results, the rigor of the peer review process, and an assessment of the influence of the work on other research activities are essential for establishing the level of merit.
- Grants and funded projects – pursuit and success with internal and external funding opportunities. External funding, due to the peer review process involved in grant evaluation, is an important measure of research quality.

All types of research listed in the OAA dossier are acknowledged as pursuits that are encouraged within the Department of Design. Collaborative and/or interdisciplinary work is encouraged, and acknowledged as essential to some types of design inquiry. Evidence of significant contribution to successful and substantive collaborative research is valued equally to individual research accomplishments. When research is collaborative, the candidate's individual intellectual contributions to this work must be clearly and fairly described to permit accurate assessment.

Service

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

- made substantive contributions to the governance of the department in a manner that facilitates positive contributions by others.
- demonstrated the potential for useful contributions to the profession.

2.Promotion to Professor

Faculty Rule 3335-6-02 (<http://trustees.osu.edu/university/facultyrules>) 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 rank of Professor is reserved for those senior faculty members who exhibit exceptional and outstanding performance as both a contributor to the design discipline through research and creative activities, and as an exceptional contributor to the education of students as a design teacher.

For promotion to Professor, a faculty member is expected to be a role model for junior and senior faculty, for students, and for the profession. Assessment takes place in relation to specific assigned responsibilities, with exceptional performance in these responsibilities required.

The specific criteria in teaching, research, and service for promotion to Professor are similar to those for promotion to Associate Professor with tenure, with the added expectation of:

- Sustained accomplishment.
- Increasing quality of contributions.
- A record of continuing professional growth.
- Evidence of established national and international reputation in the field.

A distinguished record that warrants such a promotion would be defined as a record of ongoing outstanding achievement influential in determining the course of design education and the design profession in general.

When assessing a candidate's national and international reputation in the field, a national and international reputation for the scholarship of teaching may be counted as either teaching or scholarship.

In addition, as further specified by Faculty Rule 3335-6-02, assessment is in relation to specific assigned responsibilities with reasonable flexibility being exercised in order to balance, where the case requires, heavier responsibilities and commitment in one area against lighter ones in another.

In the evaluation of untenured 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.

B Procedures

The department'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/university/facultyrules>) 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/assets/files/policies-procedures-handbook/3HBPT.pdf>). The following sections, which state the responsibilities of each party to the review process, apply to all faculty tracks in the department.

1.Candidate Responsibilities

Screening process for non-mandatory review

Prior to a non-mandatory review, a candidate is required to inform the P & T committee his or her desire for a screening. A committee of no fewer than three full professors will be formed to conduct the screening. Screenings function as an advisory dossier review by this committee of full professors that assesses the material and makes recommendations about a candidate's readiness for a non-mandatory review without penalty.

In addition to providing a complete dossier consistent with Office of Academic Affairs guidelines, an Associate Professor requesting a screening is also responsible for preparing a presentation for the screening committee that articulates the case as the candidate sees it (including identifying strengths, strategies for addressing concerns, etc.) by the deadline specified by the committee.

It should be noted that by requesting a screening, associate professors are indicating their intent to follow a favorable outcome with an application for promotion to professor in the following academic year.

The annual schedule of screening activities is:

(No later than) November 1st: Faculty members must notify the Chair of P&T committee of the request for a screening and his or her intent for a non-mandatory review in the following academic year.

By the beginning of the second week of January: Faculty member provides required materials to the screening committee.

By mid-February: Associate Professors who have requested screenings present dossier

By the end of February: The screening committee provides a letter of recommendation to the faculty member and the Department Chair.

By the end of the second week of May: If the case is moving forward in upcoming academic year, a list of external reviewers is formulated with the candidate, committee and the Department Chair and is sent to College for approval.

The Office of Academic Affairs provides a checklist to guide all of the stages and components associated with a non-mandatory review (known as Form 105- available on the OAA web site.) It is the candidate's responsibility to ensure 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 before they sign the Office of Academic Affairs Candidate Checklist.

Mandatory and non-mandatory reviews

- To submit 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.
- To submit a copy of the department's APT Document that was in effect at the time of the candidate's hire or when the candidate was last promoted, whichever is more recent, if s/he wishes to be reviewed under that document's criteria and procedures. This must be submitted when the dossier is submitted to the department.
- To review the list of potential external evaluators developed by the department chair and the Promotion and Tenure Committee. The candidate may add additional names but no more than 50% of the external letters may come from persons recommended by the candidate, and providing additional names is not required. 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 minimum number of five external review letters is required.

2.Promotion and Tenure Committee Responsibilities

The responsibilities of the Promotion and Tenure Committee are as follows:

To consider annually in the preceding year screening requests from faculty members seeking a non-mandatory review in the following academic year. Screenings will be conducted when requested for the purpose of determining whether it is appropriate for such a review to take place. A screening committee of at least three full professors in the department will be formed to conduct requested screenings of cases for promotion to the rank of full professor. The outcomes of a screening may be 1) to deny a formal review in the upcoming year; 2) to recommend that a review in the upcoming year not take place; and 3) to recommend that a formal review in the upcoming year take place. A two-thirds majority of those eligible to conduct a screening must vote affirmatively for the result of the screening to be deemed favorable.

The committee bases its decision on assessment of the record as presented in the faculty member's full dossier, statement 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 non-mandatory review in the upcoming year.

After eligible members of the Promotion and Tenure committee have screened the dossier and teaching evaluations, a meeting with the faculty member will be held to clarify information and discuss initial perceptions of the case. The final recommendation resulting from the screening will also be provided in writing. A copy of the written recommendation will also be provided to the department chair and included in the faculty member's personnel file.

In the case of an unfavorable screening outcome, a tenured faculty member may revise and re-submit materials for screening in subsequent years. Screening of an individual should not occur more than once per year.

In the case that the outcome of a screening is the denial of a review in the upcoming year, a tenured faculty member may only be denied a formal promotion review for more than one year under Faculty Rule 3335- 6-04 (<http://trustees.osu.edu/university/facultyrules>). If the denial is based on lack of required documentation and the faculty member insists that the review go forward in the following 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 committee 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 members 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 committee to permit a review to take place in no way commits the eligible faculty, the department chair, or any other party to the review to making a positive recommendation during the review itself.

The committee provides administrative support annually for the promotion and tenure review process as described below.

January: Select from among its members a Procedures Oversight Designee who will serve in this role for the following year. The Procedures Oversight Designee cannot be the same individual who chairs the committee. The Procedures Oversight Designee's responsibilities are described in the Office of Academic Affairs annual procedural guidelines.

April-May: Suggest names of external evaluators to the department chair.

March-April: 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, scholarship and service to provide to the full eligible faculty with the dossier; and seek to clarify any inconsistent evidence in the case, where possible. The committee 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 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 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.

3. Eligible Faculty Responsibilities

The responsibilities of the members of the 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 eligible faculty meetings except when circumstances beyond one's control prevent attendance; to participate in discussion of every case; and to vote.

3. 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 United States 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 this department.

May-June: To solicit external evaluations from a list including names suggested by the Promotion and Tenure Committee, 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 eligible faculty at least two weeks before the meeting at which specific cases are to be discussed and voted.

To remove any member of the eligible faculty from the review of a candidate when the member has a conflict of interest but does not voluntarily withdraw from the review.

To attend the meetings of the eligible faculty at which promotion and tenure matters are discussed and respond to questions raised during the meeting.

September-October: To provide an independent written evaluation and recommendation for each candidate, following receipt of the eligible faculty's completed evaluation and recommendation.

To meet with the eligible faculty 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 eligible faculty and department chair.

Of the availability for review of the written evaluations by the eligible faculty 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 associated 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 Committee'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.

4.External Evaluations

External evaluations of scholarly activity and research are obtained for all promotion reviews in which scholarship must be assessed. These include all tenure track promotion and tenure or promotion reviews, all research faculty contract renewal and promotion reviews, and all associated faculty promotion reviews with tenure-track titles...

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 scholarship (or other performance, if relevant) who is not a close personal friend, research collaborator, or former academic advisor or post-doctoral mentor of the candidate. Qualifications are generally judged on the basis of the evaluator's expertise, record of accomplishments, and institutional affiliation. This department will only solicit evaluations from tenured professors at institutions comparable to OSU's Department of Design All persons providing evaluation must be at or above the rank sought by the applicant.

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 semester 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 Committee, 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/university/facultyrules>) 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/assets/files/documents/Letter201.pdf>, 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.

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 Committee 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 in bold below, is forwarded when the review moves beyond the department. The documentation of scholarship 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.

1. Teaching

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. Discursive evaluations collected directly from students between the midterm and final meeting of a course are allowed in addition to or in lieu of SEI data when a course is too small to generate SEI data or when SEI data is not generated.

Peer evaluation of teaching reports as required by the department's peer evaluation of teaching program (details provided in "Procedures for Student and Peer Evaluation of Teaching," below).

Statements from current and former students about the quality of a professor's instruction addressed to the Promotion and Tenure committee can be submitted to supplement or substitute for SEI and discursive evidence of teaching effectiveness.

Copies 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.

Comprehensive syllabi, course materials and teaching outcomes

Teaching activities as listed in the core dossier including:

- Involvement in graduate/professional exams, theses, and dissertations, and undergraduate research.
- Mentoring postdoctoral scholars and researchers.
- Extension and continuing education instruction.
- Involvement in curriculum development.
- Awards and formal recognition of teaching.
- Presentations on pedagogy and teaching at national and international conferences.
- Adoption of teaching materials at other colleges or universities.
- Other relevant documentation of teaching as appropriate.

2.Scholarship

For the time period since the last promotion:

- Copies of all books, articles, and 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 (published reviews including publications where one's work is favorably cited, grants and contract proposals that have been submitted).

Scholarship activities as listed in the core dossier including:

- Documentation of creative works pertinent to the candidate's professional focus including artwork, choreography, collections, compositions, curated exhibits, moving images, multimedia, performances, radio, recitals, recordings, television, and websites.
- Documentation of inventions, patents, disclosures, options and commercial licenses.
- List of prizes and awards for research, scholarly, or creative work.

3.Service

For the time period since the last promotion:

Service activities as listed in the core dossier including:

- Involvement with professional journals and professional societies.
- Consultation activity with industry, education, or government.
- Clinical services.
- Administrative service to department.
- Administrative service to college.
- Administrative service to university and Student Life.
- Advising to student groups and organizations.
- Awards and prizes for service to profession, university, or department.
- Any available documentation (e.g. letters from committee chairs) 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/university/facultyrules>) 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/university/facultyrules>).

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.

IX Seventh-Year Reviews

Faculty Rule 3335-6-05 (<http://trustees.osu.edu/university/facultyrules>) sets forth the conditions of and procedures for a Seventh Year Review for a faculty member denied tenure as a result of a sixth year (mandatory tenure) review.

X Procedures for Student and Peer Evaluation of Teaching

A Student Evaluation of Teaching

Use of the Student Evaluation of Instruction (SEI) online form is required in every course offered in this department. Faculty members 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.

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 a year during the probationary period, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned in the course of the probationary period. When assistant professors are reviewed for tenure and promotion, they are required to have a minimum of five peer evaluations of teaching from the probationary period.
- To review the teaching of tenured associate professors at least once every other year, with the goal of assessing teaching at all the levels of instruction over time at rank of associate professor. When associate professors are reviewed for tenure and promotion, they are required to have a minimum of two peer evaluations of teaching from their most recent five years of instruction.
- To review the teaching of tenured professors at least once every four years with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned over time
- 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://ucats.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 evaluations (the first three situations listed above) are comprehensive and should include, in addition to class visitation, review of course syllabi and related instruction materials. In the case of peer review for the purposes of promotion and tenure reviews, the class visitation is conducted by one or more senior peers whom the promotion and tenure chair has identified in consultation with the candidate. The peer reviewer should meet with the candidate to establish a time for the visit and to understand the goals of the course and the candidate's teaching philosophy. If possible, the peer reviewer should attend at least one class session during a semester.

In observing the course and reviewing the syllabus and other materials, the peer reviewer should focus on such issues as the appropriateness of the course design given the goals and level of the course, the quality and effectiveness of the instructional materials and assessment tools, and the appropriateness of the approach relative to current disciplinary knowledge. At the conclusion of the class visits, the reviewer meets with the candidate to give feedback and also submits a written report to the department chair, copied to the candidate. The candidate may provide written comments on this report and the reviewer may respond if he/she wishes. The reports are included in the candidate's promotion and tenure dossier.