

APPOINTMENTS, PROMOTION, AND TENURE
CRITERIA AND PROCEDURES

DEPARTMENT OF HORTICULTURE AND CROP SCIENCE

College of Food, Agricultural, and Environmental Sciences
The Ohio State University

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Table of Contents

I. PREAMBLE	5
II. DEPARTMENT MISSION	6
2.1. Mission of the Department.....	6
2.2. Vision for the Department.....	6
2.3. Departmental Philosophy.....	7
2.4. Faculty values:.....	7
III. DEFINITIONS	8
3.1. Committee of the Eligible Faculty.....	8
3.1.1. Tenure-track Faculty.....	8
3.1.2. Professional practice (Professional Practice) Faculty.....	8
3.1.3. Research Faculty.....	8
3.1.4. Conflict of Interest.....	9
3.1.5. Minimum Composition.....	9
3.2. Promotion and Tenure Committee.....	9
3.3. Quorum.....	10
3.4. Recommendation from the Committee of the Eligible Faculty.....	10
3.4.1. Appointment.....	10
3.4.2. Reappointment, Promotion and Tenure, Promotion, and Contract Renewal.....	10
IV. APPOINTMENTS	10
4.1. Criteria.....	10
4.1.1. Tenure-track Faculty.....	10
4.1.2. Tenure-track Faculty—Regional Campus.....	11
4.1.3 Professional Practice (Professional practice) Faculty.....	11
4.1.4. Research Faculty.....	12
4.1.5. Associated Faculty.....	12
4.1.6. Courtesy Appointments for Faculty.....	14
4.1.7. Emeritus Faculty.....	14
4.2. Procedures.....	14
4.2.1. Tenure-track Faculty.....	14
4.2.2. Tenure-track Faculty—Regional Campus.....	16
4.2.3. Professional Practice (Professional practice) Faculty.....	16
4.2.4. Research Faculty.....	17
4.2.5. Transfer from the Tenure-track.....	17
4.2.6. Associated Faculty.....	18
4.2.7. Courtesy Appointments for Faculty.....	18
4.2.8. Emeritus Faculty.....	19
V. ANNUAL REVIEW PROCEDURES	19
5.1. Probationary Tenure-track Faculty.....	19
5.1.1. Regional Campus Faculty.....	20
5.1.2. Fourth-Year Review.....	20
5.1.3. Exclusion of Time from Probationary Period.....	20
5.2. Tenured Faculty.....	20

5.3. Tenured Faculty—Regional Campus	21
5.4. Professional Practice Faculty	21
5.5. Research Faculty	21
5.6 Associated Faculty	2
VI. MERIT SALARY INCREASES AND OTHER REWARDS	22
6.1 Criteria.....	22
6.2. Procedures	22
6.3. Documentation	23
6.3.1. Teaching (Resident Instruction and Extension-Outreach)	23
6.3.2. Research	23
6.3.3. Service	23
VII. PROMOTION AND TENURE AND PROMOTION REVIEWS	24
7.1. Criteria.....	24
7.1.1. Promotion to Associate Professor with Tenure.....	24
7.1.2. Promotion to Associate Professor without Tenure.....	27
7.1.3. Promotion to Professor	27
7.1.4. Regional Campus Faculty.....	27
7.1.5. Professional Practice Faculty	27
7.1.6. Research Faculty	28
7.2. Procedures	28
7.2.1. Candidate Responsibilities	29
7.2.2. Promotion and Tenure Committee Responsibilities.....	29
7.2.3. Eligible Faculty Responsibilities.....	30
7.2.4. Department Chair Responsibilities.....	31
7.2.5. Procedures for Regional Campus Faculty	32
7.2.6. External Evaluations.....	32
7.3. Documentation	33
7.3.1. Teaching	34
7.3.2. Research	36
7.3.3. Service	36
VIII. APPEALS	37
IX. SEVENTH-YEAR REVIEWS	37
X. REVISION OF THE CRITERIA, PROCEDURES, AND GUIDELINES FOR THE APPOINTMENTS, PROMOTION AND TENURE DOCUMENT	37
XI. PROCEDURES FOR STUDENT AND PEER EVALUATION OF TEACHING	37
11.1. Student Evaluation of Teaching	37
11.2. Peer Evaluation of Teaching (Resident instruction and Extension Teaching).....	37
Appendix 1. Policy for Peer Review of Classroom and Extension Teaching	38
Appendix 2. Example information to facilitate peer review.....	44
Appendix 3. Tools available for evaluation of Extension teaching.....	45

Appendix 4. Policy for Mentoring Assistant and Associate Level Faculty Members45

Assistant Professors..... 45

Associate Professors..... 46

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 (<https://oaa.osu.edu/policies-and-procedures-handbook>); 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](#) 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 “[Criteria for appointment, reappointment, and promotion and tenure of tenure-track faculty](#)” 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 opportunity](#).

II. DEPARTMENT MISSION

2.1. Mission of the Department

The mission of the Department of Horticulture and Crop Science is to obtain knowledge about plants and their uses through innovation and discovery, and then disseminate that knowledge to benefit Ohio State University, the people of Ohio, and the world. Through the years our programs have provided outcomes that impact the plant sciences with specific emphasis on Horticulture and the Crop Sciences. We are positioned to contribute through innovation, discovery and application through our teaching, extension, and research efforts to economic growth through the application of biological sciences. Our efforts will provide nutritious foods, plants for quality urban habitat, and plant based products in an energy efficient and environmentally sustainable way, helping to meet the global challenges of food security and human health, environmental quality and sustainability, and advanced bioenergy and biobased products.

Horticulture and Crop Science is the focal point in Ohio for plant science research, teaching, and extension outreach. As such, we are the primary unit to lead Ohio in the Agricultural Biosciences as it relates to plants. We are, however, aware that we will have to become focused in our efforts, to capitalize on our strengths, and to invest in those areas that are relevant to the innovation, discovery, and application.

2.2. Vision for the Department

The Department of Horticulture and Crop Science will strive for preeminence as a nationally and internationally recognized leader for discovery and translational research in the plant sciences. This vision will be accomplished through innovative and creative educational programs, scientific discovery, the development of novel technology, and delivery of technology to the citizens of Ohio, the United States, and beyond. The Department will be distinguished by members who work together in goal-oriented teams to provide centers of excellence for quality programs in teaching, research, and outreach.

The Department of Horticulture and Crop Science will strive for excellence by:

- Responding to emerging problems and future needs in agriculture and society with research and education programs that improve life and preserve environmental quality.
- Implementing dynamic and relevant academic programs founded in research and responsive to the needs of students.
- Fostering a climate where innovative ideas and approaches to teaching, problem solving and outreach are encouraged, tested and implemented.
- Promoting a sense of departmental ownership among faculty, staff, and students by fostering an environment of open communication and involvement in decision making.
- Garnering adequate resources to implement programs outlined above that serve the people of Ohio and the world.

2.3. Departmental Philosophy

To be one of the best Horticulture and Crop Science departments in the world, we must target our efforts to establish areas of excellence, recruit and challenge the most motivated and talented people, pursue academic excellence as a way of life, and recognize that quality is the most essential characteristic of all programs and personnel. There must be 1) open communication, 2) encouragement and support of innovation and risk-taking, and 3) opportunities for all faculty, students and employees to develop to their highest potential. Teamwork, individual initiative, and leadership are critical ingredients in our organization. Programmatic priorities must be consistent with our mission and sensitive to societal needs. We expect all faculty, students, and employees to take personal responsibility for the quality of their work, and their personal/professional growth and development. The results of our programs and the students we teach are a source of pride for the whole Department.

Members of the Department of Horticulture and Crop Science acknowledge that they are scientifically and professionally involved with the interdependence of natural, social, and technological systems. They are dedicated to the acquisition and dissemination of knowledge that advances the sciences and professions involving plants, soils, and their environment.

In an effort to promote the highest quality of scientific and professional conduct among its members, the Department of Horticulture and Crop Science endorses the following guiding principles that represent basic values of our profession.

2.4. Faculty values:

The missions of the Department, College, and University and positive interactions among faculty and within the general community of scholars in academia cannot be achieved without the demonstration of good faculty citizenship and collegiality. Citizenship and collegiality are not criteria independent of teaching, research, and service, but rather are attitudes and behaviors that are essential to the effective conduct of teaching, research, and service. Collaborative efforts in scholarly work are an important component of collegiality and without the ability to work effectively with others and exhibit a positive and supportive attitude, other positive attributes and contributions of a faculty member are compromised and the potential for collaborative efforts and advances are forfeited. The negative impact of improper behavior on self-esteem and on collegiality and Departmental image cannot be ignored. Therefore, each faculty member is expected to demonstrate respect and responsible behavior toward peers, staff, and students. In addition, each faculty member is expected to carry their load with respect to academic service and other contributions to the academic life of the department.

In addition, all faculty members are expected to:

- Uphold the highest standards of scientific investigation and professionalism, and an uncompromising commitment to the advancement of knowledge.
- Honor the rights and accomplishments of others and properly credit the work and ideas of others.
- Avoid conflicts of interest.
- Demonstrate social responsibility in scientific and professional practice by considering whom their scientific and professional activities benefit, and whom they neglect.

- Provide honest and impartial advice on subjects about which they are informed and qualified.
- As mentors of the next generation of scientific and professional leaders, strive to instill these ethical standards in students at all educational levels.

III. DEFINITIONS

3.1. Committee of the Eligible Faculty

3.1.1. 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. For an appointment at senior rank, a second vote is taken by the faculty members eligible to vote on the rank under consideration.

The eligible faculty for senior rank new appointments and for reappointment, promotion and tenure, and promotion reviews of tenure-track faculty consists of all tenured faculty of equal rank to or 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.

3.1.2. Professional Practice Faculty

The eligible faculty for appointment reviews of professional practice faculty consists of all tenure-track faculty whose tenure resides in the department and all professional practice faculty whose primary appointment is in the department. For an appointment at senior rank, a second vote is taken by the faculty members eligible to vote on the rank under consideration.

The eligible faculty for senior rank of new appointments, reappointment, contract renewal, and promotion of professional practice faculty consists of all tenured faculty of equal rank to or higher rank than the candidate whose tenure resides in the department and all non-probationary professional practice faculty of equal rank to or higher rank than the candidate whose primary appointment is 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.

3.1.3. Research Faculty

The eligible faculty for appointment reviews of research faculty consists of all tenure-track faculty whose tenure resides in the department, all professional practice faculty whose primary appointment is in the department, and all research faculty whose primary appointment is in the department. For an appointment at senior rank, a second vote is taken by the faculty members eligible to vote on the rank under consideration.

The eligible faculty for senior rank of new appointments, reappointment, contract renewal, and promotion reviews of research faculty consists of all tenured faculty of equal rank to or higher rank than the candidate whose tenure resides in the department, all non-probationary professional practice faculty of higher rank than the candidate whose primary appointment is in the

department, and all non-probationary research faculty of higher rank than the candidate whose primary appointment is 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.

3.1.4. 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.

3.1.5. 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

3.2. 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 P&T Committee shall consist of five faculty elected from among tenured Professors and tenured Associate Professors with the latter comprising at least one, but no more than two of the members. The Committee will have at least one member with a primary appointment in each of teaching, research or extension. The Committee will have members from both the Wooster and Columbus campuses. Committee members will serve three-year staggered terms. Election of new members will be completed using a timetable that will facilitate the annual schedule for P&T activities (generally February through November). Re-election to the Promotion and Tenure Committee is possible after two terms (six years) have passed since the end of a three year term on the committee.

The P&T Committee will elect a Chair-designate from within the Committee, who will be a Professor, and will serve a one-year term as an understudy to the committee Chair (which may extend their term of service). The Chair-designate will become committee Chair in the following year. The Chair-designate will also serve as the Procedures Oversight Designee (POD). The Department Chair and Associate Chairs are ex-officio, non-voting members of this Committee. However, their attendance at P&T meetings is crucial, providing the Committee with a broad perspective of each candidate's performance, resource allocations, and other elements that might be difficult for the Committee to assess or obtain through documentation available to it.

When considering cases involving professional practice faculty the Promotion and Tenure Committee may be augmented by two non-probationary professional practice faculty members.

When considering cases involving research faculty the Promotion and Tenure Committee may be augmented by two non-probationary research faculty members.

3.3. 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 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.

3.4. Recommendation from the Committee of the Eligible Faculty

“Yes” and “no” votes are counted on personnel matters only; 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.

3.4.1. Appointment

A positive recommendation from the eligible faculty for appointment is secured when *two-thirds* of the votes cast are positive.

3.4.2. 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 a simple majority of the votes cast are positive.

IV. APPOINTMENTS

4.1. 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.

4.1.1. 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 end 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 doctoral 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. Conditions for interruption of the tenure clock are specified by OAA. Review for tenure prior to the mandatory review year is possible when the candidate (in conjunction with the Promotion and Tenure Committee) considers 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, meets 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. Offers to foreign nationals require prior consultation with the office of International Education.

4.1.2. Tenure-track Faculty—Regional Campus

Not applicable

4.1.3 Professional Practice Faculty

Within the Department of Horticulture and Crop Science, Professional Practice faculty are teacher/practitioners who are engaged primarily in teaching activities related to courses or instructional situations involving professional skills.

Appointment of professional practice faculty entails a three-, four-, or five-year contract. The initial contract is probationary, with reappointment considered annually. Tenure is not granted to professional practice faculty. There is also no presumption that subsequent contracts will be offered, regardless of performance. If the department wishes to consider contract renewal, a formal review of the faculty member is required in the penultimate year of the current contract period. For more information see [Faculty Rule 3335-7](#).

Instructor of Professional Practice in Horticulture and Crop Science - Appointment is normally made at the rank of Instructor of Professional Practice in Horticulture and Crop Science when the appointee has not completed the requirements for the terminal degree or has not obtained the required licensure/certification at the time of appointment. The department will make every effort to avoid such appointments. An appointment as Instructor of Professional Practice in Horticulture and Crop Science is limited to a four-year contract. In such cases, if the instructor has not completed requirements for promotion to the rank of Assistant Professor of Professional Practice in Horticulture and Crop Science by the end of the penultimate year of the contract period, a new contract will not be considered even if performance is otherwise adequate and the position itself will continue.

Assistant Professor of Professional Practice in Horticulture and Crop Science - A terminal degree in the relevant field or equivalent experience, and the required licensure/certification in his or her specialty are the minimum requirements for appointment at the rank of Assistant Professor of Professional Practice in Horticulture and Crop Science. Evidence of ability to teach is highly desirable.

Associate Professor and Professor of Professional Practice in Horticulture and Crop Science - Appointment at the rank of Associate Professor of Professional Practice in Horticulture and Crop Science or Professor of Professional Practice in Horticulture and Crop Science requires that the individual have: i) an earned doctorate or other terminal degree in the relevant field; ii) the required licensure/certification in his/her specialty; and iii) meet, at a minimum, the department's criteria—in teaching, professional practice and other service, and scholarship—for promotion to these ranks.

4.1.4. Research Faculty

Appointment of research faculty entails one- to five-year contracts. The initial contract is probationary, with reappointment considered annually. Tenure is not granted to research faculty. There is also no presumption that subsequent contracts will be offered, regardless of performance. If the department wishes to consider contract renewal, a formal review of the faculty member is required in the penultimate year of the current contract period. For more information see [Faculty Rule 3335-7](#).

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

Research Associate Professor and Research Professor - Appointment at the rank of Research Associate Professor or Research Professor requires that the individual have a doctorate and meet, at a minimum, the department's criteria for promotion to these ranks.

4.1.5. Associated Faculty

Associated faculty appointments may be as short as a couple of weeks to assist with a focused project, a semester to teach one or more courses, or for up to three years when a longer contract is useful for long-term planning and retention. With the exception of visiting faculty, associated faculty may be reappointed.

Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor - Adjunct appointments may be compensated or uncompensated. Adjunct faculty appointments are given to individuals who give academic service to the Department, such as teaching a course or serving on graduate student committees, for which a faculty title is appropriate. Typically the 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.

Instructor of Professional Practice, Assistant Professor of Professional Practice, Associate Professor of Professional Practice, and Professor of Professional Practice - Associated professional practice appointments may either be compensated or uncompensated. Uncompensated appointments are given to individuals who volunteer uncompensated academic service such as teaching a course or serving on graduate student committees to the Department, for which a faculty title is appropriate. Associated Professional practice rank is determined by applying the criteria for appointment of professional practice faculty. Associated Professional practice faculty members are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of professional practice 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, but may be promoted to senior lecturer if they meet the criteria for appointment at that rank. The initial appointment for a lecturer should generally not exceed one year.

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 (1 – 49% FTE) or uncompensated (0% FTE). 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, and Visiting Professor - Visiting faculty appointments may either be compensated or not compensated. Visiting faculty members on leave from an academic appointment at another institution are appointed at the rank held in that position. The rank at which other (non-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.

4.1.6. Courtesy Appointments for Faculty

Occasionally the active academic involvement in this Department by a Tenure-track, Professional Practice, or Research 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 University rank, with promotion in rank recognized.

4.1.7. Emeritus Faculty

Emeritus faculty are those who have retired after serving as tenure-track, professional practice, or research faculty members in the Department and who, upon retirement, have requested and were recommended for emeritus status by the Chair, the Dean, and the Provost. They hold non-salary appointments. Emeritus faculty members are invited to participate in departmental activities and programs; however, they may not vote in the governance of the Department or participate in promotion and tenure decisions. Office, laboratory, and other facilities may be provided to emeritus faculty members, depending on the available resources and the stated needs of the retired individual. The Chair makes all decisions regarding use of facilities. Use of departmental resources will be evaluated yearly by the Chair.

4.2. Procedures

See the [Faculty Policy on Faculty Recruitment and Selection](#) and the [Policy on Faculty Appointments in the Office of Academic Affairs](#) for information on the following topics:

- recruitment of tenure-track, professional practice, and research 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

4.2.1. 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 entail substantial faculty involvement and be consistent with the OAA [Policy on Faculty Recruitment and Selection](#).

New positions to be filled in the Department will be determined through faculty discussion of priorities and needs that contribute to the Department, College, and University Strategic Plans. The Department will follow the CFAES faculty position request procedure. The Chair will designate the EAC or ad-hoc committee) to assist in developing a “Faculty Position Request”, the language of which will include the core of a position description. The “Faculty Position Request” will be made available to all faculty for discussion and approval by a majority vote at a regular, or called, faculty meeting with a quorum present.

The Department Chair will submit the faculty-approved “Faculty Position Request” describing the position, proposed responsibilities, and justification to the CFAES Administration for approval to initiate a search. This approval may or may not be accompanied by constraints with

regard to salary, rank, and field of expertise. After the “Faculty Position Request” is approved by the College, the Chair submits a Faculty Position Authorization Request, which does not require additional approval by the faculty.

The Department Chair will submit names for a search committee in accordance with the requirements of the College, consisting of three or more departmental faculty (majority of committee), a departmental staff member, a student, and an external member (faculty or stakeholder). Selected faculty will reflect the field of expertise that is the focus of the search (if relevant) as well as other fields within the Department. The Department Chair will appoint one of the search committee members to serve as Chair. Following approval of this committee from the College, the Department Chair and Search Committee will work with the CFAES Administration to conduct the search.

Prior to any search, members of all search committees must undergo inclusive hiring practices training available through [the college with resources from the Office of Diversity and Inclusion](#). Implicit bias training, also strongly encouraged, is available through the [Kirwan Institute for the Study of Race and Ethnicity](#).

Responsibilities of the Search Committee include:

- Appoints a Diversity Advocate who is responsible for providing leadership in assuring that vigorous efforts are made to achieve a diverse pool of qualified applicants.
- Develops a search announcement for internal posting in the University Job Postings through the [Office of Human Resources Employment Services](#) 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, and salary. In addition, timing for the receipt of applications will be stated as a preferred date, not a precise closing date, in order to allow consideration of any applications that arrive before the conclusion of the search.
- Develops and implements a plan for external advertising and direct solicitation of nominations and applications. If there is any likelihood that the applicant pool will include qualified foreign nationals, the search committee must assure that at least one print (as opposed to 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 prominent professional journal.
- 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 agree 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 for the time being).

On-campus interviews with candidates must include opportunities for interaction with faculty groups, including the search committee; graduate students; the Department Chair; and the college dean or designee(s). All candidates will be required to make a presentation to the Department on their scholarship. If deemed necessary, candidates might also be asked to teach a class, which could be an actual class or a mock instructional situation. ***All candidates interviewing for a particular position must follow the same interview format.*** Following each individual candidate's interview, the Search Committee will collect and summarize feedback on the perceived strengths and limitations of the candidate from faculty, staff, students, and other interested stakeholders.

After the interview process is completed, the Search Committee will present summaries of the feedback collected for each candidate at a meeting of the eligible faculty for discussion. Following the meeting, the Search Committee will conduct a vote whether the candidate is ***acceptable*** or ***not acceptable*** for the position using an electronic ballot. At least two-thirds of all faculty eligible to vote must indicate whether a candidate is ***acceptable*** or ***unacceptable***. Acceptability is determined by majority vote. The Department Chair will make a recommendation to the Dean regarding an offer from the pool of acceptable candidates. If the offer involves senior rank, the eligible faculty members vote also on the appropriateness of the proposed rank. If the offer involves prior service credit, the eligible faculty members vote on the appropriateness of such credit. The eligible faculty report a recommendation on the appropriateness of the proposed rank or the appropriateness of prior service credit to the Department Chair. Appointment offers at the rank of Associate Professor or Professor, with or without tenure, and/or offers of prior service credit require prior approval of the Office of Academic Affairs.

When authorized by the Dean to make an offer, the Department Chair will offer the position to the selected candidate and negotiate financial and other considerations within the guidelines and constraints established in consultation with the Dean and appropriate Associate Deans for Research and Graduate Education, OSU Extension, and Academic Programs. 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. The details of the offer, including compensation, are determined by the Department Chair.

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.

4.2.2. Tenure-track Faculty—Regional Campus

Not applicable

4.2.3. Professional Practice Faculty

In accordance with procedures established for tenure-track faculty positions, professional practice faculty appointments will be created based on departmental priorities and strategic goals as well as meeting the needs of the undergraduate and graduate students. An exception to conducting a national search requires approval by the Dean. Prospective candidates will submit a dossier formatted as required for a tenure-track position, including curriculum vitae, letters of recommendation, and a teaching statement. If an external search is conducted, a departmental Search Committee will be formed as described for tenure-track positions to review applications from qualified candidates to present to the Department. Potential candidates will provide a teaching seminar and interview with the eligible faculty. The Search Committee will solicit comments from faculty, staff, and students and present a summary to the eligible faculty for discussion. The discussion will not only focus on the strength or weakness of the candidate, but breadth of knowledge and ability to teach in the desired course topics. A vote of the eligible faculty will be taken and provided to the Chair who will determine whether or not to proceed with hire. A two-thirds majority vote will indicate faculty approval of the candidate.

4.2.4. Research Faculty

In accordance with procedures established for tenure-track faculty positions, research faculty appointments will be created based on departmental priorities and strategic goals. An exception to conducting a national search requires approval by the Dean. Prospective candidates will submit a dossier formatted as required for tenure-track positions, including curriculum vitae, letters of recommendation, and a research statement. Should the research faculty position arise internally to elevate an existing distinguished researcher in the Department, the candidate will have a sponsoring faculty member who will oversee the dossier development and application process. In this situation, the dossier will be required to include the intended term of the position, statement of intended budget complete with existing funds and detailed plan for obtaining sustaining funds, and statement of expectations, responsibilities, and desired outcomes of the position. If an external search is conducted, a departmental Search Committee will be formed as described for tenure-track positions to review applications for qualified candidate to present to the department. Regardless of whether they rise from an external search or internal sponsor, potential candidates will provide a research seminar and interview with the eligible faculty. The Search Committee, or sponsoring faculty member, will solicit comments from faculty, staff, and students and present a summary to the eligible faculty for discussion. The discussion will not only focus on the strength or weakness of the candidate, but relevance of their research plan to needs of the department and any potential overlap with an existing program or research area. A vote of the eligible faculty will be taken and provided to the Chair who will determine whether or not to proceed with hire.

4.2.5. Transfer from the Tenure-track

Tenure-track faculty may transfer to a professional practice or research appointment if appropriate circumstances exist. Tenure is lost upon transfer, and transfers must be approved by the Department Chair, the College Dean, and the Executive Vice President and Provost.

The request for transfer must be initiated by the faculty member in writing and must state clearly how the individual's career goals and activities have changed.

Transfers from a professional practice appointment and from a research appointment to the tenure-track are not permitted. Professional practice faculty members and research faculty members may apply for tenure-track positions and compete in regular national searches for such positions.

4.2.6. Associated Faculty

The appointment, review, and reappointment of all compensated associated faculty is decided by the Department Chair in consultation with the Department Executive Advisory Committee. Compensated associated appointments are generally made for a period of one year, unless a shorter or longer period is appropriate to the circumstances.

Appointment and reappointment of uncompensated adjunct or visiting faculty member may be proposed by any faculty member in the Department and is decided by the Department Chair in consultation with the Department Executive Advisory Committee. Compensated associated appointments are generally made for a period of one year, unless a shorter or longer 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. Visiting appointments may be made for one term of up to three years or on an annual basis for up to three consecutive years.

Lecturer and senior lecturer appointments are usually made on a semester by semester or annual basis. After the initial appointment, and if the Department's curricular needs warrant it, a multiple year appointment may be offered.

All associated appointments expire at the end of the appointment term and must be formally renewed to be continued.

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.

4.2.7. Courtesy Appointments for Faculty

Any Department faculty member may propose a 0% FTE (courtesy) appointment for a tenure-track, professional practice, or research faculty member from another Ohio State University 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.

4.2.8. Emeritus Faculty

A request for appointment as an emeritus faculty member must originate with the retired or retiring faculty member. Typically, the request is made in a letter separate from the letter of resignation to the Chair between three months before or after the retirement date. Following approval, the Chair forwards the request to the Dean of the college for further action. No annual reappointment is necessary.

V. ANNUAL REVIEW PROCEDURES

The department follows the requirements for annual reviews as set forth in the [Faculty Annual Review Policy](#).

The annual reviews of every faculty member are based on expected performance in teaching (resident and extension), scholarship, service, and departmental citizenship as set forth in the Department's guidelines on faculty duties and responsibilities (see POA, Section II.A); on any additional assignments and goals specific to the individual; and on progress toward promotion where relevant.

The annual review is the primary means by which the faculty performance and achievement are evaluated, and serves as a basis for 1) formal communication between the Department Chair and faculty member regarding accomplishments of the previous year and plans for the next year, 2) a component in the determination of annual merit salary recommendations, 3) assisting faculty in professional development, 4) calling attention to performance problems where they exist, 5) praising exceptional performance, and 6) for untenured regular faculty, serving as a component of monitoring progress toward tenure.

The documentation required for the annual performance review of every faculty member is described under Merit Salary Increases below. This material must be submitted, when requested, to the Department Chair, typically in January following the review year.

The Department Chair is required per [Faculty Rule 3335-3-35](#) 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.

5.1. 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, future plans, and goals; and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment.

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 non-renewal, the Fourth-Year Review process per [Faculty Rule 3335-6-04](#) 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.

5.1.1. Regional Campus Faculty

Not applicable

5.1.2. 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 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. 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](#) is followed and the case is forwarded to the college for review, regardless of whether the Department Chair recommends renewal or nonrenewal.

5.1.3. Exclusion of Time from Probationary Period

[Faculty Rule 3335-6-03 \(D\)](#) 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](#).

5.2. Tenured Faculty

Associate Professors and Professors are reviewed annually by the Department Chair. The Department Chair meets with the faculty member to discuss his/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. All reviews and comments will become part of the Faculty member's personnel file.

5.3. Tenured Faculty—Regional Campus

Not applicable

5.4. Professional Practice Faculty

The annual review process for Professional Practice probationary and non-probationary faculty is identical to that for tenure-track probationary and tenured faculty, respectively.

In the penultimate contract year of a professional practice faculty member's appointment, the Department Chair must determine whether the position held by the faculty member will continue. If the position will not continue, the faculty member is informed that the final contract year will be a terminal year of employment. The standards of notice set forth in [Faculty Rule 3335-6-08](#) must be observed.

If the position will continue, a formal performance review for reappointment is necessary in the penultimate contract year to determine whether the faculty member will be offered a new contract. This review proceeds identically to the Fourth-Year Review procedures for tenure-track faculty. External letters of evaluation are not solicited. There is no presumption of renewal of contract.

5.5. Research Faculty

The annual review process for research probationary and non-probationary faculty is identical to that for tenure-track probationary and tenured faculty.

In the penultimate contract year of a research faculty member's appointment, the Department Chair must determine whether the position held by the faculty member will continue. If it will not continue, the faculty member is informed that the final contract year will be a terminal year of employment. The standards of notice set forth in [Faculty Rule 3335-6-08](#) must be observed.

If the position will continue, a formal performance review for reappointment is necessary in the penultimate contract year to determine whether the faculty member will be offered a new contract. This review proceeds identically to the Fourth-Year Review procedures for tenure-track faculty. External letters of evaluation are not solicited. There is no presumption of renewal of contract.

5.6. Associated Faculty

Compensated associated faculty members in their initial appointment must be reviewed before reappointment. The Department Chair, or designee, prepares a written evaluation and meets with the faculty member to discuss his or her performance, future plans, and goals. The Department Chair's recommendation on renewal of the appointment is final. If the recommendation is to renew, the Department Chair may extend a multiple year appointment.

Compensated associated faculty members on a multiple year appointment are reviewed annually by the Department Chair, or designee. The Department Chair, or designee, prepares a written evaluation and meets with the faculty member to discuss his or her performance, future plans,

and goals. No later than October 15 of the final year of the appointment, the Chair will decide whether or not to reappoint. The Department Chair's recommendation on reappointment is final.

VI. MERIT SALARY INCREASES AND OTHER REWARDS

6.1 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 (resident instruction and extension), 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.

In addition to the teaching, research, extension, and service expectations placed on faculty, citizenship and collegiality will be a component of annual evaluation. Citizenship and collegiality includes contributing to the academic life of the Department through participating in Departmental activities including seminars, invited speaker programs, faculty meetings, committee meetings, and student activities where faculty are invited. Faculty members are also expected to demonstrate respect and responsible behavior toward peers, staff, students, and clientele of the Department.

Faculty who are on professional leave, serving as visiting professors, or participating professionally in approved off-campus assignments, will not be penalized by loss of a salary increase while away from the Department. In these cases, the faculty member will not deviate from normal annual review procedures and provide to the Department Chair an annual report of accomplishments and plans for the coming year, as requested.

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.

6.2. 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.

6.3. Documentation

The annual performance review of every faculty member requires that a summation of the past year's accomplishments using OSU's current electronic reporting system (or additional documentation as requested by the Department Chair), be submitted, when requested, to the Department Chair, typically in January following the review year.

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.

6.3.1. Teaching (Resident Instruction and Extension-Outreach)

Teaching and advising performance and quality must be demonstrated and ultimately judged on the basis of peer, extension clientele, and student assessments as defined in the Department's Pattern of Administration, College Guidelines and OAA [*Policies and Procedures Handbook*](#), teaching and advising load, and contributions to the Department's core courses. Student assessments must include the Student Evaluation of Instruction (SEI), alone or in combination with other acceptable instruments approved by the Chair, for each course taught.

Performance and quality of extension teaching must be documented using approved OSUE instruments, or other instruments agreed to by the Chair. Criteria for evaluating teaching quality are consistent with the criteria for promotion and tenure and are outlined in Section VII of this document.

6.3.2. Research

Performance in research will be evaluated primarily on the basis of number and quality of peer-reviewed publications, product development, equipment and process patents, and invited presentations at meetings and symposia at professional society meetings. Other relevant documentation of scholarship will also be used in the evaluation of the faculty member's research program such as non-peer reviewed publications, published reviews including publications where one's work is favorably cited, grant and contract proposals that have been submitted.

6.3.3. Service

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

VII. PROMOTION AND TENURE AND PROMOTION REVIEWS

7.1. Criteria

[Faculty Rule 3335-6-02](#) provides the following context for promotion and tenure and promotion reviews: In evaluating the candidate's qualifications in teaching (resident instruction and extension), 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.

7.1.1. Promotion to Associate Professor with Tenure

[Faculty Rule 3335-6-02](#) 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. There is an expectation that the Faculty member will continue to maintain a program of high-quality teaching, research, 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](#).

The accomplishments listed below in the areas of teaching, research, and service are expected of faculty members 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-Resident Instruction - 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-Extension and Outreach Education - Extension and outreach education refers to planned educational activities by Departmental faculty that are directed primarily toward students/clientele outside the campus classroom. These are persons, other than professional peers, who are not enrolled in courses for academic credit, and include the general public. Outreach education encompasses, but is not limited to, educational activities conducted in conjunction with OSU Extension. Faculty with their primary appointment in Extension are expected to demonstrate contributions through creative analysis, published accounts of applied research and technology, and published review articles. In addition, they are expected to produce materials and programs that digest and translate to practical application established scientific principles and research of others for plant science clientele.

Expectations of an effective extension and outreach education program include:

- An understanding of the needs for knowledge by outreach students and clientele.
- A contemporary command over subject matter and the ability to glean from the subject matter what is useful for identifying and resolving problems.
- Creativity in subject matter development, methods of presentation, and the incorporation of new ideas.
- The ability to communicate effectively with outreach students, both orally and in writing.
- The development of effective teaching programs and materials.

- The ability to anticipate the "teachable moment" regarding the needs of outreach students and to respond with appropriate educational activities.

Research - For promotion to associate professor with tenure, a faculty member is expected to have published a body of work in high-quality peer-reviewed venues that is thematically focused, contributes substantively to knowledge in the area of focus, and is beginning to be favorably cited or otherwise show evidence of influence on the work of others. The following attributes of the body of work are considered:

- quality, impact, quantity
- unique contribution to a line of inquiry or repackaging of earlier work
- Rigor of the peer-review process and degree of dissemination of publication venues. Archival journal publications and monographs are weighted more heavily than conference proceedings, published scholarship more than unpublished scholarship, and original works more than edited works.
- empirical work, demonstrating the candidate's ability to conduct such work and to mentor future scholars, is preferred to synthetic work at this stage of career
- While collaborative work is encouraged, and indeed is essential to some types of inquiry, the candidate's intellectual contributions to collaborative work must be clearly and fairly described to permit accurate assessment.
- A demonstrated ability to obtain and potential to sustain research program funding. Competitive peer-reviewed funding is weighted more favorably than other types, since it serves as a quality indicator of research programs, and grants requiring the exercise of intellectual creativity are weighted more heavily than those that largely dictate the work to be done. Research funding is a means to an end; funding that has not led to research productivity is disregarded in the review.
- A developing national/international reputation in the candidate's field as evidenced by external evaluations, invitations to present at recognized prestigious forums, invitations to review research papers and grant proposals, and a beginning trend of positive citations in other researchers' publications. A reputation based on the quality of the research contribution is distinguished from one based mainly on familiarity through the faculty member's frequent attendance at national and international conferences.
- Demonstrated a high degree of ethics in the conduct of research including, but not limited to, full and timely adherence to all regulations relevant to the research program, and ethical treatment of graduate students, postdoctoral fellows, and collaborators.

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

The Department of Horticulture and Crop Science deems service to programs of the Department, College, University and professional organizations as a responsibility of each faculty member. It is recognized that service will vary among faculty members and for a faculty member over time depending, in part, on the specific faculty appointment. However, a faculty member is expected to provide service in the following major categories: administrative, student, professional, and industry.

[7.1.2. Promotion to Associate Professor without Tenure](#)

Not applicable in the Department of Horticulture and Crop Science

[7.1.3. Promotion to Professor](#)

[Faculty Rule 3335-6-02](#) 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 specific criteria in teaching, scholarship, and service for promotion to professor are similar to those for promotion to associate professor with tenure, with the added expectation of sustained accomplishment and quality of contributions, a record of continuing professional growth, and evidence of established national or international reputation in the field.

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.

[7.1.4. Regional Campus Faculty](#)

Not applicable

[7.1.5. Professional Practice Faculty](#)

For promotion to Assistant Professor of Professional Practice in Horticulture and Crop Science, a faculty member must complete his/her doctoral degree and meet the required licensure/certification in his/her specialty and be performing satisfactorily in teaching, professional practice, and service.

For promotion to Associate Professor of Professional Practice in Horticulture and Crop Science, a faculty member must show convincing evidence of excellence as a teacher and a provider of effective service; must have a documented high level of competence in professional practice; and must display the potential for continuing a program of high-quality teaching and service relevant to the mission of this Department. Specific criteria in teaching and service for promotion to associate professor-professional practice are similar to those for promotion to associate professor with tenure. Scholarship activity is not expected.

For promotion to Professor of Professional Practice in Horticulture and Crop Science, a faculty member must have a record of continuing professional growth and increasing quality of contributions, including a sustained record of excellence in teaching and professional practice; leadership in service to this Department and to the profession; and production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice.

7.1.6. Research Faculty

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

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

7.2. 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](#) and the Office Academic Affairs annually updated procedural guidelines for promotion and tenure reviews found in Volume 3 of the [Policies and Procedures Handbook](#). The following sections, which state the responsibilities of each party to the review process, apply to all faculty in the Department.

All candidates for promotion and tenure are reviewed by the eligible faculty and by the Department Chair. Faculty eligible for voting on P&T decisions shall include tenured faculty members of equal rank or higher rank than the candidate's proposed promotion excluding the Department Chair. Departmental voting rules and guidelines on all P&T decisions are as follows:

- The eligible faculty will have a formal meeting to discuss fully a candidate for P&T before the vote on the candidate is taken. The P&T Committee chair will distribute ballots to the faculty at that meeting, and ballots must be filled out and returned to the P&T Chair within five (5) working days after the faculty meeting is held.
- Ballots will be provided to eligible faculty members to render a positive or negative vote on the candidate. These ballots will be placed inside of two envelopes, the outer envelope bearing the name of the eligible faculty member. This is to keep track of which faculty have received ballots. After marking the ballot, the faculty member will insert the ballot in the inner (unmarked) envelope and return it to the Chair of the P&T Committee or his/her designee. The P&T Committee will record that each faculty member has voted and, after all sealed envelopes have been collected, votes will be pooled and counted by two P&T Committee members.
- Voting-eligible faculty (those who attended the meeting to discuss the candidate) have the responsibility to objectively review the candidate's entire dossier including documentation describing accomplishments in teaching, scholarship, and service as they

pertain to the criteria outlined in this document and to participate in the discussion of the case. Every eligible faculty member is expected to vote on P&T decisions. Abstentions will not be included as part of the total vote.

7.2.1. Candidate Responsibilities

Candidates are responsible for submitting a complete, accurate dossier fully consistent with Office of Academic Affairs guidelines (which must include using OSU's current electronic reporting system). Candidates should not sign the Office of Academic Affairs Candidate Checklist without ascertaining that they have fully met the requirements set forth in the Office of Academic Affairs core dossier outline including, but not limited to, those highlighted on the checklist.

Candidates must 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.

If external evaluations are required candidates are responsible for reviewing the list of potential external evaluators developed by the Department Chair and the Promotion and Tenure Committee. The candidate may add two more names (or a third name, if one of those names is unavailable to provide an evaluation), 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.)

7.2.2. Promotion and Tenure Committee Responsibilities

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

- Review this document annually and to recommend proposed revisions to the faculty.
- Consider on an annual basis, in spring semester, 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. The Promotion and Tenure Committee will not vote on non-mandatory reviews, but will provide an honest and fair assessment to the candidate regarding the suitability of dossier for review.
- A tenured faculty member may only be denied a formal promotion review under Faculty Rule [3335-6-04](#) for one year. 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 recommendation by the Committee to move forward with a review 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.
- Annually, in late spring through early autumn semester, to provide administrative support for the promotion and tenure review process as described below.
- Late Spring Semester: Select from among its members a Procedures Oversight Designee (POD) who will serve in this role for the following year. The POD cannot be the same individual who chairs the committee. The POD's responsibilities are described in the Office of Academic Affairs annual procedural guidelines.
- Late Spring Semester: Suggest names of (5-9) external evaluators to the Department Chair.
- Late Spring Semester: Review each candidate's dossier 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.
- Late Spring Semester: The Promotion and Tenure Committee, or a designated representative from the Promotion and Tenure Committee, will 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.
- Early Autumn Semester: 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.
- Early Autumn Semester: Revise the draft analysis of each case following the eligible 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.
- Mid-Autumn Semester: Provide a written response, on behalf of the eligible faculty, to any candidate comments that warrant response, for inclusion in the dossier.
- Mid-Autumn Semester: 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.

7.2.3. 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.

7.2.4. Department Chair Responsibilities

The responsibilities of the Department Chair are as follows:

- Where relevant, to verify the prospective candidate's residency status. Faculty members who are neither citizens nor permanent residents of the 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.
- Late Spring Semester: 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.)
- 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.
- 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.
- Attend the meetings of the eligible faculty at which promotion and tenure matters are discussed and respond to questions raised during the meeting.
- Mid-Autumn Semester: Provide an independent written evaluation and recommendation for each candidate, following receipt of the eligible faculty's completed evaluation and recommendation.
- 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 and of the availability for review of the written evaluations by the eligible faculty and Department Chair, as well as the opportunity to submit written comments on the above material, within ten (10) 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.
- Provide a written response to any candidate comments that warrants response for inclusion in the dossier.

- Forward the completed dossier to the CFAES 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.
- 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.

7.2.5. Procedures for Regional Campus Faculty

Not applicable

7.2.6. 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 appointment contract renewals and promotion reviews, and all adjunct faculty promotion reviews. External evaluations of scholarly activity and research are not obtained for professional practice faculty unless the faculty member has been involved in a significant amount of scholarship. The decision to seek external evaluations for a professional practice faculty member will be made by the Department Chair after consulting with the candidate and the chair of the Promotion and Tenure Committee.

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 can give an “arms’ length” evaluation of the research record and 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 full professors at institutions comparable to Ohio State University. In the case of an assistant professor seeking promotion to associate professor with tenure, a minority of the evaluations may come from associate professors.
- 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, more letters are sought than 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. The Department

Chair may contact potential evaluators to determine they are available (i.e. have time within their work commitments) and willing to provide a letter of evaluation.

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](#) 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 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.

7.3. Documentation

As noted above under Candidate Responsibilities (Section 7.2.1), 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 7.3.1, 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.

7.3.1. Teaching

The time period for material included in the dossier for probationary faculty is the date of hire to present. For tenured or non-probationary faculty it is the date of last promotion or the last five years, whichever is less, to present. Examples of teaching documentation (resident instruction) include:

- Cumulative eSEI reports (Student Evaluation of Instruction computer-generated summaries prepared by the Office of the University Registrar) for every class
- Peer evaluation of teaching reports as required by the Department's peer evaluation of teaching program (details provided in the Appendix to 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.
- 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

Documentation and evaluation of Extension/Outreach Education includes the following:

- Development and delivery of outreach education programs (lessons, courses, and curricula).
 - The number of outreach lessons or programs developed and the depth and breadth of subject matter included.
 - The number and scope of courses of study (series of multiple lessons) developed.
 - Participation in the development of a curriculum of study (series of courses).
 - Involvement in program planning and development at the county, multi-county, state, regional, national and international levels, including the development of proposals for program funding and success thereof.
 - Formal evaluations of extension meetings and programs and other outreach education activities.
 - Letters of evaluation solicited by a third party (e.g. Department Chair).
- Development of teaching materials for outreach education.
 - The number and scope of written teaching plans or programs, discussion guides, and related educational materials for use in teaching and for adoption by other outreach

- educators such as field extension faculty, industrial trainers, and other natural resource managers.
- The number and scope of visual, audio, and computerized (software packages) teaching aids, and evidence of use by other educators.
 - Publications authored, co-authored, or edited.
 - Peer-evaluated publications designed primarily to communicate with other educators or to serve as basic references, e.g., extension bulletins, journal articles, books and book chapters, proceedings, etc.
 - Popular and technical articles designed primarily to communicate timely subject matter directly to outreach students and the general public, e.g., articles in citable news magazines, newspapers, trade journals, newsletters, etc.
 - Fact sheets and other printed or electronic means of disseminating small but significant pieces of information that have been evaluated and approved by peers.
 - Web pages, postings to on-line bulletin boards or other services that have been evaluated and approved by peers.
 - Professional and society presentations, including volunteered and invited papers/posters, presented before professional societies on the subject of Extension or outreach education.
 - Teaching
 - The number, subject matter scope and depth, and location of outreach education classes taught, and the number of students involved in each.
 - Peer review of outreach teaching.
 - Written assessment by other faculty members who have collaborated in team teaching.
 - Written assessment by Extension field faculty, the Extension Coordinator, Director, or designated representative on at least a biennial basis with input from Extension administrators and District supervisors where appropriate.
 - Written evaluation by individuals who are in target audiences for presentations and/or other educational products.
 - Mediator of knowledge between the University and the public.
 - Utilization of print, broadcast, and electronic media for knowledge dissemination to outreach students and the public at large.
 - Consultation with existing and potential users of outreach education, including farmers, industry and agribusiness operatives, leaders in agricultural and community organizations, and other educators, regarding program recognition and the identification of on-going and emerging needs and opportunities for outreach education on subjects within the faculty member's areas of expertise.
 - Impact of programs upon related practices and other activities.
 - Recognition or awards for distinguished extension education.

- Election to positions of leadership in organizations concerned with outreach education and participation in professional organizations associated with teaching and extension education.
- Unsolicited letters from outreach students, including extension clientele, and others involved in outreach education.

7.3.2. Research

The time period for material included in the dossier for probationary faculty is the date of hire to present. For tenured or non-probationary faculty it is the date of last promotion to present.

Examples of documentation include:

- 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

7.3.3. Service

The time period for material included in the dossier for probationary faculty is the date of hire to present. For tenured or non-probationary faculty it is the date of last promotion to present.

Examples of documentation include:

- service activities as listed in the core dossier including
- involvement with professional journals and professional societies
- consultation activity with industry, education, or government
- professional practice service(s)
- 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](#) sets forth general criteria for appeals of negative promotion and tenure decisions. Appeals alleging improper evaluation are described in [Faculty Rule 3335-5-05](#).

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](#) 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. REVISION OF THE CRITERIA, PROCEDURES, AND GUIDELINES FOR THE APPOINTMENTS, PROMOTION AND TENURE DOCUMENT

The Promotion and Tenure Committee and the Department Chair will be responsible for keeping the document in conformance with College and University Guidelines and with other policies of the Department. Recommendations for revision of the document will be brought to the faculty by the Chair of the P&T Committee, after consultation with the Department Chair.

Recommendations for changes must be provided to faculty 30 days in advance of a meeting at which a vote will be taken. A two-thirds majority of the eligible voting faculty at the faculty meeting will be required for a positive recommendation for approval of changes to the document. Following approval by the faculty, If the Department Chair accepts the recommendation by the faculty, the proposed changes will be forwarded for approval by the College and University.

XI. PROCEDURES FOR STUDENT AND PEER EVALUATION OF TEACHING

11.1. Student Evaluation of Teaching

Use of the Student Evaluation of Instruction (eSEI) is required in every course offered in this Department. Faculty members should choose a day late in the semester when attendance is likely to be high if s/he is going to provide in-class time for students to complete the evaluation using a mobile application. The faculty member must leave the classroom during the time allotted for completing the evaluation. The faculty member should reiterate to students that the feedback provided in the evaluations is used both for performance reviews and to provide feedback that can be taken into account in future teaching.

11.2. Peer Evaluation of Teaching (Resident instruction and Extension Teaching)

The Department Chair (or designated to Associate Chair) oversees the Department's peer evaluation of teaching process as described in Appendix 1.

Appendix 1. Policy for Peer Review of Classroom and Extension Teaching

Annual review of teaching will be required for all faculty engaged in teaching (resident instruction or extension teaching), regardless of their appointment.

Untenured Faculty:

Classroom Teaching - The Tenure Mentoring Committees appointed by the Department Chair will be responsible for peer review teaching.

1. The Mentoring Committee will review at least one course per year, however peer review of multiple courses within a year is permitted and encouraged. If multiple courses are taught by the faculty member, the course to be reviewed will be decided based on discussion between the faculty member and his/her Mentoring Committee.
2. Components of the peer review may include (but are not limited to) the following:
 - The Worksheet for Peer Evaluation of Teaching (see Appendix 1A).
 - Review of the Syllabus for the course (see Worksheet, Appendix 1A).
 - Review of examinations, handouts, visual aids and Carmen website used in the course (see Worksheet).
 - A visit to classroom sessions of the course by different members of the Mentoring Committee. In lieu of classroom visits by members of the Mentoring Committee, other faculty may be asked to participate in review of the course and these visits will be organized by the Mentoring Committee Chair. Worksheets will be filled out following these visits and supplied to the Mentoring Committee Chair.
 - A review of SEI scores – to be supplied to the Mentoring Committee Chair by the instructor as soon as they are available. Mentoring Committees that are advising untenured faculty with classroom teaching responsibilities should become familiar with the [SEI Handbook](#); copies are available from the AAC Chair or from OAA.
3. The Mentoring Committee will meet informally with the faculty member to discuss teaching performance based on the above inputs. This discussion should include a critical analysis of performance and explicit recommendations for improving classroom teaching skills. Evaluation Worksheets should identify areas where teaching can be improvement.
4. A written record of the peer review will be prepared by the Mentoring Committee Chair; this record will be forwarded to the Department Chair and will become a part of the annual performance review and permanent P&T record.
5. Untenured faculty members are encouraged to communicate and share ideas and course materials with faculty at other institutions where similar courses are being taught. Sharing of ideas and teaching materials with other institutions will strengthen the record presented at

the 4th and 6th year reviews for Promotion and Tenure and this documentation (e.g., letters) should be included in the P&T application.

6. It is the responsibility of the Department Chair (or designee) to monitor annual activity in mentoring of classroom teaching. The Department Chair will make changes in the composition of the Mentoring Committees where appropriate progress is lacking

Extension Teaching - The Tenure Mentoring Committees appointed by the Department Chair will be responsible for Peer Review.

1. The Mentoring Committee will work with the faculty member to identify opportunities for evaluation. Information supplied by the faculty member should include dates and places where important teaching activities will occur and other OSU faculty who will be in attendance at these activities. (See example in Appendix #2).
2. The Mentoring Committee Chair will work with the faculty member to implement the review process. It is anticipated that other faculty in attendance at an Extension meeting will be able to assist the Mentoring Committee in handing out evaluation forms, etc. The faculty member to be reviewed may provide the evaluation forms to the person responsible for conducting the evaluation at the Extension meeting or workshop. However, the completed forms are to be returned directly to the Chair of the Mentoring Committee. Two or more activities/presentations should be evaluated per year.
3. Mentoring Committee members will attend at least two presentations each year in order to gain a first-hand impression of the quality of teaching skills. In lieu of visits by members of the Mentoring Committee, other faculty may be asked to participate in review of the presentations and these visits will be organized by the Mentoring Committee Chair.
4. Components of reviews of Extension teaching will include (but are not limited to) the following:
 - Group EEET scores, Peer EEET scores, and Expert EEET evaluations. (Copies of the three forms are attached as Appendix #3.) (As this policy is implemented, EEET scores obtained in previous years will be included in the record.)
 - Evaluations of performance provided by various Extension teams and organizations such as the Extension Nursery Landscape and Turf team, the Agronomy teams, AmeriHort, the Ohio Soybean Association, and the Ohio Wheat Growers Association are important for development of teaching skills and should be considered in the evaluation of Extension teaching. These evaluations will be supplied to the Mentoring Committee by the faculty member.
 - Appropriate client feedback available from County Agents.
 - A statement of the goals and expectations for the program supplied by the Extension faculty member.
 - Written materials and visual aids, including fact sheets, bulletins, web sites, newsletters, etc. prepared by the Extension faculty member in support of the program.

5. The Mentoring Committee will meet with the faculty member to discuss teaching performance based on the above inputs. This discussion should include a critical analysis of performance and explicit recommendations for improving teaching skills. A written record of the Peer Review will be prepared by the Mentor Committee Chair (or designee) will be supplied to the faculty member and a copy will be forwarded to the Department Chair and will be a part of the permanent P&T record.
6. Untenured faculty members are encouraged to communicate and share ideas and program materials with faculty at other institutions where similar Extension programs are offered. Sharing of ideas and teaching materials with other institutions will strengthen the record presented at the 4th and 6th year reviews for Promotion and Tenure and this documentation (e.g., letters) should be included in the P&T application. Expert EET evaluations from faculty at other institutions will also provide useful documentation of the quality of the program.
7. It is the responsibility of the Department Chair and the P&T Committee to monitor annual activity in mentoring of Extension teaching. The Department Chair will make changes in the composition of the Mentoring Committees where appropriate progress is lacking.

Tenured Faculty:

Classroom Teaching - Reviews will be obtained annually for faculty members who have teaching responsibilities for a given academic year. To initiate the process, the chair of the Department's Academic Affairs Committee will solicit from the faculty member the names of three faculty members who would be appropriate reviewers. From this list the AAC chair will select a single reviewer and inform the Department Chair of the appointment. The faculty member being reviewed will then supply the designated reviewer copies of all the appropriate support material (syllabus, handouts, tests, etc.).

The review process will proceed as described under the relevant portions of Sections I.A.4.a, b, c, d, and e. The differences here are that the review will *not* involve a Mentoring Committee and only one classroom visit will be necessary. Other faculty and the Department Chair may be involved in the reviews as deemed appropriate by the faculty member conducting the review. The reviewed faculty member should meet with the reviewer to discuss informally where the areas of teaching effort can be improved. This analysis should include a review of Worksheets for teaching evaluation and SEI scores. The discussion may include other faculty members who have participated in the review. No written record of these discussions is required.

For Associate Professors, the reviewer will also write a report summarizing the review, which will become part of the P&T record. This report is to be addressed to the Department Chair and copied to the faculty member reviewed. The peer evaluation is to assist in documenting growth. A continuous improvement method should be used for all levels – review, list of strengths and weaknesses, means for improving and outcomes on improvement. For Professors, the reviewer will inform the Department Chair (or designee) that the review has been completed.

Extension Teaching - Tenured faculty who have Extension appointments or who regularly participate in Extension activities should obtain annual peer reviews. Faculty who anticipate application for promotion to Professor should obtain peer reviews several years in advance of their application for promotion, regardless of appointment split in Teaching, Research, and Extension.

The faculty member will initiate the review process and provide the Department Chair (or Associate Chair if so designated) with the names of three faculty who would be appropriate reviewers. From this list, the Department Chair (or designee) will select a single reviewer. The faculty member being reviewed will then supply the designated reviewer with opportunities for program review during the upcoming year (i.e., extension presentations to be given), and all appropriate support materials (fact sheets, visual aids, etc. See list in Appendix 1.B.5).

Completed EEET forms and other evaluations of performance (see I.B.6a and e) will be returned to the faculty member responsible for the review. The review process will proceed as described under the relevant portions of Appendix 1, above. The difference here is that the review will not involve a Mentoring Committee. The reviewed faculty member will meet informally with the reviewer to discuss areas where the extension teaching effort can be improved. This discussion may include other faculty members who have participated in the review for Associate Professors, the reviewer will also write a report summarizing the review. This report is to be addressed to the Department Chair (or Associate Chair if so designated), and the faculty member reviewed. An effort should be made to focus on the positive aspects of the teaching activity. For Professors, the reviewer will also inform the Department Chair (or designee) that the review has been completed.

Appendix 1A: Peer Evaluation of Teaching Worksheet

Appendix 1

Instructor _____ Course _____

Evaluator _____ Date _____

Worksheet for Peer Evaluation of Teaching

Instructors are invited to add categories that may be unique to her or his teaching activities.

Syllabus Content

	Excellent	Satisfactory	Unsatisfactory	Not Applicable
• General information (time, location, etc.)	—	—	—	—
• Instructor information (contact info.)	—	—	—	—
• Goals and objectives clearly stated	—	—	—	—
• Policies clearly explained <i>e.g.:</i> grading, make-up work, etc.	—	—	—	—
• Schedule for topics, assignments, tests, etc.	—	—	—	—
• Assignments clearly described	—	—	—	—
• Statement governing student conduct	—	—	—	—
• Format is professional in appearance	—	—	—	—

Tests

• Clarity of instructions/questions	—	—	—	—
• Match of content to course objectives	—	—	—	—
• Appropriateness of length	—	—	—	—
• Scheduled at reasonable intervals	—	—	—	—
• Tests appropriate level/s of cognitive learning	—	—	—	—
• Appropriate level of challenge	—	—	—	—

Assignments and Activities

• Clear instructions provided	—	—	—	—
• Helped develop understanding of new principles or concepts	—	—	—	—
• Reinforced material presented in lectures and/or text etc.	—	—	—	—
• Helped develop new skills	—	—	—	—
• Appropriate level of challenge	—	—	—	—

Other Teaching Materials & Activities

• Created teaching materials <i>e.g., notes, manuals, lab guides, slide-sets, website, etc.</i>	—	—	—	—
• Teaching publications	—	—	—	—
• Developed 'new' teaching philosophy/approach	—	—	—	—
• Development of teaching skills <i>e.g. attended teaching workshops, seminars, etc.</i>	—	—	—	—

Comments on syllabus, tests, assignments, material, and activities:

Complete Reverse Side

Classroom Teaching

	Excellent	Satisfactory	Unsatisfactory	Not Applicable
I. Teacher Organization				
• Well-prepared for class	—	—	—	—
• Objectives for class clearly stated	—	—	—	—
• Learning activities well-organized	—	—	—	—
• Class remains focused on objectives	—	—	—	—
II. Instructional Strategies				
• Raises stimulating and challenging questions	—	—	—	—
• Facilitates discussion and group work	—	—	—	—
• Gives clear directions for group work and other forms of active learning	—	—	—	—
• Helps students apply theory to solve problems	—	—	—	—
• Provides an effective range of challenges	—	—	—	—
• Relates course content to practical applications	—	—	—	—
• Uses a variety of methods to explain or illustrate content	—	—	—	—
• Uses humor appropriately	—	—	—	—
III. Content				
• Knowledgeable about subject	—	—	—	—
• Provides sufficient content detail	—	—	—	—
• Relates course materials to practical applications	—	—	—	—
• Directs instruction at an appropriate level	—	—	—	—
IV. Presentation skills				
• Makes subject interesting and holds attention	—	—	—	—
• Board work is legible and organized	—	—	—	—
• Course handouts are effectively used	—	—	—	—
• Effectively uses visual aids	—	—	—	—
V. Rapport with students				
• Treats students respectfully and fairly	—	—	—	—
• Responds to questions effectively	—	—	—	—
• Demonstrates flexibility in responding to student needs, concerns, or interests	—	—	—	—
• Welcomes and respects student perspectives	—	—	—	—
• Does not exhibit or permit discriminatory behavior	—	—	—	—

Comments on Classroom Teaching:

Appendix 2. Example information to facilitate peer review.

Appendix 2

Example of information provided by Extension Assistant Professor to facilitate Peer Review

I am writing to request that peer evaluations of my extension teaching performance be arranged for the Winter '01-'02 programming season. Per your previous suggestion, I have provided below a list of presentations that I deliver, at minimum, through February 2002 and peers from OSU/OSUE or elsewhere who may be in attendance. To my knowledge, the OSUE Evaluation of Effective Extension Teaching (EEET)-Peer form remains an accepted evaluation tool.

OSU Sweet Corn School

Friday November 16, 2001

2 presentations

Columbus, Piketon, Vandalia, Wooster, OH (video-link)

Mark Bennett, Brad Bergefurd, Mary Donnell, Doug Doohan, Jim Jasinski, Bob Precheur, Mac Riedel, Celeste Welty

Greenhouse Growers Meeting

Thursday November 29, 2001

Seville, OH (CropKing, Inc.)

Mary Donnell

Washington/Meigs County Vegetable School (tentative)

Wednesday December 12, 2002

Washington State Community College; Marietta, OH

Eric Barrett, Hal Kneen, Mac Riedel, Celeste Welty

Muck Crop School (tentative)

Thursday or Friday January 17 or 18, 2002

Willard, OH

Dough Doohan, Casey Hoy, Sally Mille4r Bob Precheur, Mac Riedel, Celeste Welty

MidAtlantic Fruit and Vegetable Convention

Tuesday January 29, 2002

Hershey, PA

2 presentations

Mel Henninger (Rutgers), Bill Lamont (PSU), Rikki Sterrett (VTU), Celeste Welty

Ohio fruit and Vegetable Growers Congress

Thursday and Friday February 7 and 8, 2002

Toledo, OH

4 presentations (Potato, Processing Crops, and Truck Crops sessions)

Mark Bennett, Brad Bergefurd, Mary Donnell, Dough Doohan, David Francis, Dick Funt, Jim Jasinski, Diane Miller, Sally Miller, Bob Precheur, Mac Riedel, Joe Scheerens, Celeste Welty

Southwest Ohio Fruit and Vegetable School (tentative)

Thursday February 21, 2002

Morrow Vineyards, Morrow, OH (Warren County)

Appendix 3. Tools available for evaluation of Extension teaching

- The following forms can be found [here](#): .
 - Cover sheet for EEETs
 - Group EEET form
 - Peer EEET form
 - Expert EEET form
- [Department of Extension Peer Evaluation of Teaching for Faculty](#)
- A peer evaluation should address the following six topic areas:
 - Curriculum Choice and Development
 - How Faculty Member Promotes Learning
 - Faculty Member Preparedness
 - Strategies for Instruction
 - Evaluation of Learning
 - Summary Comments

Appendix 4. Policy for Mentoring Assistant and Associate Level Faculty Members

Assistant Professors

Within two months after a new faculty member begins work, the Chair will assign the new faculty member a Mentoring Committee consisting of three tenured faculty whose single role is to provide information, support, and candid feedback to the faculty member during the probationary period. It is expected that the Mentoring committee will meet with the new faculty member at least twice per year to discuss progress of the candidate in establishing a strong program and progress toward tenure and promotion. Following each meeting of the Mentoring Committee, the committee chair will provide a written report of the meeting to the Department Chair.

The Department P&T Committee and the Mentoring Committees have similar long-term objectives but will operate independently to assist untenured faculty prior to formal P&T review. The two committees may exchange their analyses of the progress of the new faculty member, but they are not required to do so. The Mentor Committee Chairs may attend P&T Committee meetings when the composition of the dossier is being discussed. Members of Mentoring Committees are obligated to step-back into their roles as individual faculty members during the faculty discussion and voting phases of fourth year reviews and promotion/tenure decisions. That is, the Mentoring Committee is not to serve as an advocate for the candidate during the formal promotion and tenure process.

Duties of the Mentoring Committee are:

- Meet with the candidate twice annually,
- Provide feedback on the candidate's dossier annually

- Provide Peer Review (Resident Teaching or Extension Teaching) to the candidate, annually, as described in Appendix 1.

It is the responsibility of the Department Chair (or designee) and the P&T Committee to monitor annual activity in mentoring of classroom and extension teaching. The Department Chair will make changes in the composition of the Mentoring Committees where appropriate progress is lacking.

Associate Professors

Within a year from receiving tenure, Associate Professors will identify a Mentoring Committee comprised of one Professor and the Department Chair. The role of this Mentor Committee is to provide information, support, and candid feedback to the faculty member during their career. The Mentor Committee should not accelerate nor slow the progress of the Associate Professor towards promotion, but should serve as a resource for the Associate Professor to plan and develop their career. The Mentoring Committee should meet at least annually to review:

- Peer Evaluation of Teaching and/or Extension reports
- SEI (or other) reports
- Annual performance reviews
- Feedback from grant applications
- The candidate's dossier

The Associate Professor can change the faculty member on their Mentor committee with approval from the Department Chair.