

**APPOINTMENTS, PROMOTION AND TENURE
CRITERIA AND PROCEDURES FOR
THE DEPARTMENT OF EXTENSION**

The College of Food, Agricultural, and Environmental Sciences

The Ohio State University

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I. Preamble

A. Policy Basis for this Document

This document is a supplement to Chapter 6 and 7 of the Rules of the University Faculty (Additional Rules Concerning Tenure Track Faculty Appointments, Reappointments, Promotion and Tenure, effective March 22, 2001), the Office of Academic Affairs procedural guidelines for promotion and tenure reviews, and any additional policies established by the college and university, including the *Faculty Reward system Guidelines for Annual performance Review, promotion and Tenure* (February, 2000) issued by the College of Food, Agricultural, and Environmental Sciences (hereafter referred to as the College Guidelines). Specific citations from the University rules, policies and guidelines are italicized. 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 provost of the university before it may be implemented. It sets forth the department's mission and, in the context of that mission and the mission of the college and university, its criteria and procedures for faculty appointments and criteria and procedures for faculty promotion, tenure and rewards including merit increases. In approving this document, the dean and provost accept the mission and criteria of the department and delegate to it the responsibility to apply high standards in evaluating continuing faculty and candidates for positions in relation to its mission and criteria.

B. General Considerations of Faculty Rule 3335-6-01

1. Principles Binding to Faculty and Administration

Peer review provides the foundation for decisions regarding faculty appointment, reappointment, and promotion and tenure (except when the provisions of paragraph (H) or rule 3335-6-03 of the Administrative Code are invoked.) Peers are those faculty who can be expected to be most knowledgeable regarding an individual's qualifications and performance – normally tenure initiating unit colleagues. Because of the centrality of peer review to these review processes, faculty vested with responsibility for providing peer review have an obligation to participate fully and knowledgeably in review processes, to exercise the standards established in faculty rule 3335-6-02 and other standards specific to the academic unit and discipline, and to make negative recommendations when these are warranted to maintain and improve the quality of the faculty. Recommendations by the faculty vested with the responsibility for providing peer review will be accepted unless they are not supported by the evidence presented regarding how the candidate meets the standards established in faculty rule 3335-6-02 of the Administrative Code and other standards specific to the academic unit and discipline. When, for the reasons just stated, a decision regarding faculty appointment, reappointment, or promotion and tenure differs from the recommendation of the faculty,

the administrator or body making that decision will communicate in writing to the faculty body that made the recommendation the reason(s) that the recommendation was judged not to be supported by the evidence.

2. Anti-Discrimination Policy

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

II. Department Mission

Mission Statement:

Engaging people to strengthen their lives and communities through research-based educational programming.

Consideration should be given that the primary mission of faculty located in county Extension offices is outreach and engagement of Ohio citizens participating in non-credit educational programs or problem solving activities as a part of the university's land grant mission. Teaching responsibilities are different from campus-based faculty. Some county Extension educators elect to remain on an Administrative & Professional (A & P) educator track while others apply to move to the regular faculty track with the expectation of increased scholarly and applied research accomplishments.

Many campus-based faculty in the Department of Extension have duties which are primarily administrative or support educational efforts of county and non-campus-based professionals and their professional development; these faculty often have no undergraduate teaching assignment because of the nature of their assignment.

Administrative faculty will be reviewed for promotion with due consideration to their responsibilities in administrative leadership.

III. Definitions

A. Promotion and Tenure Committee

The department has a Promotion and Tenure Committee that is responsible for appointment, re-appointment, promotion and tenure, and promotion reviews for tenure track faculty. The P and T Committee are also responsible for appointment, re-appointment and promotion reviews of professional practice track faculty. Elected by all tenure-track and clinical faculty in the department, the P and T Committee consist of nine faculty members at the rank of associate professor or professor. (This is an Office of Academic Affairs approved exception to the promotion and tenure rules.) The term of service is three-years and reappointment is possible. Staggered terms and broad representation of campus and county-based faculty are sought. Two alternates are also elected annually for a one-year term of service. The department chair, college dean, college associate deans and assistant deans, provost and president may not be members of the department's P and T Committee.

For promotion reviews of associate professors and tenure reviews of probationary professors, the committee consists only of the professors.

1. 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.

2. Minimum Composition

In the event that the department does not have at least three eligible faculty members on the P and T Committee who can undertake a review for an appointment or promotion to professor, the chair will appoint a special committee of three faculty members to conduct the review. If the department does not have at least three eligible faculty members who can undertake a review, the chair, after consulting with the dean, will appoint a faculty member from another school or department in the college.

B. Quorum

At least seven members of the P and T Committee must be present and vote yes or no on a case for the vote to be valid. The department chair may select an alternate in the event of an absence of a committee member, and when the potential for more than one abstention exists.

C. Recommendations from the P and T Committee

In all votes taken by the committee, only "yes" and "no" votes are counted. Abstentions are not votes. Absentee ballots and proxy votes are not permitted.

A position recommendation for appointment, reappointment, promotion and tenure, promotion, and contract renewal requires that two-thirds of the votes cast are positive.

IV. Appointments

A. Criteria

The department is committed to making only faculty appointments that enhance or have strong potential to enhance the quality of the department. 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 cancelled or continued as appropriate to the circumstances.

Extension educators wishing to apply for a faculty position without a national search must provide evidence of a strong and cohesive program of teaching, research/scholarly/creative works, and service consistent with their appointment as an Educator III or IV.

1. Tenure-track faculty

The mission of Extension emphasizes non-credit instruction, problem solving workshops, and applied research. Criteria for appointment at the rank of assistant professor, associate

professor or professor give relatively greater emphasis at each rank to teaching experience and quality.

Instructor: Appointment at the rank of instructor is made only when the offered appointment is that of campus assistant professor, but the candidate has not completed requirements for the doctoral degree 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 P and T Committee, the 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 doctorate is the minimum requirement for appointment at the rank of assistant professor for campus-based faculty. An earned master's degree is required of county-based Extension educators. Evidence of potential for research/scholarly/creative 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. 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 without going through the formal approval process for exclusion of time.

Associate Professor and Professor: Appointment at these senior ranks requires that the individual, at a minimum, meet the department's criteria in teaching, research/scholarly/creative work, 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 does not grant tenure in the absence of permanent residency.

2. Professional practice (i.e. Clinical) faculty

Appointment of professional practice faculty entails a three- to five-year contract. Extension professional practice faculty will normally be campus based and will have statewide responsibilities. 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 (<http://trustees.osu.edu/rules/university-rules.html>). An earned doctorate is the minimum requirement for appointment as a professional practice faculty member.

For an appointment as assistant professor of professional practice, evidence of the ability to secure extramural funding in support of education and training programs and experience in developing and delivering education and outreach programs to clientele is expected. The ability to engage with industry and other stakeholders to identify internships and field experiences for students in non-formal educational settings, and facilitating industry involvement with college programs and activities is expected. Requirements for appointments at the rank of associate professor of professional practice and professor of professional practice include those defined for the rank of assistant professor of professional practice. In addition, accomplishments consistent with the expectations in teaching and service for a tenure track appointment at that level must exist.

3. Associated faculty

Associated faculty appointments may be made for a maximum of three consecutive years and, with the exception of visiting titles, may be renewed. Adjunct positions have not been utilized by the Department of Extension. In the event that the department wishes to establish an adjunct appointment, current university guidelines would be followed. Visiting faculty appointments may either be compensated or not compensated. Visiting faculty on leave from an academic appointment at another institution are appointed at the rank held in that position. The rank at which other individuals are appointed is determined by applying the criteria for appointment of regular tenure track faculty. Visiting faculty members are not eligible for tenure or promotion. They may not be reappointed for more than three consecutive years at 100% FTE.

4. Courtesy appointments for tenure-track and professional practice faculty

Occasionally the active academic involvement in the Department of Extension by a tenure-track or professional practice faculty member from another department at Ohio State warrants the offer of a 0% FTE (courtesy) appointment in the department.

Tenure-track or professional practice faculty members in other units of the university, are eligible to be appointed to and hold non-salaried appointments in the department. Courtesy appointments with the department carry the expectation of significant contribution to the department, equivalent to the teaching of one three-credit course, serving as co-investigator on a research project, or entails regular interaction on an outreach and engagement initiative for the department. In general, non-salaried faculty members are eligible to:

- teach extension/outreach educational programs,
- develop educational materials,
- attend and participate in faculty and departmental meetings,
- serve on departmental committees, including search committees for regular faculty, and

- serve as project leaders and principal investigators on funding proposals.

Faculty members on courtesy appointments are not eligible to vote on departmental governance issues.

B. Procedures

See the Office of Academic Affairs Policies and Procedures Handbook <http://oaa.osu.edu/handbook.html> on the following topics:

1. Tenure track faculty – campus/region

A national search is required to ensure a diverse pool of highly qualified candidates for all vacant or new tenure track positions. Search procedures must be consistent with the university policies set forth in the most recent update of a guide to effective searches. Exceptions to this policy must be approved in advance by the college and the Office of Academic Affairs.

Searches for tenure track faculty proceed as follows:

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

The department chair and/or director of Extension appoint a search committee consisting of three or more faculty who reflect the field of expertise that is the focus of the search.

The search committee:

- Appoints a diversity advocate who is responsible for providing leadership in assuring that vigorous efforts are made to achieve a diverse pool of qualified applicants.
- Develops a search announcement for internal posting in the University Personnel Postings through the Office of Human Resource Employment Services <http://hr.osu.edu/> and external advertising, subject to the department chair's approval.
- 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 (DOL) guidelines do not permit sponsorship of foreign nationals for permanent residency unless the search process resulting in their appointment to a tenure track position included an advertisement in a field-specific nationally circulated print journal.
- Screens applications and letters of recommendation and presents to the full faculty/organization a summary of those applicants (usually three to five) judged worthy of interview. On-campus interviews with candidates must include opportunities for interaction with faculty groups, including the search committee;

county educators; the department chair; and the director or designee. In addition, all candidates make a presentation to the faculty. All candidates interviewing for a particular position must follow the same interview format. All participating in the interview process have a chance to rate the candidate using an anonymous “ballot.”

- Meets to discuss perceptions and preferences, and to review the rating by faculty/educators of each candidate following completion of interviews. They provide on behalf of the faculty a report of the level of support to extend an offer. The department chair and/or director will decide which candidate to approach first. The department chair and director determine the details of the offer, including compensation.

If the offer involves senior rank with or without tenure or prior service credit, approval is required from the Office of Academic Affairs. The current department Promotion and Tenure Committee votes on the appropriateness of the proposed rank for both tenured and non-tenured appointments. (The results of the vote are provided to the Office of Academic Affairs, along with the other documentation required for offers at senior rank.)

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

2. Extension educators applying for a tenure-track position without a national search

All new educators hired will have an earned master’s degree and be placed on the A & P educator track unless a national search has been approved for a tenure track faculty position. Extension educators who have a minimum of a master’s degree and have attained at least the rank of Educator III may apply for a tenure-track position in line with our two-track system which is described in the appendix. The process is initiated upon the written request of the educator in a letter to the department chair. The educator will develop a dossier following the most current OSU faculty guidelines. Educators seeking a faculty appointment must meet the minimum criteria for teaching, service and research/scholarly/creative work for Educator III. The candidate must provide evidence of potential for sustained faculty achievement.

The review process will include reviews by the department promotion and tenure committee, the educator’s regional director/associate chair, and assistant director(s). Ordinarily, when an educator moves from A&P to faculty track, it will be with an appointment at the assistant professor rank with six years of probationary status.

3. Professional practice (i.e. Clinical) faculty

Searches for professional practice faculty generally proceed identically as for tenure-track faculty, with the exception that the candidate's presentation during the on-campus interview is on clinical/professional practice rather than scholarship, and exceptions to a national search only requires approval by the college dean.

4. Transfer from the Tenure-track

Tenure-track faculty may transfer to a professional practice 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 clinical appointment to the tenure-track are not permitted. Clinical faculty members may apply for tenure-track positions and compete in regular national searches for such positions.

5. Associated faculty

Associated faculty appointments, either requested by individuals or recommended by the Department tenure-track faculty or the Chair, shall be reviewed by the Regional Directors/Associate Chairs and the Assistant Directors/program leaders. This review shall include a copy of the candidate's vita, a letter of request by the individual seeking associated faculty status or a letter of nomination by a Department faculty member or Chair outlining the rationale for the appointment and benefit to the Department, and an interview with the Regional Directors/Associate Chairs, and/or the Assistant Directors/program leaders, and/or the Chair unless specifically waived due to prior appointment or other circumstances. The Regional Directors/Associate Chairs and the Assistant Directors/program leaders shall make a recommendation to the Chair. Approval will be obtained by a two-thirds positive vote of the P and T Committee. All associated faculty appointments will be reviewed annually for reappointment.

6. Courtesy appointments for regular faculty

Courtesy appointments are considered for faculty affiliation in one of two ways: by invitation to the faculty member or by an individual's or administrative unit's request to be affiliated with the department because of their academic interests and potential to contribute to the departmental programs.

Courtesy appointments will be approved in accordance with the same procedures as apply to tenure-track or clinical appointments except that a departmental search committee normally will not initiate the process. The appropriate department P&T Committee will review the request. The candidate's credentials must be submitted and a recommendation for approval made by the review committee to the department chair. A two-thirds majority vote by the review committee is required for approval.

All courtesy appointment faculty will have their responsibilities outlined prior to the appointment. The term of appointment is for one year with an annual review. The purpose of this review will be to assess the faculty member's record of contributions to the department and to guard against non-salaried appointments becoming courtesy appointments with no significant contribution to departmental programs. The review will be conducted by the department chair and, in alternate years, by the faculty represented by the appropriate P&T Committee. Following satisfactory review, the department chair will renew the appointment.

To implement the latter review, the P&T chair will request from courtesy appointees a listing of their contributions in teaching, research, outreach and service to the department during the past two years. The P&T will discuss these contributions and will make a recommendation to the faculty and department chair regarding re-appointment or termination of the appointment.

V. Annual reviews

A. Procedures

1. Probationary tenure track faculty

a. Annual reviews

Following Faculty Rule 3335-6-03, an annual performance review is required of all probationary faculty with their immediate supervisor as described previously. In addition to the annual performance review, the promotion and tenure committee reviews every probationary tenure track faculty member annually.

For first, second, third, and fifth year reviews, the committee review should focus on strengths and weaknesses of the dossier and provide a succinct summary of strengths and weaknesses in the committee letter to the department chair. First year probationary faculty should submit a dossier for review in the fall if they are hired in the first six months of the calendar year. In the second, third, and fifth years, probationary faculty are encouraged to submit a dossier for screening in the spring and required to submit a dossier for fall review by the promotion and tenure committee. If the committee has considerable concerns regarding the progress of first, second, third, or fifth year probationary faculty, it may elect to call for a vote on renewing the probationary faculty appointment. If the committee feels that the candidate is making exceptional progress in the tenure track, it may encourage the candidate to consider going up for promotion and tenure before the sixth year.

The promotion and tenure committee forwards a written performance review to the department chair along with a record of a vote if appropriate. The department chair conducts an independent assessment of performance; meets with the faculty member to discuss his or her performance and, as appropriate, future plans and goals; and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment.

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

If the department chair recommends nonrenewal, the formal comments process (per Faculty Rule 3335-6-04) is invoked. This process is also described in the **Promotion and tenure review** section of this document. Following completion of the comments process,

the complete dossier is forwarded to the college for review and the dean makes the final decision on renewal or nonrenewal of the probationary appointment.

b. 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 not solicited and the dean (not the department chair) makes the final decision regarding renewal or nonrenewal of the probationary appointment. Since this department follows fourth year review procedures for all annual reviews of probationary tenure track faculty, no modifications are required for the fourth year. However, at the conclusion of the department review, the formal comments process (per Faculty Rule 3335-6-04) is followed and the case is forwarded to the college for review, regardless of whether the department chair recommends renewal or nonrenewal.

c. Exclusion of time from the 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. The full text of the rule is available at <http://trustees.osu.edu/rules/university-rules/rules6/ru6-03.html>.

No more than three years may be excluded from the probationary period for any reason, except in extraordinary circumstances. The faculty or department chair may advise a faculty member to apply to exclude time from the probationary period, but may not require the individual to do so.

One year of exclusion will be guaranteed for the birth of a child or an adoption of a child under age six unless a nonrenewal notice has been issued. Faculty members must submit the birth/adoption notification form in order for the records to be adjusted. Requests to decline a one-year exclusion must be submitted on the Declination of Exclusion of Service from Tenure Probationary Period Form.

A faculty member may also apply for an exclusion of time due to adverse events that were beyond the faculty member's control and impeded productivity. These requests are reviewed by the promotion and tenure committee, which advises the department chair on the matter. Approval is based on the nature of the adverse event, the extent to which it was beyond the faculty member's control and the faculty member's productivity before and after the period of the event. The department chair, dean, and Office of Academic Affairs must approve the request before it may be implemented. A negative recommendation by any of these parties terminates the review process.

The faculty member remains on duty regardless of time excluded from the probationary period. Annual reviews are conducted in every probationary year regardless of time excluded. Approved exclusions do not limit the department's right to recommend nonrenewal of appointment during an annual review.

Promotion and tenure may be granted at any time during the probationary period. Faculty members on less than fulltime service for part or all of their probationary period may request an extension of the probationary period. The extension must be requested by April 1 of the year in which the normally scheduled mandatory review for tenure would take place and requires approval of the tenured initiating unit chair, dean and executive

vice president and provost. The extension shall be for an integral number of years based on the principle that the usual probationary period represents full time service. The maximum permissible extension of a probationary period under these guidelines is one year for a probationary instructor, three years for a probationary assistant professor and one year for probationary associate professor or professor.

Probationary appointments may be terminated during any probationary year because of inadequate performance or inadequate professional development. Notification of the non-renewal must be consistent with the standards set forth in Rule 33335-6-08 of the Administrative Code. Probationary appointments may be terminated because of fiscal or programmatic reasons. When non-renewal is based on fiscal or programmatic reasons, the faculty member should be advised that such non-renewal is a possibility and formal notice of non-renewal should be provided as soon as possible after the need for non-renewal is established. Non-renewal of a probationary appointment for fiscal or programmatic reasons does not entail a performance review and requires the prior approval of the executive vice president and provost.

2. Tenured faculty annual performance reviews

Every faculty member (tenured and probationary) must have an annual performance review. The department follows the requirements for annual performance reviews as set forth in the Faculty Annual Review Policy (<http://oaa.osu.edu/assets/files/documents/annualreview.pdf>).

The annual performance review between each faculty member and their supervisor should provide the opportunity for documentation and discussion of accomplishments over the past 12 months as well as responsibilities, expectations, and objectives for the coming year. Documentation of past accomplishments should focus (whenever possible) on both what has been accomplished and the impact of a faculty member's efforts. This is true for individual accomplishments and for accomplishments made as a contributing member of a team.

The annual reviews of every faculty member are based on expected performance in teaching, research/scholarly/creative work, and service as set forth in the department's guidelines on Distribution of Faculty Duties and Responsibilities in the Pattern of Administration; on any additional assignments and goals specific to the individual, including area specialization; and on progress toward promotion where relevant. The documentation required for the annual performance review of every faculty member is described under the merit salary increases section below. This material must be submitted to the immediate supervisor no later than a date specified by the department. Annual performance review materials are available at: <http://extensionhr.osu.edu/perfmgmt/perfmgmt.htm>.

The immediate supervisor 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. Records of the annual performance review are included as a part of the candidate's dossier in the documentation presented to the department P and T Committee.

3. Professional practice faculty

The chair will review professional practice faculty annually. The chair will consider the faculty member's contributions and base the review on the department's criteria for teaching and service that are consistent with those for tenure-track faculty at the same rank. The faculty member will receive written notification of the chair's finding.

Criteria for establishing merit salary increases will be consistent with those for tenure-track faculty as detailed in section VI. During and until the end of any contract period, professional practice faculty may be terminated for not meeting the terms of the contract. Regardless of rank, the initial appointment of a professional practice track faculty member is probationary, and the faculty member will be informed by the end of each year as to whether he/she will be re-appointed for the following year. Terms of the contract may be re-negotiated with the consent of the faculty member prior to appointment or re-appointment.

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 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 (<http://trustees.osu.edu/rules/university-rules/rules6/ru6-08.html>) 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 procedure for tenure-track faculty. There is no presumption of renewal of contract.

4. Associated faculty

Compensated associated faculty members in their initial appointment must be reviewed before re-appointment. 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 chair's recommendation on renewal of the appointment is final. If the recommendation is to renew, the chair may extend a multiple year appointment.

The chair, or designee reviews compensated associated faculty members on a multiple year appointment annually. The 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 chair's recommendation on reappointment is final.

VI. Merit salary increases and other rewards

A. Criteria

Except when the university dictates any type of across the board salary increase, all funds for annual salary increases are directed toward rewarding meritorious performance and assuring, to the extent possible given financial constraints, that salaries reflect the market and are internally equitable. On occasion, one-time cash payments or other rewards, such as extra travel funds, are made to recognize non-continuing contributions that justify

reward but do not justify permanent salary increases. Such payments/rewards are considered at the time of annual salary recommendations.

The annual performance review between each faculty member and the supervisor should provide the opportunity for documentation and discussion of accomplishments over the past 12 months as well as responsibilities, expectations, and objectives for the coming year. Documentation of past accomplishments should focus (whenever possible) on both what has been accomplished and the impact of a faculty member's efforts. This is true for individual accomplishment and for accomplishments made as a contributing member of a team. Data and information are entered into the organization's reporting system for documentation. In addition, a performance evaluation form is used by the Extension organization. This process includes self-evaluation, colleague evaluation and supervisor evaluation. Performance review materials are available at:

<http://extensionhr.osu.edu/perfmgmt/perfmgmt.htm>

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

B. Procedures

All faculty members receive written evaluations each year. A face-to-face meeting of the faculty member and chair/associate chair or supervisor is required as part of the annual review. Additional face-to-face meetings may be held if either one requests a meeting, or to discuss changes needed in the annual statement of responsibilities and expectations. In most cases a meeting is held with the unit head (campus faculty) or regional director/associate chair to review the faculty member's accomplishments during the past year, assess whether goals have been achieved, and discuss future goals. During the meeting, suggestions and recommendations for reaching or maintaining a high level of productivity are made and the faculty member's involvement in development of an action plan is encouraged. The meeting also addresses specific strengths and weaknesses of the faculty member and recommendations for improvement where needed. The follow-up meeting related to performance counseling may be optional for some tenured faculty members who have established a high level of performance. All faculty members have the option of adding written comments to their annual performance evaluations before they are placed in the faculty member's personnel file.

The associate chair/supervisor recommends annual salary increases and other performance rewards to the department chair/director. Salary increases are formulated 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 associate chairs/unit heads divide faculty into four groups based on continuing productivity (consistently exceeded expectations, often exceeded expectations, met expectations, and did not meet expectations) and considers market and internal equity issues as appropriate.

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

distribution of salaries.

C. Documentation

The annual performance review of every faculty member requires that two summary documents be submitted to the designated supervisor no later than the date specified by the department:

- Updated dossier report using the reporting system required by OAA, which will be made available to all faculty in an accessible place, and
- Performance appraisal instrument.

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

Supplemental materials which may be requested/required to supplement data in the dossier report include:

1. Teaching

- EEET reports
- Peer evaluation of teaching reports as required by the department's peer evaluation of teaching program (details provided in the Appendix to this document).
- Other relevant documentation of teaching as appropriate.

2. Research/scholarly/creative works

- Copies of 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 e.g. published reviews including publications where one's work is favorably cited, or grants and contract proposals that have been submitted.

3. Service

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

VII. Promotion and tenure and promotion reviews

A. Criteria

Faculty Rule 3335-6-02 <http://trustees.osu.edu/rules/university-rules/rules6/ru6-02.html> provides the following context for promotion and tenure and promotion reviews:

In evaluating the candidate's qualifications in teaching, scholarship, and service, reasonable flexibility shall be exercised, balancing, where the case requires, heavier commitments and responsibilities in one area against lighter commitments and responsibilities in another. In addition, as the university enters new fields of endeavor, including interdisciplinary endeavors, and places new emphases on its continuing

activities, instances will arise in which the proper work of faculty members may depart from established academic patterns. In such cases care must be taken to apply the criteria with sufficient flexibility. In all instances, superior intellectual attainment, in accordance with the criteria set forth in these rules, is an essential qualification for promotion to tenured positions. Clearly, insistence upon this standard for continuing members of the faculty is necessary for maintenance and enhancement of the quality of the university as an institution dedicated to the discovery and transmission of knowledge.

A substantial contribution to educational outreach in an area of specialization should be documented. Faculty members are expected to recognize the value and seek interdisciplinary approaches to problem solving. There must be evidence that the candidate contributes to teamwork and to service activities that benefit the profession and citizens of the State.

The primary function of county and non-campus-based faculty is to provide high quality community-based instruction and to serve the educational needs of their communities. With this consideration in mind, in evaluating these faculty members for promotion and tenure or promotion, the department will give greater emphasis to the quality of teaching and service relative to applied research. Recognizing that the character and quantity of applied research by county and non-campus-based faculty may differ from that of campus-based faculty, due to the weight of other responsibilities and lack of access to comparable resources, the department nevertheless expects county and non-campus-based faculty to establish a program of high quality scholarly activity and to document scholarly and creative work through a discriminating peer review process, particularly by those outside the OSU Extension organization. The work should be broadly distributed reaching the largest possible audience of peers and used by peers and other professionals. Clear documentation of impact should be evident. Some faculty members have an administrative appointment as director of the county or non-campus-based Extension unit. Other faculty may have temporary assignments as team leaders or coordinators of statewide programming efforts. Quality in these areas of service will be considered.

1. Promotion to associate professor with tenure (or Tenure at the Rank of Associate Professor)

Faculty Rule 3335-6-02 (C) <http://trustees.osu.edu/rules/university-rules/rules6/ru6-02.html> provides the following general criteria for promotion to associate professor with tenure:

The awarding of tenure and promotion to the rank of associate professor must be based on convincing evidence that the faculty member has achieved excellence as a teacher, as a scholar, and as one who provides effective service; and can be expected to continue a program of high quality teaching, scholarship, and service relevant to the mission of the academic unit(s) to which the faculty member is assigned and to the university.

Tenure is not awarded below the rank of associate professor at The Ohio State University.

The award of tenure is the university's career-long commitment to a faculty member to ensure the continuous freedom to study, teach, and conduct extramural activities. Tenure

is an earned privilege, not an entitlement. 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 detrimental to the department's ability to perform and 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 role is, and will continue to be, community-based teaching of noncredit courses and workshops, then excellence in teaching and program development and implementation is required. A mediocre performance in this area would not be adequately counterbalanced by excellent performance in another aspect of teaching or scholarship that is a significantly smaller part of the individual's responsibilities.

Excellence in teaching, scholarship, and service are moreover defined to include professional ethical conduct in each area of responsibility, consistent with the American Association of University Professors' Statement on Professional Ethics
<http://www.aaup.org/report/statement-professional-ethics>

The accomplishments listed below in the areas of teaching, scholarship, and service are expected of faculty for promotion to Associate Professor with Tenure. In the evaluation of untenured Associate Professors for tenure, the same criteria apply, along with any others established in writing at the time a senior rank appointment without tenure is offered.

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

a. Teaching

- Consistently excellent teaching as assessed by both learners and peers or steadily improving teaching so that excellence is attained by the time of the review.
- Up-to-date content at an appropriate level in each situation and demonstrate continuing growth in subject matter knowledge.
- A systematic pattern of evaluation of teaching, using the standardized Group EEET (Evaluation of Effective Extension Teaching) tool.
- A systematic pattern of peer evaluation of teaching and curriculum development using the Extension peer appraisal tools provided by OSU Extension (see example in appendix).
- Demonstrated ability to organize and present materials effectively with logic, conviction and enthusiasm in the faculty member's area of specialization or focus.
- Impact assessment of the outcomes of the learning process document level of change in knowledge, skills, behaviors, attitudes or practice of individuals or document social or economic impact.
- Demonstrated creativity and innovation in use of various modes of instruction, technology and other teaching strategies to create an optimal learning environment.

b. Research/scholarly/creative works

- A substantial body of focused, high quality research/scholarly/creative work that is disseminated appropriately and judged to have had impact on the field by internal and external evaluators.
- Evidence of work in progress.
- A body of work published and/or presented in high quality peer reviewed venues (e.g., books, journals, scholarly conferences, etc.) 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:

1. Quality, impact, quantity.
2. Contribution to a line of inquiry or repackaging of earlier work.
3. Rigor of the peer review process and degree of dissemination of publication and/or presentation venues. Archival journal publications and monographs are weighted more heavily than conference proceedings, published scholarly works more than unpublished, and original works more than edited works. Internally peer reviewed OSU Extension publications for non-campus-based faculty are recognized venues of scholarly contribution go.osu.edu/osuepolicyhandbookpromotiontenure.
4. Collaborative work is encouraged, and indeed is essential to Extension's mission. 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 program funding from grants and contracts. Competitive peer reviewed funding is weighted more favorably than other types since it serves as a quality indicator, and grants requiring the exercise of intellectual creativity are weighted more heavily than those that largely dictate the work to be done. Funding is a means to an end; demonstrated impacts must be reported, funding that has not led to productivity is disregarded in the review.
 - A developing reputation in the candidate's field as evidenced by external evaluations, invitations to present at recognized academic forums, invitations to review research papers and grant proposals, and a beginning trend of positive citations in other's publications. A reputation based on the quality of the scholarship contribution in the area of specialization is distinguished from one based mainly on familiarity through the faculty member's frequent attendance at national and international conferences. County and non-campus-based faculty should be recognized statewide and regionally; campus based faculty should have national recognition.
 - Demonstrated high degree of ethics in the conduct of applied research, including but not limited to full and timely adherence to all regulations relevant to the program, and ethical treatment of collaborators.

c. Service

- Substantive contributions to the department, college or university and related professional organizations.
- Demonstrated potential for useful contributions to the profession.
- Demonstrated success in administrative leadership roles if these are a part of the assignment. Attributes considered: results of peer and faculty

assessments, significant impacts on organization policies and procedures, contributions to achieving the mission and vision of the department, development and implementation of improved practices in dealing with: legislative matters, personnel issues, fiscal management, staff development, communication, leadership development or other areas.

2. Promotion to professor (or Tenure at the Rank of Professor)

Faculty Rule 3335-6-02 (C) <http://trustees.osu.edu/rules/university-rules/rules6/ru6-02.html> 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.

For promotion to Professor, a faculty member is expected to be a role model for senior faculty and for the profession. Assessment takes place in relation to specific assigned responsibilities, with exceptional performance in these responsibilities required. The specific criteria in teaching, research/scholarly/creative works, 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 increasing quality of contributions, and a record of continuing professional growth. Evidence of established national (county) and international (campus-based) reputation in the field is expected. Publication of a body of work in high quality peer reviewed venues is expected.

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.

3. Promotion to associate professor of professional practice

For promotion to professional practice associate professor, a faculty member must have a substantial record of non-formal educational programs and outreach activities developed and delivered to meet industry and/or stakeholder needs across the state. A record of continuous success in securing funding for education and training programs is required along with a growing national reputation.

4. Promotion to professor of professional practice

To be promoted to professional practice professor, a faculty member must have a national or international reputation built on an impressive record of excellent teaching and impactful education and outreach programs. A record of continuous funding for education and training programs is required.

B. Procedures

The department's procedures for promotion and tenure and promotion reviews are consistent with those set forth in Faculty Rule 3335-6-04 <http://trustees.osu.edu/rules/university-rules/rules6/ru6-04.html> and the Office Academic Affairs annually updated procedural guidelines for promotion and tenure reviews, which can be found at: <http://oaa.osu.edu/handbook.html> except where the department has obtained approval both from the dean and provost to follow different procedures. The

following sections, which state the responsibilities of each party to the review process, apply to all faculty tracks in the department.

1. Candidate responsibilities

- Submit a complete, accurate dossier fully consistent with Office of Academic Affairs guidelines. Candidates should not sign the Office of Academic Affairs Candidate Checklist without ascertaining that they have fully met the requirements set forth in the Office of Academic Affairs core dossier outline, including but not limited to those highlighted on the Checklist. As a supplement to these guidelines, OSU Extension provides each candidate with an annual *Promotion and Tenure Dossier Outline* go.osu.edu/osuepolicyhandbookpromotiontenure which provides additional clarification for reporting Extension related activities and scholarly work.
- The candidate will review the list of potential external evaluators developed by the department chair. The candidate may add no more than three additional names, but is not required to do so. The candidate may request the removal of no more than two names, providing the reasons for the request. The department chair decides whether removal is justified. (For more detail on Extension evaluations see 5. External evaluations)

2. Promotion and tenure committee responsibilities

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

- Review thoroughly and objectively every candidate's dossier in advance of the meeting at which the candidate's case will be discussed.
- Attend all promotion and tenure committee meetings except when circumstances beyond one's control prevent attendance; to participate in discussion of every case; and to vote. Encourage committee members to attend a promotion workshop during first year.
- Provide administrative support annually for the promotion and tenure review process as described below:
 - **Late spring:** Select from among members a procedures oversight designee who will serve in this role for the following year. The procedures oversight designee's responsibilities are described in the Office of Academic Affairs annual procedural guidelines.
 - **Early summer:** Suggest names of external evaluators to the department chair.
 - **Summer and early autumn:** Review candidates' dossiers for completeness, accuracy (including citations), and consistency with Office of Academic Affairs requirements; and work with candidates in a timely manner to assure that needed revisions are made in the dossier before the formal review process begins.

- A member of the committee meets with each candidate once prior to the fall committee meeting for coaching and 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.)
- **Late autumn:** Provide a written evaluation and recommendation to the department chair and director in the case of joint appointees whose tenure initiating unit is another department. The full promotion and tenure committee does not vote on these cases.
- In the spring semester, the committee shall screen dossiers submitted by probationary faculty and extension educators who seek a faculty appointment without a national search. The committee will provide guidance and direction to the faculty member in the preparation of the dossier for the fall review as well as an assessment of progress in the appointment.
- In spring semester, the committee shall screen annually promotion requests from faculty members seeking a non-mandatory review in the following academic year and decide whether it is appropriate for such a review to take place. Only professors on the committee may consider promotion review requests to the rank of professor. Two-thirds of those eligible to vote on a request must vote affirmatively for the review to proceed. The vote will be communicated to the faculty member. The committee bases its decision on assessment of the record as presented in the faculty member's dossier and on a determination of the availability of all required documentation for a full review (e.g., peer evaluations of teaching). Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.

A tenured faculty member may only be denied a formal promotion review under Faculty Rule 3335-6-04 (<http://trustees.osu.edu/rules/university-rules/rules6/ru6-04.html>) 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 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 (i.e. has a "green card"). Faculty not eligible for tenure due to lack of citizenship or permanent residency are moreover not considered for promotion by this department.

A decision by the committee to permit a review to take place in no way commits the promotion and tenure committee, the department chair, or any other party to the review to making a positive recommendation during the review itself.

3. Department chair responsibilities

The responsibilities of the department chair are as follows:

- Where relevant, to verify the prospective candidate's residency status. Faculty who are neither citizens nor permanent residents of the United States may not undergo a non-mandatory review for tenure, and tenure may not be awarded as the result of a mandatory review until permanent residency status is established. Faculty not eligible for tenure due to lack of citizenship or permanent residency are moreover not considered for promotion by this department.
- **Late spring semester:** To solicit external evaluations from a list including names suggested by the promotion and tenure committee, the department chair and the candidate. (Also see 5. External evaluations)
- To make copies of each candidate's dossier available for review by the promotion and tenure committee at least two weeks before the meeting at which specific cases are to be discussed and voted.
- To remove any member of the promotion and tenure committee from the review of a candidate when the member has a conflict of interest, but does not voluntarily withdraw from the review.
- **Late autumn semester:** To provide an independent written evaluation and recommendation for each candidate, following receipt of the promotion and tenure committee's completed evaluation and recommendation.
- To meet with the promotion and tenure committee to explain any recommendations contrary to the recommendation of the Committee.
- To inform each candidate in writing after completion of the department review process:
 - Of the recommendations by the promotion and tenure committee and department chair.
 - Of the availability for review of the written evaluations by the promotion and tenure committee and department chair.
 - Of the opportunity to submit written comments on the above material, within ten days from receipt of the letter from the department chair, for inclusion in the dossier. A form accompanies the letter that the candidate returns to the department chair, indicating whether or not he or she expects to submit comments.
- To provide a written response to comments from a candidate that warrants a response for inclusion in the dossier.
- To forward the completed dossier to the college office by that office's deadline, except in the case of associated faculty for whom the department

chair recommends against promotion. A negative recommendation by the department chair is final in such cases.

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

4. External evaluations

External evaluations of scholarly activity are obtained for all promotion reviews in which scholarship must be assessed. These include all tenure track promotion and tenure or promotion reviews. External evaluations are optional in other reviews and will not be solicited. External evaluators should be chosen because of their national/international reputation in a given field plus their knowledge of the U.S. Extension system. When obtained, they should meet the criteria described below.

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

- Is written by a person highly qualified to judge the candidate's research (or other performance, if relevant) who can give an “arm’s 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.
- 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, letters are requested from at least six reviewers. Letters are solicited no later than early summer prior to the review year. This timing allows additional letters to be requested should fewer than five useful letters result from the first round of requests.

As described above, a list of potential evaluators is assembled by the department chair with input from the Promotion and Tenure Committee, 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. Section B (3) of Faculty Rule 3335-6-04, <http://trustees.osu.edu/rules/university-rules/rules6/ru6-04.html> requires that no more than half the external evaluation letters in the dossier be written by persons suggested by the candidate. In the event that the person(s) suggested by the candidate do not agree to write, neither the Office of Academic Affairs nor this department requires that the dossier contain letters from evaluators suggested by the candidate.

The department follows the Office of Academic Affairs suggested format, provided at: <http://oaa.osu.edu/handbook.html> for letters requesting external evaluations. Under no

circumstances may a candidate solicit external evaluations or initiate contact in any way with external evaluators for any purpose related to the promotion review. It is in the candidate's self-interest to assure that there is no ethical or procedural lapse, or the appearance of such a lapse, in the course of the review process.

All solicited external evaluation letters that are received must be included in the dossier. If concerns arise about any of the letters received, these concerns may be addressed in the department's written evaluations or brought to the attention of the Office of Academic Affairs for advice.

C. Documentation

As noted above under Candidate responsibilities, every candidate must submit a complete and accurate dossier that follows the Office of Academic Affairs dossier outline. The department provides a unit-specific annotated guide to this outline for reference. It can be found at: go.osu.edu/osuepolicyhandbookpromotiontenure and is updated annually. 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 below and in the Appendix, is forwarded when the review moves beyond the department

1. Teaching

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

- Cumulative SEI reports (Student Evaluation of Instruction computer generated summaries prepared by the Office of the University Registrar) for every class; or 3-5 group EEET (Effective Evaluation of Extension Teaching) reports per year generated by the Program Development and Evaluation Unit.
- Peer evaluation of teaching reports as required by the department's peer evaluation of teaching program (details provided in the Appendix to this document)

2. Research/scholarly/creative works

Upon committee request, candidates should be able to provide documentation of the following (with the exception of publication acceptance letters as noted below):

- Copies of scholarly papers published or accepted for publication. For papers accepted for publication but not yet published candidates must include in the Appendix 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 e.g. published reviews including publications where one's work is favorably cited, or grants and contract proposals that have been submitted. These items should be reported in the narrative on quality indicators.

3. Service

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

VIII. Appeals

Faculty Rule 3335-6-05 (A) sets forth general criteria for appeals of negative promotion and tenure decisions. Appeals alleging improper evaluation are described in Faculty Rule 3335-5-05 <http://trustees.osu.edu/rules/university-rules/rules5/ru5-05.html>

Disagreement with a negative decision is not grounds for appeal. In pursuing an appeal, the faculty member is required to document the failure of one or more parties to the review process to follow written policies and procedures.

IX. Seventh year reviews

Faculty Rule 3335-6-05 (B) 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. Student/Clientele and Peer Evaluation of Teaching

A. Procedures for student/clientele and peer evaluation of teaching

1. Student/clientele evaluation of teaching

A minimum of three (3) group evaluations of teaching using the Effective Evaluation of Extension Teaching (EEET) instrument should be obtained per year. A majority of the EEET evaluations should be on topics related to the faculty member's area of specialization (county and regional faculty) or primary area of focus (state faculty). Group instruments must be collected and submitted for analysis by someone other than the candidate. (Additional information re: EEET evaluation forms available at: pde.osu.edu/EEETs)

Faculty members are encouraged to gather other information from learners in different settings to substantiate teaching effectiveness. These evaluations are not a replacement for Group EEET instruments used as described above.

Computerized summary printouts for the past five years and comparative data should be requested from the Program Development and Evaluation (PDE) unit at: go.osu.edu/EEETRequest and inserted in the Appendix

2. Peer evaluation of teaching

Systematic peer evaluation of teaching over time is an important part of the review process. A consistent pattern of these evaluations over a five-year period should be evident in the candidate's dossier. At least one and preferably two peer evaluation of teaching letters should be obtained per year. Obtaining evaluations using the Review of Extension Educational Materials form is most appropriate for internal and external review of curriculum materials, program materials, fact sheets, teaching outlines,

newsletters and media. Peer evaluations should be used to evaluate teaching activities, including seminars, workshops, field days, volunteer training, group facilitation, distance education and problem solving activities. Effective January, 2004, an updated Extension Peer Evaluation system was initiated involving peer evaluation letters, and the guidelines should be followed for all current peer evaluations of teaching evaluations. The guidelines to follow for peer evaluation of teaching letters are located at go.osu.edu/osuepolicyhandbookpeerevaluationsofteaching

Faculty will discuss and establish peer review expectations in collaboration with their county and regional director/associate chair or unit leader (state faculty) and review these expectations annually during their performance evaluation.

Peer evaluation should focus on the aspects of teaching that students/participants cannot evaluate. Questions to be addressed would include whether the objectives are appropriate, whether instructional materials and visuals are up-to-date, whether activities contribute to the learning objectives and whether evaluations are used which measure impact. Peer assessment of teaching should also assess “mechanical” matters (clarity of speech, variety of teaching approaches, enthusiasm, etc.), the extent to which the faculty member engages the learners in a manner appropriate to the situation and substance of the class.

Selection of Reviewers: Reviewers of materials or observers of teaching, when possible, should be selected by and the request made by a supervisor. Individuals identified as peer reviewers should be of higher rank than the faculty member and be recognized for their expertise in teaching or curriculum design. In the case of outside reviewers, senior level Extension professionals might not carry academic titles at other universities.

B. Timeline

1. Faculty review

- | | |
|---------------|--|
| March | Dossier to department chair and letter requesting consideration for promotion or tenure and promotion. |
| April - May | Dossier reviewed by promotion and tenure preview committee. They provide feedback and coaching. |
| June | Potential external evaluators identified; names available for review. |
| July | Scholarly materials for external evaluators and draft dossier to department chair. |
| August | Draft dossier to department chair. These will be reviewed by POD (Procedures Oversight Designee). |
| Late August | Final dossier due to department chair and promotion and tenure committee review and recommendation. |
| September | Department promotion and tenure committee meets and makes recommendations to department chair. |
| Early October | Outcome shared; review reports with 10-day comment period. |

October	Dossier to college committee.
December	Outcome of college and dean's review shared; review reports with 10-day
January	comment period.
February	Dossier to university review.
April/May	Outcome reported from university review.

2. Fourth-year review

March	Dossier to department chair for preview.
April - May	Dossier previewed and feedback and coaching provided by department promotion and tenure committee/support team.
Summer	Chair identifies and contacts internal evaluators for letters of evaluation.
August	Draft dossier to department chair. These will be reviewed by POD (procedures oversight designee).
Late August	Final dossier to chair for department promotion and tenure committee review and recommendation.
September	Department promotion and tenure committee meets and makes recommendations to chair
Early October	Outcome shared; review reports with 10-day comment period.
October	Dossier to college level review (4th year) by vice president and dean.
April/May	Fourth-year notified of outcome.

3. Probationary year reviews (1st,2nd,3rd,5th)

March	Dossier to department chair for preview (recommended).
April - May	Dossier previewed and feedback and coaching provided by department promotion and tenure committee/support team.
August	Dossier to department chair for review by department promotion and tenure committee
October	Department promotion and tenure committee makes recommendations to chair.
November	Notified of recommendations/outcomes.

C. Two track system

1. Promotion criteria

A&P

- Proof of excellent performance over a period of time in teaching, creative works and service in local assignment
- Evidence of teamwork, interdisciplinary approaches
- Demonstrated impacts and promise of continued high quality contributions
- Area of specialization – capable and mature educator
- Expectations increase from Educator II to III to IV

In competence, performance and peer recognition

Participation/service to profession and organization

- Continued growth

Promotion is considered in the context of the individual's local assignment

2. Criteria for applying for a faculty position without a national search

- Excellence is expected and documented in teaching, creative works and service for local programming efforts
- Interdisciplinary approaches and contribution to team efforts are evident
- Educator III status, meets/exceeds current criteria for Educator III
- Demonstrate desire and aptitude for scholarship by sharing creative efforts at regional and national professional meetings, soliciting peer reviews
- Show evidence of potential for sustained faculty achievement in teaching, creative and scholarly works and service
- Willingness to be involved in professional/university committees, teams or leadership roles
- Submission of dossier for review by faculty promotion and tenure committee
- There are grant-funded positions which will remain at A&P status; not eligible for application a faculty appointment.

Some A&P positions are not eligible for consideration for a faculty appointment.

3. Procedures

Written request to department chair. Timetable and procedural guidelines follow faculty guidelines. Prepare dossier using most current Extension faculty guidelines.

Review process includes reviews by Department Promotion and Tenure Committee, Regional Director/Associate Chair, Assistant Directors and Department Chair

Department Chair coordinates the process and makes final determination of whether to offer faculty status to the candidate following review of dossier.

Appointment to a faculty position results in an increase to the base salary by a set amount.

Appointment is at the rank of assistant professor with the full probationary period available and University rules applying for tenure and promotion.

Appointment, Promotion and Tenure Guidelines for OSU Extension, 1999

Criteria and Procedures for Transfer, 1993 – revised

4. Career advancement

In 1993, OSU Extension, after a period of intense review and discussion, put in place a two-track system for County Educators in Ohio. All county educators hired since 1993 into the OSU Extension system enter as A&P educators. Educators who have demonstrated success at the Educator III or Educator IV level may apply to a faculty position as an untenured assistant professor without a national search. There are grant-funded positions which will remain at A&P status. Faculty members may elect to step down from a faculty appointment into an A&P position or to a professional practice faculty position. Once an educator (faculty or A&P) has changed positions, they may not reverse the change.

The goal of the A&P career path is to establish a career advancement system parallel to the faculty promotion and tenure system. It provides more career choices for all educators and establishes a career ladder for A&P educators. Specific guidelines related to promotion, procedures for applying and dossier outlines are on the OSUE Policy Handbook website. Each winter workshops are offered that explain the promotion process for each track. Coaching is also provided by the regional director/associate chair and support teams in each region. The department chair provides leadership for administration of the promotion and tenure process and meets with educators to assist them in developing their dossier and understanding the system.

Different job expectations exist for A&P educators and faculty as they relate to scholarly and creative work and service to the profession. Both are expected to provide: outstanding and timely programming in their local counties, to establish an area of specialization, and to develop their professional competencies. Expectations related to teaching,

interdisciplinary work, team efforts and documenting impact are also similar.

A&P educators focus on local county programming needs emphasizing development of creative programming approaches, developing curriculum and participating in regional/statewide teams which will benefit the local program. They are active in statewide professional organizations often holding leadership positions. OSU Extension has established guidelines and procedures for a peer review promotion process involving an A&P promotion committee. Qualified A&P educators may apply for state and field specialist positions, but will be expected to move to the faculty position if they are accepted.

Faculty members have the additional expectation of developing programs and materials for use by colleagues across the state and nation. For advancement on tenure-track or professional practice appointments peer reviewed publications and presentations are expected as documentation that the work has been communicated broadly, is valued and used by peers and had an impact on local and broader audiences. Faculty members over time develop a reputation beyond their local position for contributions both in an area of specialization and as a leader in national professional organization(s). Faculty promotion guidelines and criteria established by the Office of Academic Affairs are followed in review of faculty cases for promotion.

5. Career path for county educators*

Educator I

- Hired prior to 1/1/99 without MS
 - Less 2 years professional experience
- Must earn MS within 5 years of hire

Educator II

- Apply for promotion when successful as Educator II and meet criteria for Educator III

Educator III

- Apply for promotion when successful as Educator III and meet criteria for Educator IV

Educator IV

- Apply for appointment to tenure-track position without a national search when successful as Educator III and meet criteria for faculty appointment

***If you change paths, you may not return to your original path in same or similar role.**

6. Career path for specialists

Instructor

- Hired prior to 1/3/97 - Apply for promotion when meet criteria for assistant professor

Assistant professor

- Apply for promotion when successful as assistant professor and meet criteria for associate professor, tenure and promotion to associate professor by beginning of 7th year

required

Associate professor

- Apply for promotion when successful as associate professor and meet criteria for professor

Professor

- Highest faculty rank
- Sustained excellence and contributions expected