

**APPOINTMENT, PROMOTION AND TENURE CRITERIA AND PROCEDURES
FOR REGULAR AND AUXILIARY FACULTY**

**DEPARTMENT OF PEDIATRICS
THE OHIO STATE UNIVERSITY
COLLEGE OF MEDICINE**

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Appointments, Promotion, and Tenure Criteria and Procedures for the Department of Pediatrics

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PREAMBLE

This document describes the criteria and procedures regarding appointment, promotion and tenure for faculty in the Department of Pediatrics in the College of Medicine of The Ohio State University. It is a supplement to Chapter 47 of the Rules of the University Faculty (“Additional Rules Concerning Faculty Appointments, Reappointments, Promotion and Tenure”), the Office of Academic Affairs procedural guidelines for promotion and tenure reviews, and any additional policies established by the College and University. These rules are updated and can be found in the Board of Trustees’ website; <http://oaa.ohio-state.edu/handbook/tc.html>. Should those rules and policies change, the department shall follow those 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 appointment or reappointment of the Department Chair. Numbers given in the text refer to particular Rules of the University Faculty of The Ohio State University and their respective websites are provided.

This document must be approved by the Dean of the College and the Provost of the University before it can be implemented. It sets forth the Department’s mission, and in the context of the missions of the College and University, its criteria and procedures for faculty appointments, and its criteria and procedures for faculty promotion, tenure and rewards including salary increases. In approving this document, the Dean and the Executive Vice President 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.

The faculty and the administration are bound by the principles articulated in faculty rule 3335-6-01 (<http://www.osu.edu/offices/trustees/rules6/ru6-01.html>): (A) Peer review provides the foundation for decisions regarding faculty appointment, reappointment, promotion, and tenure, and (B) In accordance with a policy of equal opportunity, decisions concerning appointment, reappointment, promotion, and tenure shall be free of discrimination as to race, creed, religion, national origin, age, sex, disability, Vietnam-era veteran status, or sexual orientation.

If a candidate questions these bases for decision, he/she may contact The Ohio State University Office of Consulting Services.

MISSION OF THE DEPARTMENT OF PEDIATRICS

The mission of the Department of Pediatrics is to promote excellence in teaching, research and other scholarly activities, and administrative service, to promote optimum health, and to provide the most effective, efficient and compassionate medical care. Excellence in teaching is measured by the quality of knowledge and the time conferred in this process to medical students, residents, fellows, other post-graduate students, and health care providers. Teaching also shall be directed at promoting and ensuring the continuation of high-quality pediatric residency and fellowship programs in the Department of Pediatrics of The Ohio State University College of Medicine. Excellence in research and other scholarly activities is measured by the quality of those scholarly endeavors which advance the body of scientific knowledge, promote good health, and improve the treatment of diseases of children. Fulfillment of the service component of the mission includes providing the highest quality and value of clinical care for children and their families in Ohio and beyond, and through improving the overall level of pediatric health to the public through coordinated and collaborative efforts with physicians and

other health care workers, departmental, College and University committees, as well local, state and national agencies.

Within the context of its mission, the Department of Pediatrics sets the goal of continuously improving the quality of its endeavors. The Department additionally assures that its Policy on Faculty Duties and Responsibilities, included in its Patterns of Administration, is consistent with this mission and its criteria for appointments, promotion, and tenure, merit salary increases, and other rewards.

APPOINTMENTS

General requirements for appointments in the Department of Pediatrics:

Faculty appointments are made to enhance the quality of the Department. A faculty appointment in the Department of Pediatrics of The Ohio State University College of Medicine denotes the attainment of outstanding characteristics and professional behavior related to teaching, research, clinical service, and/or administrative service. The criteria by which each candidate will be judged with respect to appointment at a proposed rank will include the past record in teaching, research, and clinical and administrative service, as well as the potential for future performance which should result in advancement in rank. The evaluation of teaching includes the candidate's command of the subject, continuous growth in the field, ability to organize and present material, creativity and enthusiasm, and capacity to promote changes in knowledge, skills, attitudes and values in students, residents, fellows, and other post-graduate students and health care providers. The evaluation of productivity and creativity in research will be sought in the published research of the candidate, grants, awards, honors, and presentations. Creative, unique or particularly effective administrative or clinical service contributions will be highly regarded in the evaluation process. The quality of teaching, research, and clinical and administrative service, and a scholarly approach are the standards by which a candidate is evaluated.

The usual minimal requirement for appointment will be a M.D., Ph.D., or other doctoral degree. Training in pediatrics and subspecialty fellowship training, if available, as well as eligibility for board certification in pediatrics and in a pediatric subspecialty, if available, generally will be required for an entering candidate for whom there is an expectation of clinical activities. Appropriate board/sub-board certification is expected to be achieved by the candidate. Licensure and appropriate hospital staff appointments must be held for providing patient-based teaching, research and service activities. In certain instances a candidate without training in pediatrics and a pediatric subspecialty will receive an appointment in the Department of Pediatrics in accordance with their clinical or other expertise. Candidates for whom there is no expectation of clinical activities will be required to have postdoctoral training in their area of expertise such as research; they are not required to have training or board eligibility in pediatrics or another medical specialty.

Criteria for appointment: Regular tenure track faculty

A regular tenure faculty appointment will be awarded to individuals for whom the expectation is to perform high quality research for more than half of their activities. There are numerous pathways that reflect the diversity of tenure track faculty candidates and can lead to the granting of tenure. Excellence is expected in any pathway.

Research/Educator Pathway: Faculty with this pattern of activity will primarily be engaged in research, scholarship or other creative activities, and will be expected to be actively engaged in teaching or training at various levels including medical students, residents, fellows, undergraduate students, graduate students, post-doctoral fellows, or professional students, and may include peer or continuing education. Publication of research in high quality peer reviewed journals will be a primary measure of achievement in scholarship. Similarly, the obtaining of nationally competitive peer reviewed funding in support of a focused and thematic program of research will be expected. Demonstration of high quality and effective teaching and education will also be expected. Individuals in this faculty pathway will also be expected to demonstrate achievement in program development and service to the institution, profession, or community.

Educator/Scholar Pathway: Faculty with this pattern of activity will be primarily engaged in teaching or training at various levels including medical students, residents, fellows, undergraduate students, graduate students, post-doctoral fellows, or professional students, and may include peer or continuing education; and in providing service to the to the institution, profession, or community. This service may include patient care activity, which may be used as a forum for teaching. Scholarship related to educational or service activities will be required. Scholarship is a central facet of this faculty pathway, and will be a primary measure of achievement as reflected in high quality peer-reviewed publications. It is expected that faculty in this pathway will obtain competitive extramural funding in support of educational programs or innovations. Demonstration of high quality and effective teaching and education will be expected. Demonstration of high quality service with broad impact will also be a primary measure of achievement.

Research/Clinician Pathway: Faculty with this pattern of activity will be primarily engaged in research, scholarship, or other creative activity, and providing clinical or other service. Publication of research in high quality peer reviewed journals will be a primary measure of achievement in scholarship. Similarly, the obtaining of nationally competitive peer reviewed funding in support of a focused and thematic program of research will be expected. Demonstration of high quality service with broad impact, which may include program development, will also be a primary measure of achievement. Individuals in this faculty pathway will also be expected to be engaged in teaching or training of trainees at various levels including medical students, residents, fellows, undergraduate students, graduate students, post-doctoral fellows, or professional students, and may include peer or continuing education. Faculty who are on the Research/Clinician pathway will have an extended probationary period as recognition of the time commitment associated with clinical duties.

Instructor of Pediatrics: A faculty candidate will be appointed as an instructor on the regular tenure track if scholarship productivity is too limited for an appointment as an Assistant Professor. The candidate must fulfill the above General Requirements for Appointments and must have a strong potential to advance through the ranks of the regular tenure track and attain tenure. Licensure and appropriate hospital staff appointments are necessary for providing patient-based teaching, research and service activities.

In accordance with faculty rule #3335-6-03 (<http://www.osu.edu/offices/trustees/rules6/ru6-03.html>), an appointment at the rank of instructor is always probationary and may not exceed three years. An instructor should be approved for promotion to assistant professor by the beginning of the third year of

appointment, or the appointment will not be renewed beyond the end of the third year. When an instructor is promoted to the rank of assistant professor, prior service credit will be granted for time spent as an instructor unless the faculty member indicates in writing that he or she does not wish such credit. This written request must be forwarded to the office of academic affairs through the Dean of the College so that tenure records may be adjusted accordingly.

Assistant Professor of Pediatrics: A faculty candidate for appointment to the rank of assistant professor of pediatrics must fulfill the above General Requirements for Appointments, have completed post-doctoral training including research, and have a strong potential to advance through the ranks of the regular tenure track faculty and attain tenure. Licensure and appropriate hospital staff appointments are required for providing patient-based teaching, research and service activities. The candidate is expected to have an attitude that reflect adherence to professional and ethical conduct consistent with the statement on professional ethics by the AAUP.

In accordance with faculty rule #3335-6-03 (<http://www.osu.edu/offices/trustees/rules6/ru6-03.html>), an appointment to the rank of assistant professor is always probationary and may not exceed eleven years, including prior service credit. An assistant professor is reviewed for promotion and tenure, as stated in his/her letter of offer, no later than the eleventh year of appointment as an assistant professor and informed by the end of the eleventh year as to whether promotion and tenure will be granted at the beginning of the twelfth year.

Promotion and tenure may be granted at any time during the probationary period when the faculty member's record of achievement so merits. Similarly, a probationary appointment may be terminated at any time subject to the provision of faculty rule 3335-6-08 (<http://www.osu.edu/offices/trustees/rules6/ru6-07-08.html>) and the provision of paragraphs (6), (H), and (I) of faculty rule 3335-6-03 (<http://www.osu.edu/offices/trustees/rules6/ru6-03.html>). In unusual circumstances promotion to the rank of associate professor may be considered independent of a tenure decision for faculty with patient clinical service responsibility. In the event that promotion to associate professor without tenure is approved, the faculty member must be considered for tenure no more than six years following promotion, and in no case can the consideration for tenure occur later than the eleventh year. Tenure cannot be awarded at the rank of assistant professor.

Associate Professor of Pediatrics: A faculty candidate may be appointed to the rank of associate professor of pediatrics if he/she fulfills the above General Requirements for Appointments, has a strong potential to advance through the ranks of the regular tenure track, and either fulfills the Department criteria for promotion to this rank (see below, "Criteria: Promotion to rank of associate professor with tenure") or has been promoted to this rank at a peer institution. Licensure and appropriate hospital staff appointments are required for providing patient-based teaching, research and service activities.

In accordance with faculty rule #3335-6-03 (<http://www.osu.edu/offices/trustees/rules6/ru6-03.html>), an appointment as an associate professor will generally entail tenure. However, a probationary period not to exceed four years may be granted by the Office of Academic Affairs upon petition of the tenure initiating unit (Department of Pediatrics) and the College of Medicine. For the petition to be

approved, compelling rationale must be provided regarding why appointment at a senior rank is appropriate but tenure is not. All appointments to the rank of associate professor require prior approval of the Dean and the Provost.

Professor of Pediatrics: A faculty candidate will be appointed to the rank of professor of pediatrics if he/she fulfills the above General Requirements for Appointments, and either fulfills the Department criteria for promotion to this rank (see below, "Criteria: Promotion to rank of professor") or has been promoted to this rank at a peer institution. Licensure and appropriate hospital staff appointments are required for providing patient-based teaching, research and service activities.

In accordance with faculty rule #3335-6-03 (<http://www.osu.edu/offices/trustees/rules6/ru6-03.html>), an appointment as a professor generally entails tenure. However, a probationary period not to exceed four years may be granted by the Office of Academic Affairs upon petition of the tenure initiating unit (Department of Pediatrics) and the College of Medicine. For the petition to be approved, compelling rationale must be provided regarding why appointment at a senior rank is appropriate but tenure is not. All appointments to the rank of professor require prior approval of the Dean and Provost.

Criteria for appointment: Regular clinical track faculty
(Rules of the University Faculty 3335-7; <http://trustees.osu.edu/rules7/ru7index.html>)

A regular clinical track faculty appointment will be awarded to individuals for whom the expectation is to perform high quality teaching and clinical service for more than half of their activities, and from whom there is an additional expectation of productivity in original research or other scholarly activities. Tenure is not granted to faculty appointed in the regular clinical track. Instead, the candidate is on a 3, 4, or 5-year contract, re-evaluated annually; thereafter, contracts are awarded after reappointment review in the penultimate contract year.

Instructor of Clinical Pediatrics: A faculty candidate will be appointed as an instructor on the regular clinical track if academic productivity is too limited to warrant an appointment as an Assistant professor. The candidate must fulfill the above General Requirements for Appointment and must have potential to advance through the ranks of the regular clinical track. Licensure and appropriate hospital staff appointments are necessary for providing clinical care, patient-based teaching and patient-based research.

In accordance with faculty rule #3335-6-03 (<http://trustees.osu.edu/rules6/ru6-03.php>), an appointment at the rank of instructor is always probationary and may not exceed three years. An instructor should be approved for promotion to assistant professor by the beginning of the third year of appointment, or the appointment will not be renewed beyond the end of the third year.

Assistant Professor of Clinical Pediatrics: A faculty candidate for appointment to the rank of assistant professor of clinical pediatrics must fulfill the above General Requirements for Appointments, and have a strong potential to advance through the faculty ranks of the regular clinical track. Licensure and appropriate hospital staff appointments are required for providing patient-based teaching, research and service activities.

Associate Professor of Clinical Pediatrics: A faculty candidate will be appointed to the rank of associate professor of clinical pediatrics if he/she fulfills the above General Requirements for Appointments, and either fulfills the Department criteria for promotion to this rank (see below, “Criteria: Promotion of regular clinical faculty”) or has been promoted to this rank at a peer institution. Licensure and appropriate hospital staff appointments are required for providing patient-based teaching, research and service activities.

Professor of Clinical Pediatrics: A faculty candidate will be appointed to the rank of professor of clinical pediatrics if he/she fulfills the above General Requirements for Appointments, and either fulfills the Department criteria for promotion to this rank (see below, “Criteria: Promotion of regular clinical faculty”) or has been promoted to this rank at a peer institution. Licensure and appropriate hospital staff appointments are required for providing patient-based teaching, research and service activities.

Criteria for appointment: Regular research track faculty
(Rules of the University Faculty 3335-7; <http://trustees.osu.edu/rules7/ru7index.html>)

Regular research track faculty appointments are fixed term contract appointments that do not entail tenure. Research track faculty are involved almost exclusively in research which is related to the mission and goals of the department.

Research Assistant Professor of Pediatrics: A faculty candidate for appointment to the rank of research assistant professor of pediatrics must fulfill the above General Requirements for Appointments, and have a strong potential to advance through the faculty ranks of the regular research track. Regular research faculty focus their efforts in research related to the mission and goal of the department and will have an earned doctorate or other terminal degree in the relevant field. Regular research faculty may, but are not required, to participate in limited educational activities in his/her area of expertise.

Research Associate Professor of Pediatrics: A faculty candidate for appointment to the rank of research associate professor of pediatrics must fulfill the above General Requirements for Appointments, and either fulfill the Department criteria for promotion to this rank (see below, “Criteria: Promotion of regular research faculty”) or has been promoted to this rank at a peer institution.

Research Professor of Pediatrics: A faculty candidate for appointment to the rank of research professor of pediatrics must fulfill the above General Requirements for Appointments, and either fulfill the Department criteria for promotion to this rank (see below, “Criteria: Promotion of regular research faculty”) or has been promoted to this rank at a peer institution.

Criteria for appointment: Auxiliary track faculty
(Rules of the University Faculty 3335-5-19; <http://trustees.ohio-state.edu/rules5/ru5-19.html>)

A clinical auxiliary faculty appointment will be awarded to individuals who provide teaching, clinical and administrative service for the Department, and for whom there is no expectation of research or other scholarly activities. An adjunct auxiliary faculty appointment will be awarded to individuals who

are: (A) employed by the University on non-instructional budgets who provide significant uncompensated service (such as teaching, advising graduate students, or participation in research projects) that is not covered in their job description and for which a faculty title is needed, or (B) not employed by the University but who provide significant uncompensated service to the University (such as teaching, advising graduate students or participation in research projects) and for which a faculty title is needed. Tenure will not be granted to faculty appointed in the auxiliary track. The criteria for appointment of auxiliary faculty will be consistent whether or not the faculty member is compensated by the Department of Pediatrics. No-salary auxiliary faculty must make a substantial contribution to the Department, such as in teaching, administration or research. Auxiliary appointments are made for one year.

Clinical Instructor of Pediatrics: The candidate must fulfill the above General Requirements for Appointments. He/she must have a strong potential to advance through the faculty ranks of the auxiliary track. Licensure and appropriate hospital staff appointments are required for providing patient-based teaching, research and service activities.

Clinical Assistant Professor of Pediatrics: A faculty candidate will be appointed to the rank of clinical assistant professor of pediatrics if he/she fulfills the above General Requirements for Appointments and the Criteria for Appointment of Clinical Auxiliary track faculty, and has a strong potential to advance through the faculty ranks of the auxiliary track.

Additional requirements for this appointment for faculty for whom there is the expectation of clinical activities are board certification in pediatrics or another clinical medical field, and eligibility for board certification in a subspecialty, if available. Licensure and appropriate hospital staff appointments are required for providing patient-based teaching, research and service activities.

Clinical Associate Professor of Pediatrics: A faculty candidate will be appointed to the rank of clinical associate professor of pediatrics if he/she fulfills the above General Requirements for Appointments and the Criteria for Appointment of Clinical Auxiliary track faculty, has a strong potential to advance through the faculty ranks of the auxiliary track, and either fulfills the Department criteria for promotion to this rank (see below, "Criteria: Promotion of auxiliary track faculty") or has been promoted to this rank at a peer institution.

Additional requirements for this appointment for faculty for whom there is the expectation of clinical activities are board certification in pediatrics or another clinical medical field, and board certification in a subspecialty, if available. Licensure and appropriate hospital staff appointments are required for providing patient-based teaching, research and service activities.

Clinical Professor of Pediatrics: A faculty candidate will be appointed to the rank of clinical professor of pediatrics if he/she fulfills the above General Requirements for Appointments and the Criteria for Appointment of Clinical Auxiliary track faculty, and either fulfills the criteria of the Department for promotion to this rank (see below, "Criteria: Promotion of auxiliary track faculty") or has been promoted to this rank at a peer institution.

Additional requirements for this appointment for faculty for whom there is the expectation of clinical activities are board certification in pediatrics or another clinical medical field, and board certification in a subspecialty, if available. Licensure and appropriate hospital staff appointments are required for providing patient-based teaching, research and service activities.

Adjunct Assistant Auxiliary Professor of Pediatrics: A faculty candidate will be appointed to the rank of adjunct assistant professor of pediatrics if he/she fulfills the above General Requirements for Appointments and the Criteria for Appointment of Adjunct Auxiliary track faculty, and has a strong potential to advance through the faculty ranks of the auxiliary track. Licensure and appropriate hospital staff appointments are required for providing patient-based teaching, research and service activities.

Adjunct Associate Auxiliary Professor of Pediatrics: A faculty candidate will be appointed to the rank of adjunct associate professor of pediatrics if he/she fulfills the above General Requirements for Appointments and the Criteria for Appointment of Adjunct Auxiliary track faculty, has a strong potential to advance through the faculty ranks of the auxiliary track, and either fulfill the Department criteria for promotion to this rank (see below, "Criteria: Promotion of auxiliary track faculty") or has been promoted to this rank at a peer institution. Licensure and appropriate hospital staff appointments are required for providing patient-based teaching, research and service activities.

Adjunct Auxiliary Professor of Pediatrics: A faculty candidate will be appointed to the rank of clinical professor of pediatrics if he/she fulfills the above General Requirements for Appointments and the Criteria for Appointment of Adjunct Auxiliary track faculty, and either fulfills the criteria of the Department for promotion to this rank (see below, "Criteria: Promotion of auxiliary track faculty") or has been promoted to this rank at a peer institution. Licensure and appropriate hospital staff appointments are required for providing patient-based teaching, research and service activities.

Criteria for appointment: Courtesy appointments for regular faculty

Appointments at all ranks: Courtesy appointments in the Department of Pediatrics are made for faculty members with primary appointments in other departments or colleges at The Ohio State University who: (A) teach students, residents or faculty in the Department of Pediatrics, (B) provide unique expertise while performing collaborative research with faculty whose primary appointment is in the Department of Pediatrics, or (C) contribute administrative or other expertise which is beneficial to the Department. The rank of the courtesy appointment in the Department of Pediatrics shall be consistent with the rank of the primary appointment. To qualify for the courtesy appointment, the candidate must fulfill the criteria of the Department of Pediatrics for appointment to the proposed rank.

Procedures for appointment:

General information: Candidates for an appointment to any rank in any regular track are identified by a recruitment committee made up of faculty who are appointed by the Department Chair to search for a new or replacement faculty member. Each search is conducted nationally or internationally in accordance with the rules of The Ohio State University. Vigorous efforts are made to ensure a diverse pool of highly qualified candidates. At the conclusion of a search, the chair of the committee reports the recommendation of the committee of one or more candidates for consideration of recruitment by the Department Chair.

All offers at the rank of associate professor and professor, with or without tenure, and all offers of prior service credit require prior approval of the Office of Academic Affairs of The Ohio State University. Offers to foreign nationals require prior consultation with the Office of International Affairs.

Procedure for appointment of regular tenure track faculty

Instructor and assistant professor: After a search as described above, appointments at these ranks are made by the Chair of the Department of Pediatrics. These appointments require prior approval by the Dean of the College of Medicine. They do not require evaluation or recommendation by the Appointments, Promotions and Tenure Committee of the Department.

Associate professor and professor: Appointments at these ranks require in sequence, a search as described above, as well as evaluation and recommendation by the Appointments, Promotions and Tenure Committee and the Chair of the Department, the Appointments, Promotions and Tenure Committee and the Dean of the College of Medicine, the Appointments, Promotions and Tenure Committee and the Executive Vice President and Provost of The Ohio State University. Tenure is granted with an appointment at the rank of associate professor or professor on the regular tenure track, except in unusual circumstances and only with prior approval of the Dean and Office of Academic Affairs.

Procedure for appointment: Regular clinical track faculty

Assistant professor: Appointments at these ranks are made by the Chair of the Department of Pediatrics after a search as described above. These appointments require prior approval by the Dean of the College of Medicine. These appointments do not require evaluation by the Appointments, Promotions and Tenure Committee of the Department.

Associate professor and professor: Appointments at these ranks require in sequence, a search as described above, as well as evaluation and recommendation by the Appointments, Promotions and Tenure Committee and the Chair of the Department, the Appointments, Promotions and Tenure Committee and the Dean of the College of Medicine, the Appointments, Promotions and Tenure Committee and the Provost of The Ohio State University.

Procedure for appointment: Regular research track faculty

Assistant professor: Appointments at these ranks are made by the Chair of the Department of Pediatrics, based on the expectation of a substantial contribution to the Department..

Associate professor and professor: Appointments at these ranks require, in sequence, evaluation by the Appointments, Promotions and Tenure Committee and the Chair of the Department, the Appointments, Promotions and Tenure Committee and the Dean of the College of Medicine, the Appointments, Promotions and Tenure Committee and the Provost of The Ohio State University.

Procedure for appointment: Clinical or Adjunct Auxiliary track faculty

Instructor and assistant professor: Appointments at these ranks are made by the Chair of the Department of Pediatrics, based on the expectation of a substantial contribution to the Department.

These appointments do not require evaluation by the Appointments, Promotions and Tenure Committee of the Department or prior approval by the Dean of the College of Medicine.

Associate professor and professor: Appointments at these ranks require, in sequence, evaluation by the Appointments, Promotions and Tenure Committee and the Chair of the Department, the Appointments, Promotions and Tenure Committee and the Dean of the College of Medicine, the Appointments, Promotions and Tenure Committee and the Provost of The Ohio State University.

Procedure for appointment: Courtesy appointments for regular faculty

Instructor and assistant professor: Courtesy appointments at these ranks are made by the Chair of the Department of Pediatrics, based on the expectation of a substantial contribution to the Department. They do not require evaluation by the Appointments, Promotions and Tenure Committee of the Department or prior approval by the Dean of the College of Medicine. The chair may terminate a courtesy appointment when a faculty member no longer makes a substantial contribution to the Department.

Associate professor and professor: Courtesy appointments and termination of courtesy appointments at these ranks require evaluation by the Appointments, Promotions and Tenure Committee of the Department, who are advisory to the Chair. The Chair makes the decision to award or terminate a courtesy appointment, based on the fulfillment of the criteria of the Department of Pediatrics as well as the expectation of a substantial contribution to the Department. Courtesy appointments and termination of courtesy appointments do not require prior approval by the Dean of the College of Medicine.

ANNUAL REVIEWS

Annual review procedures for all faculty: All faculty members who are compensated by the Department of Pediatrics have an annual performance review by the Department Chair or a designee such as the Vice Chair for Academic Affairs or their division or center director. The review evaluates the goals of the faculty member within the missions of the Department, College and University; the faculty member's proposed methods to attain the goals; their accomplishments in teaching, research, and clinical and administrative service which are provided by the faculty member in an annual departmental activity survey and a current curriculum vitae; for candidates in the Research Education Pathway and for some in the Research/Clinician Pathway, program development will be evaluated. Evaluation of the faculty member by students, residents and the division chief as a teacher and clinician, if appropriate, will be reviewed.

The Department of Pediatrics will distribute an online departmental annual activity survey to each faculty member each year, thereby requesting a timely reporting of their activities and accomplishments for the prior calendar year. Faculty members will complete and submit their annual activity survey online, along with an updated curriculum vitae. The Division Chief/Center Director additionally will discuss the annual and overall career progress of each faculty member with the appropriate division/center director prior to the individual annual reviews, in order to gain input for each performance review. The Division Director or Center Director will present each faculty member in a meeting of the department Chair and Vice Chairs. Feedback will be provided to the Division

Director or Center Director that should be used during their individual performance review with individual faculty.

The individual performance reviews are conducted at a meeting between the faculty member and the appropriate division or research center director. The annual performance reviews evaluate the career goals and plans of each faculty member; teaching, research, and clinical and administrative service accomplishments as documented in the activity profile, and a curriculum vitae; and evaluations of the faculty member's teaching and clinical performance by the medical students, residents and the division or research center director. After each performance review, the faculty member and the Dean of the College of Medicine will receive a written assessment of the faculty member's performance and career development, accomplishments, and strengths and weaknesses.

Probationary faculty also will receive a written indication as to whether the faculty member will be reappointed for an additional year. If the recommendation is to reappoint the faculty member to another probationary year of service, that recommendation will be final. A recommendation not to reappoint the faculty member to another probationary year requires a review that follows fourth year or eighth year review procedures and the Dean will make the final decision in the matter. The faculty member either will sign and return a copy of the letter thereby signifying agreement, or will respond in writing by describing any issues they wish to dispute. The individual annual reviews will be conducted from March through June each year so that decisions by the Chair regarding salary increases will be made in accordance with the results of the annual performance reviews.

In accord with faculty rule 3335-3-35 (c) (3) {<http://trustees.ohio-state.edu/rules3/ru3-35.html>}, faculty members will be informed in their annual letters of their right to review their personnel file.

The fourth and eighth year reviews will be modified for regular tenure track as follows. Probationary regular tenure faculty will submit an OSU P&T dossier for formal evaluation by the Department of Pediatrics Appointments, Promotions and Tenure Committee and Department Chair, as well as the Dean of the College of Medicine. Regular clinical track faculty will submit a current CV and a summary of teaching evaluations (including peer reviews) during the current term. Solicitation of external letters of evaluation and review by the College Appointments, Promotions and Tenure Committee will not be required for 4th/8th year reviews. A positive decision by the Dean results in a four-year reappointment for regular tenure track faculty, and a five-year appointment for regular clinical track faculty. Before reaching a negative decision or decision contrary to the Department Chair's recommendation, the Dean must consult with the College Appointments, Promotions and Tenure Committee. The timing of the eighth year review may be delayed 1-2 years when, in accordance with faculty rule 3335-6-03 (D) {<http://trustees.ohio-state.edu/rules6/ru6-03.html>}, the faculty member is granted exclusion of time from the probationary period in advance of the eighth-year review.

Exclusion of Time From Probationary Period (3335-6-03-D)

(D) Exclusion of time from probationary periods.

- (1) An untenured regular tenure-track faculty member will have time excluded from the probationary period in increments of one year to reflect the caregiving responsibilities associated

with the birth of a child or adoption of a child under age six. Department chairs or school directors will inform the office of academic affairs within one year of the birth of a child or the adoption of a child under age six of a probationary faculty member unless the exclusion of time is prohibited by paragraph (D) (3) of this rule. The probationary faculty member may choose to decline the one-year exclusion of time from the probationary period granted for the birth or adoption of a child under six years of age by so informing her/his TIU head, dean, and the office of academic affairs in writing before August 1 of the new mandatory review year following granting of the declination. The exclusion of time granted under this provision in no way limits the award of promotion and tenure prior to the mandatory review year (see paragraph (D)(2) of this rule). The maximum amount of time that can be excluded from the probationary period per birth event of adoption of children under age six is one year.

- (2) A probationary tenure-track faculty member may apply to exclude time from the probationary period in increments of one year because of personal illness, care of a seriously ill or injured person, an unpaid leave of absence or factors beyond the faculty member's control that hinder the performance of the usual range of duties associated with being a successful university faculty member, i.e. teaching, scholarship, or service. Requests to exclude time from the probationary period made under the terms of this paragraph must be submitted to the chair of the tenure initiating unit. Requests shall be reviewed by the tenure initiating unit promotion and tenure committee which shall advise the tenure initiating unit chair regarding their appropriateness. Such requests require approval by the tenure initiating unit chair, dean, and executive vice president and provost. A request to exclude time from the probationary period for any of these reasons must be made prior to October 1 of the year in which the mandatory review for tenure must occur. The extent to which the event leading to the request was beyond the faculty member's control, the extent to which it interfered with the faculty member's ability to be productive, and the faculty member's accomplishments up to the time of the request will be considered in the review of the request.
- (3) A request to exclude time from the probationary period for any reason will not be granted after a nonrenewal notice has been issued or will previously approved requests to exclude time from the probationary period in any way limit the university's right not to renew a probationary appointment.
- (4) Except in extraordinary circumstances a maximum of three years can be excluded from the probationary period for any reason or combination of reasons for an instructor, assistant professor or associate professor. Exceptions require the approval of the tenure initiating unit chair, dean, and executive vice president and provost.
- (5) Tenure-track faculty members will be reviewed annually during their probationary periods regardless of whether time is excluded from that period for any of the above reasons unless their absence from campus during and excluded period makes conducts of such a review impractical.
- (6) For purposes of performance reviews of probationary faculty, the length of the probationary period is the actual number of years of employment at this university less any years of service excluded from the probationary period under the terms of this rule. Expectations for productivity during the probationary period cannot be increased as a consequence of exclusions of time granted under the terms of this rule.

Subsequent to their initial reappointment review, regular clinical track faculty will be reviewed during their penultimate year of the contract for consideration of a renewal of a 3, 4, or 5-year appointment.

These reviews will be conducted as indicated above for the initial ~~fourth-year~~ review of regular clinical track faculty.

A formal annual review of each division/research center director also will be done by the Chair of the Department or designee, using the same documents as described above for the annual review of all faculty. During the review, the Chair will review the division director's performance as a faculty member and as a division director. Non-renewal of a probationary appointment can result from application of fourth-year review procedures. This section is governed by faculty rule 3335-6-03 (c) (2) {<http://trustees.ohio-state.edu/rules6/ru6-03.html>}.

MERIT SALARY INCREASES AND OTHER REWARDS

Criteria: Salary recommendations and other rewards will be determined by the Chair with consultation with Vice Chairs and PAA (practice plan) Compensation Committee, based on available funds as well as faculty achievements. Evidence of excellence in teaching, research, and clinical and administrative service is determined through review of documents such as the departmental annual activities survey, curriculum vitae, OSU P&T dossiers, annual performance review summary letters, and other appropriate sources. Excellence in teaching additionally will be sought in the record of the faculty member's teaching performance through evaluations by medical students, residents, fellows and the division chief. Excellence in research generally is determined in the record of peer-reviewed publications, national peer-reviewed funding, and competitively reviewed academic presentations. Excellence in clinical service as well as administrative service to the Department, College of Medicine and University are additionally identified, as is leadership or service to other nationally meritorious organizations or agencies. Meritorious service such as the organization of a national seminar or participation in a national advisory committee will be factored into the recommendation of a salary increment.

Procedure: Each faculty member shall have an annual review of his or her activities and performance, which is conducted by the Chair or his/her designee. The Chair will then make a recommendation to the Dean of the College of Medicine, based on the previous year's performance and the appropriateness of the salary level to the individual's overall record.

Documentation: The activities and accomplishments of each faculty member are documented in several ways. Faculty members annually update a departmental activities survey and a curriculum vita. These documents are kept in the academic personnel file of each faculty member for one year until they are replaced by the newest iterations. The Vice Chair for Academic Affairs also compiles the evaluations by students and residents of each faculty member's teaching and clinical performance, which are provided to the Chair. Each probationary regular faculty member also annually updates an OSU promotion and tenure dossier. The written summary letter of each annual performance review is kept indefinitely in the academic personnel file.

REVIEWS FOR PROMOTION AND TENURE AND FOR PROMOTION

In accordance with faculty rule 3335-6-02 (D) {<http://trustees.ohio-state.edu/rules6/ru6-02.html>} of The Ohio State University, 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, College and/or Department enter new fields of endeavor, including interdisciplinary endeavors, and place new emphasis on their 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 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. 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.

Criteria for Promotion:

Criteria for promotion from instructor to assistant professor in the regular tenure track:

Promotion to assistant professor in the regular tenure track will be based on the demonstration of several independent publications plus the promise of national PI peer-reviewed funding.

Criteria for promotion from assistant professor to associate professor with tenure in the regular tenure track: In accordance with faculty rule 3335-6-02 (C) {<http://trustees.ohio-state.edu/rules6/ru6-02.html>} of The Ohio State University, the awarding of tenure and promotion to the rank of associate professor of pediatrics is based on convincing evidence that the faculty member has demonstrated excellence as a scholar and teacher, and as one who provides effective service; and who can be expected to continue a program of high quality focused research, teaching, and service relevant to the missions of the Department of Pediatrics, College of Medicine, and The Ohio State University.

Candidates for promotion to associate professor in the regular tenure track must demonstrate excellence in focused research and teaching, and should have participated in administrative service. Each candidate will be evaluated with regard to his/her: (1) research publications in scholarly journals, grants submitted and awarded, and peer-reviewed presentations at national meetings, (2) teaching quality and quantity, innovation, and effectiveness, (3) clinical service activities, if applicable, including quality of care and innovative programs, (4) administrative service activities, (5) program development for those in the Research/Educator Pathway and for some in the Research/Clinician pathway, and (6) a national reputation for excellence.

The evaluation of the candidate's research program will place the most weight on the quality of thematic, hypothesis-driven peer reviewed publications, as well as securing nationally funded peer-reviewed grants.

The evaluation of the candidate's teaching is done by review of the candidate's teaching evaluations by students, residents, fellows and peer-reviewed by the division or center director; evidence of teaching awards and/or the development, establishment and training of fellows or faculty shall be importantly factored into the evaluation.

Faculty who perform clinical activities must deliver high quality clinical care as judged by students, residents, the division chief, and the Pediatrics Department Chair.

Quality work and a scholarly approach as well as the quantity of effort will be used as the criteria for excellence. The pattern of performance should promote a high degree of confidence that the candidate will continue to develop professionally. Above all, candidates will be held to the highest standards in the areas in which they perform the majority of their activities. With rare exception, this will be in research for faculty in the regular tenure track. Letters from outside experts in the same field will be required for an unbiased evaluation of the quality of the candidate's qualifications for promotion and tenure.

Promotion and tenure may be granted at any time during the probationary period when the faculty member's record of achievement so merits. Similarly, a probationary appointment may be terminated at any time subject to the provision of faculty rule 3335-6-08 (<http://www.osu.edu/offices/trustees/rules6/ru6-07-08.html>) and the provision of paragraphs (6), (H), and (I) of faculty rule 3335-6-03 (<http://www.osu.edu/offices/trustees/rules6/ru6-03.html>). In unusual circumstances promotion to the rank of associate professor may be considered independent of a tenure decision for faculty with patient clinical service responsibility. In the event that promotion to associate professor without tenure is approved, the faculty member must be considered for tenure no more than six years following promotion, and in no case can the consideration for tenure occur later than the eleventh year. Tenure cannot be awarded at the rank of assistant professor.

Criteria for promotion to the rank of professor in the regular tenure track: In accordance with faculty rule 3335-6-02 (C) (<http://trustees.ohio-state.edu/rules6/ru6-02.html>) of The Ohio State University, promotion to the rank of professor of pediatrics in the regular tenure track must be based on convincing evidence that the faculty member has produced a significant body of scholarship that is recognized nationally or internationally, has a sustained record of excellence in teaching, and has demonstrated leadership in service.

Candidates for promotion to professor of pediatrics in the regular tenure track must demonstrate a sustained record of excellence in focused research and teaching; leadership in clinical or administrative service; have served as a role model and aided in the development of less senior faculty, students, residents and for the profession; and have developed a meritorious national and international reputation for their scholarship in their field of expertise. Table I provides examples of evidence of a meritorious national reputation. Quality work and a scholarly approach, as well as quantity of effort, will be used as criteria for excellence.

Each candidate will be evaluated with regard to his/her: (1) research publications in scholarly journals, grants submitted and awarded (including securing ongoing peer-reviewed PI level funding from national sources), and peer-reviewed presentations at national meetings, (2) teaching quality and quantity, innovation, and effectiveness, (3) clinical service activities, if applicable, including quality of care and innovative programs, and (4) administrative service activities.

The evaluation of the candidate's research program will place the most weight on the quality of thematic, hypothesis-driven peer reviewed publications and abstracts, as well as securing and sustaining peer-reviewed nationally funded grants. Peer reviewed grants are highly regarded, and

candidates for promotion to the rank of professor of pediatrics will have obtained nationally competitive, peer reviewed funding since having reached the rank of associate professor.

The evaluation of the candidate's teaching is done by review of the candidate's teaching evaluations by students, residents, fellows and the division chief; evidence of teaching awards and/or the development, establishment and training of fellows or faculty shall be importantly factored into the evaluation.

Faculty who perform clinical activities must deliver high quality clinical care as judged by students, residents, the division chief, and the departmental chair.

Quality work and a scholarly approach as well as the quantity of effort will be used as criteria for excellence. The pattern of performance should promote a high degree of confidence that the candidate will continue to develop professionally. Above all, candidates will be held to the highest standards in the areas in which they perform the majority of their activities. With rare exception, this will be in research for faculty in the regular tenure track. Letters from outside experts in the same field will be required for an unbiased evaluation of the quality of the candidate's qualifications for promotion and tenure.

Criteria for promotion from instructor of clinical pediatrics to assistant professor of clinical pediatrics in the regular clinical track: Candidates for promotion to assistant professor of clinical pediatrics in the regular clinical track must demonstrate excellence in teaching and clinical service, and must participate in scholarly activities consistent with expectations of an assistant professor.

Criteria for promotion from assistant professor of clinical pediatrics to associate professor of clinical pediatrics in the regular clinical track: Candidates for promotion to associate professor of clinical pediatrics in the regular clinical track must demonstrate excellence in teaching and clinical service, and must participate in administrative service as well as original research or other scholarly activities. Examples of other scholarly activities include but are not limited to book chapters, review articles, and published curricula. Candidates will be evaluated with regard to their teaching quality and quantity, innovation, and effectiveness; clinical service activities including quality of care and innovative programs such as participation in quality improvement collaborative; research publications in scholarly journals, peer-reviewed abstracts presented at national meetings, grants submitted and awarded, review chapters and articles; and administrative service activities. Quality work and a scholarly approach as well as quantity will be used as criteria for excellence. Teaching quality will be determined through review of the evaluations by students, residents, post-doctoral fellows, the division chief and the Department Chair. Evidence of teaching awards and/or the development, establishment and training of fellows or other faculty shall be evaluated and highly regarded. Clinical service must be delivered in an excellent manner which provides an outstanding role model for students, resident and fellows. Recognition is given to scholars who develop an effective new program or a unique clinical service, prove themselves to be superior administrators, or who meritoriously participate in faculty governance. Above all, candidates will be held to very high standards in the areas in which they perform the majority of their activities. With rare exception, this will be in teaching and clinical service for faculty members on the regular clinical track. Letters from outside experts in the same field will be required for an unbiased evaluation of the candidate's qualifications.

Criteria for promotion from associate professor of clinical pediatrics to professor of clinical pediatrics in the regular clinical track: Candidates for promotion to professor of clinical pediatrics in the regular clinical track must demonstrate convincing evidence that the faculty member has a sustained record of excellence in teaching and clinical service; has established leadership in teaching or clinical or administrative service; and has participated in original research or other scholarly activities. Examples of other scholarly activities include but are not limited to book chapters, review articles, or published curricula. The candidate also must have served as a role model and has aided in the development of less senior faculty, students, residents and for the profession, and have developed a meritorious national reputation for teaching or clinical activities in his/her field of expertise. Quality work and a scholarly approach will be used as the criteria for excellence. Teaching and clinical service quality will be determined through review of the evaluations by students, residents, fellows, the division chief and the Department Chair. Evidence of teaching awards and/or the development and training of other faculty shall be evaluated and highly regarded. Clinical service must be delivered in a manner which is of the highest quality and provides a role model for pre- and post-doctoral students. Recognition is given to scholars who develop an effective new program or a unique clinical service, prove themselves to be excellent administrators, or who meritoriously participate in faculty government or take a leadership role in quality improvement initiatives. Above all, candidates will be held to very high standards in the areas in which they perform the majority of their activities. With rare exception, this will be in teaching and clinical service for faculty members on the regular clinical track. Letters from outside experts in the same field will be required for an unbiased evaluation of the candidate's qualifications.

There is no obligate time which faculty members must serve before being considered for promotion to professor of clinical pediatrics on the regular clinical track.

Criteria for promotion from Research Assistant Professor of Pediatrics to Research Associate Professor of Pediatrics in the regular research track: Candidates for promotion to associate research professor of pediatrics in the regular research track must demonstrate excellence in original research and may participate in teaching and administrative service. Candidates will be evaluated by criteria such as their research publications in scholarly journals, peer-reviewed abstracts presented at national meetings, grants submitted and awarded, and administrative service activities. Quality work and a scholarly approach as well as quantity will be used as criteria for excellence. Letters from outside experts in the same field will be required for an unbiased evaluation of the candidate's qualifications.

Criteria for promotion from Research Associate Professor of Pediatrics to Research Professor of Pediatrics in the regular research track: Candidates for promotion to research professor of pediatrics in the regular research track must demonstrate convincing evidence that the faculty member has a sustained record of excellence in research; has established leadership in research or administrative service; and has developed a meritorious national reputation for research in his/her field of expertise. Quality work and a scholarly approach will be used as the criteria for excellence. Teaching requirements are modest but teaching excellence is desirable. Above all, candidates will be held to very high standards in the areas in which they perform the majority of their activities. Letters

from outside experts in the same field will be required for an unbiased evaluation of the candidate's qualifications.

There is no obligate time which faculty members must serve before being considered for promotion to research professor of pediatrics on the regular research track.

Criteria for promotion of auxiliary faculty: Candidates for promotion to clinical associate professor on the auxiliary track must demonstrate excellent teaching and clinical service as judged by students, residents, their division chief and the Department Chair. Evidence of teaching awards and/or the development, establishment and training of fellows or other faculty shall be evaluated and highly regarded. Also highly regarded is the participation in quality improvement collaboratives, failure modes analysis (HFMEA), Work Outs and Six Sigma projects. Letters from outside experts in the same field will be required for an unbiased evaluation of the candidate's qualifications.

Candidates for promotion to clinical professor on the auxiliary track must demonstrate evidence of a sustained record of excellent teaching and clinical service as judged by students, residents, their division chief and the Department Chair. The candidate must demonstrate leadership in teaching and clinical medicine, is expected to contribute continuously to the formal teaching programs of the College of Medicine, and should have developed a meritorious regional or national profile for their contributions to teaching or clinical medicine. Evidence of teaching awards and/or the development, establishment and training of fellows or other faculty shall be evaluated and highly regarded. Also highly regarded is an active leadership role in quality improvement collaboratives, failure modes analysis (HFMEA), Work Outs and Six Sigma projects. Letters from outside experts in the same field will be required for an unbiased evaluation of the candidate's qualifications.

Candidates for promotion to adjunct associate professor on the auxiliary track must demonstrate excellent teaching as judged by students, residents, their division chief and the Department Chair. Evidence of teaching awards and/or the development, establishment and training of fellows or other faculty shall be evaluated and highly regarded. Also highly regarded is the participation in quality improvement collaboratives, failure modes analyses (HFMEA), Work Outs and Six Sigma projects. Letters from outside experts in the same field will be required for an unbiased evaluation of the candidate's qualifications.

Candidates for promotion to adjunct professor on the auxiliary track must demonstrate evidence of a sustained record of excellent teaching as judged by students, residents, their division chief and the Department Chair. The candidate must demonstrate leadership in teaching, is expected to contribute continuously to the formal teaching programs of the College of Medicine, and should have developed a meritorious regional or profile for their contributions to teaching. Evidence of teaching awards and/or the development, establishment and training of fellows or other faculty shall be evaluated and highly regarded. Also highly regarded is an active leadership role in quality improvement collaboratives. Letters from outside experts in the same field will be required for an unbiased evaluation of the candidate's qualifications.

Procedures for Promotion:

In accordance with faculty rule 3335-6-04 (<http://trustees.ohio-state.edu/rules6/ru6-04.html>) of The Ohio State University, candidates for promotion and tenure or promotion will use the current copy of The Ohio State University Guidelines and Procedures for the Promotion and Tenure of Regular Faculty and for the Promotion of Regular Clinical and Auxiliary Faculty to construct a promotion and tenure dossier (<http://medicine.osu.edu/pediatrics/index.cfm>). External letters of evaluation will be requested for each candidate, in accordance with the rules of The Ohio State University. The promotion and tenure dossier, which includes the external letters of evaluation, is used to document the quality of the candidates activities. The dossier is reviewed sequentially at a meeting of the eligible faculty of the Department of Pediatrics (defined by OSU faculty rule 3335-6-04; <http://trustees.ohio-state.edu/rules6/ru6-04.html>), by the Department Chair, by the Appointments, Promotions and Tenure Committee and the Dean of the College of Medicine, and may be reviewed by the Appointments, Promotions and Tenure Committee and the Executive Vice President and Provost of The Ohio State University. The Department Chair is responsible for informing the candidate in writing of the Provost's final decision (if negative) or recommendation to the Board of Trustees of The Ohio State University (if positive).

An Appointments, Promotions and Tenure Committee of the Department shall be appointed by the Department Chair from the pool of faculty members who have attained the rank of associate or full professor on the regular tenure or regular clinical tracks. This committee will meet to review the dossiers with external letters of evaluation to make sure that the accomplishments of all candidates are clearly characterized and that the dossiers are well prepared. Dossiers of tenure track faculty will be reviewed by tenure track faculty. Dossiers of clinical track faculty and auxiliary faculty will be reviewed by the entire committee. The division director or center director will be responsible for preparing an analysis (but not a recommendation) of each candidate's dossier including letters of evaluation. Members of the Appointments, Promotions and Tenure Committee of the Department may assist division directors or center directors preparing the analysis on the request of the division director or center director. This analysis will be presented at a meeting of the eligible faculty, in accordance with OSU faculty rule 3335-6-04 (<http://trustees.ohio-state.edu/rules6/ru6-04.html>). This faculty meeting must have a quorum of at least 25% of eligible faculty. After presentation of each candidate and discussion by the eligible faculty, the chair of the Appointments, Promotions and Tenure Committee will conduct a written vote of the recommendation of the eligible faculty to the Department Chair. For those eligible faculty unable to attend the meeting, an electronic vote will be accepted after the voting faculty member has reviewed the dossier of the faculty member and the analysis presented by the center director or division director and comments from the meeting. (This has been approved by the Provost). A majority vote of eligible faculty present will constitute a positive recommendation. The total number of faculty votes required for this process (meeting plus electronic vote) to be valid will need to be at least 50% + 1 of eligible faculty. The A, P & T committee chair or designee will prepare and forward a letter to the Department Chair which documents the discussion of the candidate's strengths and weaknesses and characterizes the vote. This letter will be included in the dossier. A Procedures Oversight Designee is appointed from the A, P & T committee by the Department Chair to have oversight responsibility for assuring that reviews are procedurally correct, fair, and free of bias for all faculty members. A familial or comparable relationship of a member of the Appointments, Promotions and Tenure Committee with a candidate shall constitute a conflict of interest, and shall result in withdrawal by the committee member from consideration, discussion or voting on the candidate.

The Department Chair shall review the dossier and letters, and prepare a separate written assessment and recommendation for the Dean for inclusion in the dossier. The candidate will be notified in writing of the completion of the Department review and of the availability of these reports. The candidate may request a copy of these reports, and may provide the Department Chair with written comments on the Departmental review for inclusion in the dossier within ten calendar days of notification of the completion of the review. The Department Chair may provide written responses to the candidate's comments for inclusion in the dossier. The secretary for the Appointments, Promotions and Tenure Committee shall forward the dossier with all internal and external evaluations, candidate comments on the review and Chair responses to those comments, if any, to the Dean of the College of Medicine.

There is a mandatory review of each probationary faculty member in the regular tenure track for promotion from assistant professor to associate professor with tenure. This review must be done during the final year of the probationary period, which typically is in the seventh or eleventh year of service, unless there has been an exclusion from the probationary time, in accordance with faculty rule 3335-6-03 (<http://trustees.ohio-state.edu/rules6/ru6-03.html>) of The Ohio State University. A positive decision results in the awarding of promotion and tenure beginning on the first day of the twelfth year, whereas a negative decision at the level of the Executive Vice President and Provost of The Ohio State University will result in the termination of services on the last day of the twelfth year. Only the candidate may stop a review for promotion and tenure once external letters of evaluation have been sought. The candidate may withdraw from review at any stage of the process by informing the Department Chair in writing. If the review process has moved beyond the Department, the Chair shall inform in writing the Dean or the Executive Vice President and Provost, as relevant, of the candidate's withdrawal. Withdrawal from the mandatory tenure review during the final probationary year means that tenure will not be granted.

In addition to the reviews described above, a faculty member may request in writing to be considered for a review for promotion or promotion and tenure, if applicable, at any time. However, the Department may decline to put forth a faculty member for review for promotion or promotion and tenure, if applicable, if the candidate's accomplishments are judged not to warrant such review. The Department may not deny a tenured faculty member a complete review for promotion for more than three consecutive years.

The candidate shall be responsible for preparing, according to Office of Academic Affairs guidelines, a promotion and tenure dossier documenting his/her accomplishments. The secretary for the Appointments, Promotions and Tenure Committee is responsible for verifying the accuracy of the peer-reviewed citations in the dossier through a computer-database literature search, or by inspection of publications or final letters of acceptance, as well as for providing a written confirmation of the verification to the chair of the Appointments, Promotions and Tenure Committee. The Vice Chair for Academic Affairs shall be responsible for gathering any necessary additional internal evidence of the quality and effectiveness of teaching, scholarship, clinical and administrative service from students, residents, fellows and peers, as appropriate, within the Department, and letters from external evaluators and from other units at the University in which the candidate has secondary appointment, where compensated. External evaluators must be able to provide an objective evaluation of the faculty member's scholarly work. They may not be former advisors, collaborators, post-doctoral supervisors,

close personal friends, or others having a relationship with the candidate that could reduce objectivity. Based on experience with the non-response rate, three of the external evaluators may be suggested by the candidate and five by the division or center director, Department Chair or members of the Appointments, Promotions and Tenure Committee. If the responses are such that more than half of the external letters of evaluation come from evaluators suggested by the candidate, then additional letters are solicited from evaluators suggested by the division director, Department Chair or members of the Appointments, Promotions and Tenure Committee. No more than one-half of the letters contained in the final dossier can be from persons suggested by the candidate, and all letters that are solicited and received must be included in the dossier. Unsolicited letters of evaluation or letters of evaluation solicited by anyone other than the above-authorized persons are not be included in the dossier.

Documentation for Promotion:

The promotion and tenure dossier submitted by each candidate should follow the outline for documentation that is provided in the current version of The Ohio State University Guidelines and Procedures for the Promotion and Tenure of Regular Faculty and for the Promotion of Regular Clinical and Auxiliary Faculty.

Teaching: Instruction by each candidate is evaluated by students, clinical residents and fellows after the completion of each instruction unit. The Department uses customized standardized evaluation tools which are distributed and collected by the directors of the medical student, graduate student, and residency programs. Peer review of each candidate's instruction is done annually based on direct observation by the division director or a designated faculty peer. The division director or center director provides annual input for the annual performance reviews, and the quality of the candidate's teaching is characterized in a letter from the Chair of the Department. The letter is included in the full dossier.

For the OSU P&T dossier, the candidate documents the quantitative and qualitative results of the standardized evaluations by students and residents of individual courses and clinical instruction; the number of students in the course or clinical instruction group; the percent of students providing evaluations; and the evaluating scale and criteria. The results are verified by the directors of the medical student, graduate student, and residency programs. Each candidate also documents his/her involvement in graduate or professional exams, theses and dissertations, extension and continuing education instruction, curriculum development, and awards and formal recognition for teaching.

Research and other scholarly activities: Each candidate will provide a chronological listing of peer reviewed journal articles and abstracts, textbook chapters and review articles, books, and other creative works related to the candidate's professional focus. For each entry, the candidate will indicate his/her direct contribution. A list of funded and non-funded grants will be supplied, including the funding source, role (PI, etc.), amount and the start and stop dates, where applicable, for funded grants. Finally, the candidate will list research prizes and awards, editorships, and service as a reviewer for peer reviewed journals.

Clinical and administrative service: The extent of clinical and administrative service will be described. Each candidate will list offices held and other service to professional societies, and administrative service to the Department, College and University including quality improvement

initiatives. Participation and leadership roles in quality improvement initiatives are documented by description of the initiative's purpose, the candidate's role and percent effort, and the initiative's impact on performance improvement Efforts should be made to indicate the quality as well as the quantity of the service.

APPEALS

In accordance with faculty rule 3335-6-05 (<http://trustees.ohio-state.edu/rules6/ru6-05.html>) of The Ohio State University, if a candidate believes that a nonrenewal decision or a negative promotion and tenure decision has been made improperly and in violation of the policies of the University, College and Department, the candidate may appeal that decision. Procedures for appealing a decision based on an allegation of improper evaluation are described in rule 3335-5-05 (<http://trustees.ohio-state.edu/rules6/ru6-05.html>) of the administrative code.

SEVENTH AND TWELFTH YEAR REVIEWS

Every effort shall be made to consider new information about a candidate's performance before a final decision is made if the new information becomes available before a decision is rendered. In accordance with faculty rule 3335-6-05 (B) (<http://trustees.ohio-state.edu/rules6/ru6-05.html>) of The Ohio State University, in rare instances where a candidate for promotion to associate professor with tenure received a negative decision in the eleventh year review, the Department Chair may petition the Dean to conduct a twelfth year review. Both a majority of the Appointments, Promotions and Tenure Committee and the Department Chair must approve the petition, which must provide documentation of substantial new information regarding the candidate's performance that is germane to the reasons for the original negative decision. Petitions for twelfth year reviews must be initiated before the beginning of the last year of employment.

If the Dean concurs with the Department's petition, the Dean shall in turn petition the Provost for permission to conduct a twelfth year review. If the Provost approves the request, a new review will be conducted equivalent to the one that resulted in the nonrenewal of the appointment. The conduct of a twelfth year review does not presume a positive outcome. In addition, should the new review result in a negative decision, the faculty member's last day of employment is the date that was stated in the letter of nonrenewal issued following the original negative decision.

A faculty member may not request a twelfth year review, appeal the denial of a twelfth year review petition initiated by the Department, or appeal a negative decision following a twelfth year review, since the faculty member already has been notified that tenure has been denied at the conclusion of the eleventh year review.

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Revised September, 1999
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Revised December, 2001
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Revised August, 2008
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TABLE 1

**EXAMPLES OF ACTIVITIES
IN THE DEPARTMENT OF PEDIATRICS WHICH ESTABLISH
A MERITORIOUS NATIONAL OR INTERNATIONAL REPUTATION
FOR APPOINTMENT OR PROMOTION TO PROFESSOR**

1. Peer recognition obtained from letters from nationally and internationally known colleagues on research, educational and service performance.
2. Elected member or officer of a national or international scientific, educational, or service organization.
3. Multiple grant reviewer.
4. Consultant to national or international programs.
5. Visiting professorships.
6. Editor of national or international publication.
7. Member of editorial boards and/or frequent reviewer of original manuscripts.
8. Chair of national or international scientific meetings.
9. Performance of fellows trained to certification.
10. Citation indices.
11. Career investigation or career teaching awards.
12. Member of a national examining board.
13. Creator of product, idea, or procedure which has achieved national or international usage.