

**Appointments, Promotions  
Tenure Criteria and Procedures  
for the Department of Art**

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## **I. PREAMBLE**

This document is a supplement to Chapter 6 and 7 of the Rules of the University Faculty (<http://trustees.osu.edu/university/facultyrules>); the annually updated procedural guidelines for promotion and tenure reviews in Volume 3 of the Office of Academic Affairs Policy and Procedures Handbook (<http://oaa.osu.edu/policiesprocedureshandbook.html>); and other policies and procedures of the College of Arts and Sciences and the University to which the department and its faculty are subject.

Should those rules and policies change, the department will follow the new rules and policies until such time as it can update this document to reflect the changes. In addition, this document must be reviewed, and either reaffirmed or revised, at least every four years on the appointment or reappointment of the department chair.

The Dean of the College of the Arts and Sciences and the Office of Academic Affairs must approve this document before it may be implemented. It sets forth the department's mission and, in the context of that mission and the missions of the college and University, its criteria and procedures for faculty appointments and for faculty promotion, tenure and rewards, including salary increases. In approving this document, the dean and the Office of Academic Affairs accept the mission and criteria of the department and delegate to it the responsibility to apply high standards in evaluating current faculty and faculty candidates in relation to departmental mission and criteria.

The faculty and the administration are bound by the principles articulated in Faculty Rule 3335- 6-01 (<http://trustees.osu.edu/university/facultyrules>) of the Administrative Code. In particular, all faculty members accept the responsibility to participate fully and knowledgeably in review processes; to exercise the standards established in Faculty Rule 3335-6-02 and other standards specific to this department and college; and to make negative recommendations when these are warranted in order to maintain and improve the quality of the faculty.

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

## **II. DEPARTMENT MISSION**

The Department of Art at The Ohio State University is broad-based, both discipline intensive and boundary pushing, a modern laboratory in which to create and explore art and ideas. Through the production, examination, and evaluation of the visual arts, the Department

of Art serves as a place where students and faculty can experiment with material and content, and where a diverse audience can take part in our exhibitions, public lectures, and educational programming.

Established on a foundation of comprehensive artistic visualization, we strive to be at the forefront of developments in contemporary aesthetic thought, and practice. Our programs have a fierce commitment to purposeful connection that firmly aligns with the university's mission of education, research, and service.

We teach undergraduate and graduate students to develop as autonomous artists through seven professional courses of study: Art and Technology, Ceramics, Glass, Painting and Drawing, Photography, Printmaking, and Sculpture. In addition to training our undergraduate majors and graduate students, we offer genuine studio experiences for students throughout The Ohio State University. We have a strong commitment to continuing education and equal access.

In concert with the mission of The Ohio State University, the faculty of the Department are fully committed to excellence in teaching, research, and service. Our faculty make significant contributions to the cultural life of the university, city, state, nation, and world through research that results in creative activities, exhibitions, public lectures, and other professional activities.

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

### **III. DEFINITIONS**

#### **A. Committee of the Eligible Faculty**

##### **1. Tenure-Track Faculty**

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

The eligible faculty for senior rank of new appointment, reappointment, promotion and tenure, and promotion reviews of tenure-track faculty consists of all tenured faculty of equal rank or higher than the candidate whose tenure resides in the department, excluding the department chair, the dean and assistant and associate deans of the college, the executive vice president and provost, and the president.

For tenure reviews of probationary professors, eligible faculty are tenured professors

whose tenure resides in the department, excluding the department chair, the dean and assistant and associate deans of the college, the executive vice president and provost, and the president.

## **2. Conflict of Interest**

A conflict of interest exists when an eligible faculty member is related to a candidate or has a comparable close interpersonal relationship, has substantive financial ties with the candidate, is dependent in some way on the candidate's services, has a close professional relationship with the candidate (dissertation advisor), or has collaborated so extensively with the candidate that an objective review of the candidate's work is not possible. Generally, faculty members who have collaborated with a candidate on at least 50 percent of the candidate's published work since the last promotion will be expected to withdraw from a promotion review of that candidate.

## **3. Minimum Composition**

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

## **B. Promotion and Tenure Committee**

The department has a Promotion and Tenure Committee that assists the Committee of the Eligible Faculty in promotion and tenure issues. During a regular meeting of the faculty in the spring semester, the Chair will appoint the Promotion and Tenure Committee for the forthcoming academic year. The Promotion and Tenure Committee consists of five tenured faculty members, at least two of whom must be professors, when available. Two faculty members are elected for two-year terms and one faculty member is elected for a one-year term each year; the remaining two members will be completing the second year of their two-year term from the previous year's election. The committee members will select their own chair. The department chair is an ex-officio member.

## **C. Quorum**

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

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

## **D. Recommendation from the Committee of the Eligible Faculty**

In all votes taken on personnel matters, only “yes” and “no” votes are counted. Abstentions are not votes. Faculty members are strongly encouraged to consider whether they are participating fully in the review process when abstaining from a vote on a personnel matter.

Absentee ballots and proxy votes are not permitted.

### **1. Appointment**

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

### **2. Reappointment, Promotion and Tenure, and Promotion.**

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

## **IV. APPOINTMENTS**

The Department of Art is committed to making only faculty appointments that enhance the quality of the department and support our mission goals. The Department of Art believes that diversity in the experience and in the training of its faculty is critical to the significance and health of its academic program. Important considerations include the individual's record in teaching, research/creative activity and service; the potential for professional growth in each of these areas; and the potential for interacting with colleagues and students in a way that will enhance their academic work, the work of other within the academic community and attract other outstanding faculty and students to the department.

### **A. CRITERIA**

#### **1. Tenure-Track Faculty**

Appointments of tenure-track faculty in the Department of Art are defined with an expectation of broad responsibility to the department and consideration for a specific responsibility to a particular studio discipline or area of expertise in both undergraduate and graduate programs.

These appointments are made using the following criteria:

##### **a. Instructor**

Appointment at the rank of instructor is made only when the offered appointment is that of assistant professor, but requirements for the terminal degree have not been completed by the candidate at the time of appointment. The department will make every effort to avoid such appointments. An appointment at the instructor level is limited to three years. When an instructor has not completed requirements for promotion to the rank of assistant professor by the end of the third year of appointment, the third year is the terminal year of employment.

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

#### **b. Assistant Professor**

An earned Master of Fine Art (MFA), the terminal degree in studio art, is the minimum requirement for appointment at the rank of Assistant Professor. Evidence of potential for 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 no later than the sixth year of service. In accordance with College and University guidelines, a review for tenure prior to the mandatory review year is possible when the department Promotion and Tenure Committee determines such a review to be appropriate.

#### **c. Associate Professor**

Appointment at senior rank requires that the individual, at a minimum, meet the department's criteria of an extensive record of substantial, qualitative performance in teaching, research, and service for promotion to these ranks. Appointment at senior rank normally entails tenure.

The Department of Art may, on occasion, require a probationary period for appointments at this rank without tenure. This type of 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, i.e. terminal year of employment is offered.

Foreign nationals who lack US 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.

#### **d. Professor**

Appointment at the rank of Professor requires an extensive and sustained record of excellence in teaching; research that is recognized nationally or internationally; and demonstrated leadership in service.

The Department of Art may, on occasion, require a probationary period for appointments at

this rank without tenure. This type of 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, i.e. terminal year of employment is offered.

Foreign nationals who lack US 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. Associated Faculty**

The Department of Art will make associated faculty appointments to address its mission. People holding associated titles are not eligible for tenure, may not vote at any level of governance, and may not participate in promotion and tenure matters. Associated faculty appointments are generally made for no more than one year at a time but in no case for more than three years.

### **a. Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor**

Adjunct faculty appointments are given to individuals who give considerable compensated or uncompensated academic service to the department, such as teaching a course, for which a faculty title is appropriate. Adjunct faculty rank is determined by applying the criteria for appointment of tenure-track faculty. Adjunct faculty are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure-track faculty.

### **b. Lecturer**

Appointment as Lecturer requires that the individual have, at a minimum, a master's degree or equivalent professional experiences in a field appropriate to the subject matter to be taught. Evidence of ability to provide high quality instruction is expected. Lecturers are not eligible for tenure.

### **c. Senior Lecturer**

Appointment as Senior Lecturer requires that the individual have, at a minimum, a master of fine art or an advanced degree in a field appropriate to the subject matter to be taught, and at least five years of teaching experience with documentation of high quality. Senior Lecturers are not eligible for tenure or promotion.

### **d. Assistant Professor, Associate Professor, Professor with FTE below 50%**

The rank of associated faculty with tenure-track titles is determined by applying the criteria for appointment of tenure-track faculty. These appointments use appropriate ranks and titles for those individuals at 49% FTE or below, either compensated or uncompensated. Associated faculty with tenure-track titles are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure-track faculty.

#### **e. Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor**

Visiting faculty appointments may either be compensated or not compensated. The rank at which individuals are appointed is determined by applying the criteria for appointment of tenure-track faculty. Visiting faculty, regardless of rank, are not eligible for tenure or promotion. Visiting faculty on leave from a regular academic appointment at another institution are appointed at the rank held in that position. They may not be reappointed for more than three consecutive years at 100% FTE.

#### **3. Courtesy Appointments**

Occasionally the active academic involvement in this department by a faculty member from another department at Ohio State warrants the offer of a 0% FTE (courtesy) appointment in this department. Appropriate active involvement includes research collaboration, graduate student advising, teaching some or all of a course from time to time, or a combination of these. A courtesy appointment is made at the individual's current Ohio State rank, with promotion in rank recognized. People holding these appointments are listed as faculty in the Department of Art but are not eligible for tenure, may not vote at any level of governance, and may not participate in promotion and tenure matters in the department.

### **B. PROCEDURES**

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

- Recruitment of Tenure-Track Faculty
- Appointments at Senior Rank or with Prior Service Credit
- Hiring Faculty from Other Institutions after April 30
- Appointment of Foreign Nationals
- Letters of Offer

#### **1. Tenure-Track Faculty**

A national search is required to ensure a diverse pool of highly qualified candidates for all tenure-track positions. Exceptions to this policy must be approved by the college and the Office of Academic Affairs. Search procedures must be consistent with the University policies and Office of Human Resources guidelines.

Decisions on the appointment of new faculty members are collegial. The chair is responsible for both the selection process and the ultimate hiring when vacancies occur or when new positions are allocated to the department.

Searches for tenure-track faculty begin with the dean of the college providing 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.

Search committees to seek faculty for tenure-track positions are appointed by the department chair. Tenure-track position search committees are composed of five faculty members. The department chair appoints the search committee chair. The composition of the committee will take into consideration the specific expertise sought in the search. When possible, up to three of the five faculty members will possess the required area of expertise. The department chair will appoint additional faculty members to bring the membership up to a minimum of five.

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 Resources Employment Services <https://hr.osu.edu/careers/> and external advertising, subject to the department chair's approval. The announcement will be no more specific than is necessary to accomplish the goals of the search, since an offer cannot be made that is contrary to the content of the announcement with respect to rank, field, credentials, salary, etc. In addition, timing for the receipt of applications will be stated as a preferred date, not a precise closing date, in order to allow consideration of any applications that arrive before the conclusion of the search.
- Develops and implements a plan for external advertising and direct solicitation of nominations and applications. If there is any likelihood that the applicant pool will include qualified foreign nationals, the search committee must advertise using at least one 30-day online ad in a national professional journal. The university does not grant tenure in the absence of permanent residency ("green card"), and strict U. S. Department of Labor guidelines do not permit sponsorship of foreign nationals for permanent residency unless the search process resulting in their appointment to a tenure track position included an advertisement in a field-specific nationally professional journal.
- Screens applications and letters of recommendation and presents to the full faculty a summary of those applicants (usually three) judged worthy of interview. The college requires that at least one of these applicants must contribute to the diversity of the unit. If the faculty agrees with this judgment, upon approval of the divisional dean, the search committee chair, assisted by the department office, arranges on-campus interviews. If the faculty does not agree, the department chair in consultation with

the faculty determines the appropriate next steps, e.g., to solicit new applications, to review other applications already received, or to cancel the search for the time being.

All candidates interviewing for a particular position must follow the same interview format. On-campus interviews with candidates must include opportunities for interaction with faculty groups, including the search committee; graduate students; the department chair; and the dean or designee. In addition, all candidates make a presentation to the faculty and students on their research and a demonstration of teaching. The latter could be an actual class, a workshop demonstration, critique or another instructional interaction or situation. Additional, off-campus interviews may be held at the discretion of the department chair.

Following completion of on-campus interviews, the eligible voting faculty meet to discuss perceptions and preferences and to develop a description of the strengths and any concerns for each candidate. A vote is taken on each candidate's eligibility for the position.

If the offer involves senior rank, the eligible voting faculty will convene to vote on the appropriateness of the proposed rank. The results of the vote are provided to the college and to the Office of Academic Affairs for approval, along with the other documentation required for offers at senior rank. If the offer may involve prior service credit, the eligible faculty vote on the appropriateness of such credit.

In the event that more than one candidate achieves the level of support required to extend an offer, the department chair decides which candidate to approach first. The department chair determines the details of the offer, including compensation.

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. Tenure-Track Faculty at Regional Campuses**

The regional campus has primary responsibility for determining the position description for a tenure-track faculty search, but the dean/director or designee consults with the department chair to reach agreement on the description before the search begins. Procedures remain essentially the same in the appointment of tenure-track regional campus faculty whose Tenure Initiating Unit (TIU) will be the Department of Art. However, these search committees, appointed jointly by the chair of the department and the regional campus dean/director, will also include members of the regional campus faculty. Because the search will be focused on the undergraduate teaching needs of the regional campus, the Department of Art chair will not define a specific area of program expertise or expectation for regional faculty (such as sculpture, painting, ceramics, etc.) as is normal in other

departmental searches.

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

### **3. Associated Faculty**

The department chair decides the appointment, review, and reappointment of all compensated associated faculty. Any faculty member in the department may propose appointment of uncompensated adjunct or visiting faculty. The proposal is considered at a regular faculty meeting and if approved by the faculty, the department chair extends an offer.

Associated faculty appointments may be made for a period of up to three years. Lecturer appointments may be for a term or for an academic year, based on program need. All associated faculty appointments expire at the end of the appointment term and must be formally renewed to be continued. Adjunct appointments may be renewed only when the uncompensated academic service for which the appointment was made continues.

Associated faculty for whom promotion is a possibility follow the promotion guidelines and procedures for tenure-track faculty (see Appointment Criteria above), with the exception that the review does not proceed to the college level if the department chair's recommendation is negative, and does not proceed to the university level if the dean's recommendation is negative.

### **4. Courtesy Appointments**

Any department faculty member may propose a 0% FTE (courtesy) appointment for a tenure-track faculty member from another Ohio State department. A proposal that describes the uncompensated academic service to this department justifying the appointment is considered at a regular faculty meeting. If the faculty approves the proposal, the department chair seeks the necessary permissions from the appropriate TIU prior to extending an offer of appointment. The department chair reviews all courtesy appointments annually to determine whether they continue to be justified, and takes recommendations for non-renewal before the faculty for a vote at a regular meeting.

## **V. ANNUAL REVIEWS**

### **A. Procedures**

The annual reviews of every faculty member are based on expected performance in teaching, research/creative activity, and service as set forth in the department's policy on faculty duties and Responsibilities; on any additional assignments and goals specific to the individual; and on progress toward promotion where relevant. For untenured faculty this review is a critical component of monitoring progress toward tenure. The review process serves as a basis for annual salary recommendations, for assisting faculty in developing and carrying out professional plans, and for calling attention to performance problems where they exist. This review process should be accepted by the parties as professional, candid, and constructive. Criticisms should be treated as opportunities for individuals to correct deficiencies.

These annual reviews will be conducted in accordance with the timetable approved by the department and attached to this document (Appendix I). During the spring semester, reviews will take place for probationary faculty and for tenured faculty.

Mandatory promotion and tenure reviews for probationary faculty and non-mandatory reviews for promotion and/or tenure are conducted in the fall semester.

The department chair is required (per Faculty Rule 3335-3-35 [<http://trustees.osu.edu/university/facultyrules>]) to include a reminder in the annual reviewletter 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.

#### **1. Probationary Tenure-Track Faculty**

The Promotion and Tenure committee conducts annual reviews of probationary tenure-track faculty in years 3 and 5. This review consists of a discussion and visual presentation of the faculty member's research, creative activity, outcomes of teaching, and service activity. This discussion is scheduled and attended by the Promotion and Tenure committee. On completion of the review, the Promotion and Tenure committee develops a recommendation to the department chair on whether or not to renew the probationary appointment.

In year 2, the Promotion and Tenure committee conducts an annual review of probationary tenure-track faculty. This review consists of a discussion and visual presentation of the faculty member's research, creative activity, outcomes of teaching, and service activity. This discussion is scheduled and attended by the Promotion and Tenure committee, as well as by members of the eligible faculty, invited by the committee and by the faculty member under review, whose insights into the candidate's teaching, research, and service would aid the

committee in forming its recommendation (examples would be the area coordinator for the probationary faculty member and/or the chair of a service committee). On completion of the review, the Promotion and Tenure committee develops a recommendation to the department chair on whether or not to renew the probationary appointment.

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

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

If the department chair recommends non-renewal, the Fourth-Year Review process (per Faculty Rule 3335-6-04 [<http://trustees.osu.edu>]) is invoked. Non-renewal of a probationary appointment may follow an annual review in which it is apparent that the candidate's likelihood of meeting expectations for promotion and tenure is poor. 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 non-renewal of the probationary appointment.

#### **a. Regional Campus Faculty**

Annual review of the probationary faculty member assigned to a regional campus is first conducted on the regional campus, with a focus on teaching and service. The review then moves to the Columbus department and proceeds as described above. Probationary, tenure-track, regional campus faculty will be reviewed annually by the Department of Art and will include evaluation and recommendation from the appropriate regional campus. The initiative for recommendations about annual reviews and both tenure and promotion rests with the regional campus that is involved in each case. A copy of the written review of a regional campus faculty member from the chair of The Department of Art will be provided to the dean/director of the regional campus.

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

### **b. Fourth-Year Review**

During the fourth year of the probationary period the annual review follows the same procedures as the mandatory tenure review. External letters will not be sought in this department. The dean (not the department chair) makes the final decision regarding renewal or non-renewal of the probationary appointment. The eligible faculty conducts a review of the candidate. On completion of the review, the eligible faculty votes by written ballot on whether to renew the probationary appointment.

The eligible faculty forwards a record of the vote and a written performance review to the department chair. The department chair conducts an independent assessment of performance and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment.

At the conclusion of the department review, the formal comments process (per Faculty Rule 3335-6-04 [<http://trustees.osu.edu/rules/university-rules.html>]) is followed and the case is forwarded to the college for review, regardless of whether the department chair recommends renewal or non-renewal.

### **c. Exclusion of Time from the Probationary Period**

Faculty Rule 3335-6-03 (D) (<http://trustees.osu.edu>) sets forth the conditions under which a probationary tenure-track faculty member may exclude time from the probationary period. Additional procedures and guidelines can be found in the Office of Academic Affairs Policies and Procedures Handbook (<http://oaa.osu.edu/handbook.html>).

## **2. Tenured Faculty**

The department chair reviews Associate Professors and Professors annually. The review process includes a meeting to discuss his or her performance and future plans and goals with the department chair, who then prepares a written evaluation on these topics. These meetings provide critical information that helps determining merit salary increases. The faculty member may provide written comments on the review.

Associate Professors will provide a public presentation of their research, creative activity and teaching every four years. Professors will provide a similar presentation every six years. The department chair, in consultation with the faculty and the Promotion and Tenure Committee, schedules these presentations. These presentations are also scheduled to coincide with the required peer evaluation of teaching for tenured faculty (See Peer Evaluation of Teaching). These presentations provide the opportunity for faculty to provide additional insight and context for their creative research.

## **3. Tenured Faculty on Regional Campuses**

Annual review of the tenured faculty member is first conducted on the regional campus, with a focus on teaching and service. The review then moves to the Columbus department and proceeds as described above. In the event of divergence in performance assessment between the regional campus and the department, the department chair discusses the

matter with the regional campus dean/director in an effort to clarify and reconcile the divergence, so that the faculty member receives consistent assessment and advice.

#### **4. Associated Faculty**

Associated faculty for whom promotion is a possibility follow the promotion guidelines and procedures for faculty (see Appointment Criteria above), with the exception that the review does not proceed to the college level if the department chair's recommendation is negative, and does not proceed to the University level if the dean's recommendation is negative.

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

Compensated associated faculty members on a multiple year appointment are reviewed annually by the department chair, or designee. The department chair, or designee, prepares a written evaluation and meets with the faculty member to discuss his or her performance, future plans, and goals. No later than October 15 of the final year of the appointment, the chair will decide whether or not to reappoint. The department chair's recommendation on reappointment is final.

## **VI. MERIT SALARY INCREASES**

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.

### **A. Criteria**

Meritorious performance in teaching, research, and service are assessed in accordance with the same criteria that form the basis for promotion decisions. The time frame for assessing performance will be the past 36 months, with attention to patterns of increasing or declining productivity. Faculty with high-quality performance in all three areas of endeavor and a pattern of consistent professional growth will necessarily be favored. Faculty whose performance is unsatisfactory in one or more areas are likely to receive minimal or no

salary increases.

Merit increases will be considered in recognition of excellence in teaching. Among the factors to be considered are: classroom performance, program and course development, quality of effort in advising students, supervision of graduate research, and related activities outside the classroom.

Merit increases will be considered in recognition of excellence in research leading to the creation of significant works of art, mounting exhibitions, and establishing outstanding exhibition records. Important and noteworthy criteria may be, but not limited to, awards, grants, commissions, publications, presentations, citations, reviews, and other technical or artistic developments of benefit to the discipline. Normally, broad and diverse recognition of excellence to at least a national level in a reasonably comprehensive form is essential in research performance. In determining excellence, areas of performance may vary widely from individual to individual. In the Department of Art, variations may occur with areas of responsibility and/or expertise, opportunities available, and ongoing changes in acceptance and/or recognition of efforts in visual, creative research.

Merit increases will be considered in recognition of excellence in service to the department, to the university, and to the profession. In addition to service on department, college, and university committees, other meritorious service includes, but is not limited to, unusual or difficult special assignments, participation on regional, national and international advisory committees, governing boards, and the organization of conferences and workshops.

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

## **B. Procedures**

The department chair recommends annual salary increases and other performance rewards to the dean, who may modify these recommendations. Salary increases are formulated in dollar amounts rather than percentage increases, with the goal of distributing available funds in a manner that achieves the optimal distribution of salaries. As a general approach to formulating salary recommendations, the department chair divides faculty into at least four groups based on continuing productivity (high, average, low, and unsatisfactory) and considers market and internal equity issues as appropriate.

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

salaries.

## **C Documentation**

The annual performance review of every faculty member requires that all documentation described below, including the two summary documents, be submitted to the department chair no later than the final day of autumn semester classes.

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

Any published materials presented for consideration should be in the form of reprints, photocopies of journal articles, or other final form that documents actual publication. An author's manuscript does not document publication.

Under no circumstances should faculty solicit evaluations from any party for purposes of the annual review, as such solicitation places its recipient in an awkward position and produces a result that is unlikely to be candid.

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

### **1 Teaching**

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

Peer evaluation of teaching reports as required by the department's peer evaluation of teaching program (details, including required number, included in section X below)

Copies of pedagogical papers, books or other materials published, or accepted for publication. Material accepted for publication but not yet published must be accompanied by a letter from the publisher stating that the work has been unequivocally accepted and is in final form with no further revisions needed. An accepted but unpublished work submitted for consideration in a given annual review may not be resubmitted after publication for consideration in a future annual review.

Other relevant documentation of teaching as appropriate.

### **2 Scholarship**

Copies of all scholarly papers published or accepted for publication. Papers accepted for publication but not yet published must be accompanied by a letter from the publisher stating that the paper has been unequivocally accepted and is in final form with no further revisions needed.

Documentation of grants and contracts received.

Other relevant documentation of scholarship as appropriate (published reviews including

publications where one's work is favorably cited, grants and contract proposals that have been submitted).

### **3 Service**

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

## **VII. REVIEWS FOR PROMOTION AND TENURE AND FOR PROMOTION**

### **A. Criteria**

Faculty Rule 3335-6-02 (see <http://trustees.osu.edu>) provides the following context and criteria 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.*

Tenure is a privilege that is essential to the welfare of the university faculty member and to the institution in the assurance of academic freedom. The process of tenure review in the Department of Art begins with the initial appointment and proceeds through the final decision on the awarding of tenure and promotion to the rank of Associate Professor. Because the award of tenure has long-range implications, no person should anticipate that the award is automatic.

The basic criteria for promotion and the award of tenure at The Ohio State University requires excellence in teaching, research/creative activities and its evidences, and the promise of excellence in service to the university and the broad community. In the Department of Art, excellence in research means attainment of measurable national or international recognition based on an appropriate amount and rate of high quality and relevant creative endeavors. A successful candidate will have an emerging national

reputation. The department recognizes that quality work can manifest itself in a wide and diverse variety of venues that may also further vary with an area of expertise. Excellence in teaching means the provision to all students of the opportunity to realize their full capabilities for learning and, to the most capable and motivated students, an enhanced learning experience. Excellence in service means the provision of a high level of professional expertise and experience to one or more publics – including the university, the Columbus community, the State of Ohio, the nation, and professional organizations. The service contribution during the probationary period of assistant professors is limited by design. The most important judgment is that the candidate will achieve excellence in service in the future.

The substantial probability that a high rate of quality scholarship and excellence in teaching and service will continue needs to be established. The claim that retention of the candidate will improve the overall quality and standing of the unit needs to be supported.

Excellence in teaching, research, and service are moreover defined to include professional ethical conduct in each area of responsibility, consistent with the American Association of University Professors' Statement on Professional Ethics (<http://www.aaup.org/AAUP/pubsres/policydocs/contents/statementonprofessionalethics.htm>). Peer review is central to the evaluation process. This process can only work in a spirit of informed collegiality, and all members of the faculty are expected to generate qualified professional evaluations of their peers. It is emphasized that this faculty believes in the principle of peer review to the extent that it acknowledges that every member of this faculty is, in fact, a professional evaluator.

Recommendations for promotions and tenure should be based on the merit of the individual, on a comparable basis with achievements in the faculty member's own field or area of expertise or in closely related fields. Whenever possible, consideration should be given to how the nominee stands in relation to other people in the same field or area of expertise outside of the university who might be considered alternative candidates for the position. All available evidence should be considered, and it is the responsibility of all parties involved in the evaluation to provide complete documentation.

Consistent with Faculty Rules and University Policies, faculty under review are entitled to be informed of all opinions that are relevant to their professional standing rendered by any official committee or administrator and will be so informed, with the opportunity to respond in writing. Further, all recommendations should be announced to the entire faculty of the department within 10 days after they are made available to the candidate.

### **1. Promotion to Rank of Associate Professor with Tenure**

Faculty Rule 3335-6-02 (<http://trustees.osu.edu>) provides the following general criteria for promotion to Associate Professor with Tenure:

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

Tenure is not awarded below the rank of Associate Professor at The Ohio State University.

The award of tenure is a commitment of lifetime employment. It is therefore essential to evaluate and judge the probability that faculty, once tenured, will continue to develop professionally and contribute to the department's academic mission at a high level for the duration of their time at the University.

Every candidate is held to a high standard of excellence in all aspects of performance. Accepting weakness in any aspect of performance in making a tenure decision is tantamount to deliberately handicapping the department's ability to perform and to progress academically. Above all, candidates are held to a very high standard of excellence in the areas central to their responsibilities.

Excellence in teaching, research, and service are moreover defined to include professional ethical conduct in each area of responsibility.

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

#### **a. Teaching**

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

- provided up-to-date content, at appropriate levels, in every instructional situation
- demonstrated continuing growth in subject matter knowledge and an ability to address both traditional and contemporary issues in the field
- demonstrated the ability to organize and present class material effectively with logic, conviction, and enthusiasm
- demonstrated creativity in the use of various modes of instruction, classroom technology, and other teaching strategies to create an optimal learning environment
- demonstrated capacity of continuing growth as teachers of art
- engaged students actively in the learning process and encouraged independent thought, creativity, and appreciation of the knowledge creation process
- provided appropriate and timely feedback to students throughout the instructional process
- treated students with respect and courtesy

- improved curriculum through course revision, development of new courses and/or academic programs
- demonstrated a special concern for student welfare by serving as advisor to an appropriate number of graduate and undergraduate students given the department's student/faculty ratio and the faculty member's area(s) of expertise
- engaged in documented efforts to improve teaching in areas that are compatible with the long-range needs of the Department of Art

#### **b. Research**

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

- Produced a body of creative and/or scholarly work that is of high quality, engages in original research and presented in peer-reviewed venues. This body of work should be focused, contribute substantively to knowledge in the area of focus, and is beginning to be favorably cited. The following attributes of the body of work are considered:
  - Quality, impact, quantity.
  - Unique contribution to a line of inquiry or creative practice.
  - Rigor of the peer review process and degree the work is presented in exhibitions and other venues. Exhibitions of the original works are weighted more heavily than conference proceedings or public lectures; published research more than unpublished research, and original works more than edited works.
  - Empirical work, demonstrating the candidate's ability to conduct such work and to mentor others, is preferred to synthetic work at this stage of career.
  - While collaborative work is encouraged, and indeed is essential to some types of inquiry, the candidate's intellectual and creative contributions to collaborative work must be clearly and fairly described to permit accurate assessment.
- A demonstrated effort to obtain and potential to sustain funding for creative activities and research. Competitive peer reviewed funding is weighted more favorably than other types, since it serves as a quality indicator of research programs, and grants requiring the exercise of intellectual creativity are weighted more heavily than those that largely dictate the work to be done. Funding is a means to an end; funding that has not led to creative productivity is disregarded in the review.
- A developing national/international reputation in the candidate's field as evidenced by external evaluations, invitations to exhibit and/or present at recognized prestigious forums, invitations to review research papers and grant proposals, and a beginning trend of positive citations in publications. A reputation based on the quality of the contribution in creative activity/research is distinguished from one

based mainly on familiarity through the faculty member's frequent attendance at national and international conferences.

- Demonstrated a high degree of ethics in the conduct of research, including but not limited to the ethical treatment of graduate students, postdoctoral fellows, and collaborators.

### **c. Service**

The award of tenure implies that the individual is a full-fledged and mature member of the university community with a good knowledge of university and department procedures, including the traditional levels of administrative responsibility and service on departmental committees. An ability to function within the structure of department, college, and university guidelines is essential to a positive review. A state university depends upon its relationship to the people of the state. Department faculty are expected, when possible, to participate in relevant public service that will be of mutual benefit to themselves, the profession, and to the broad community of the state of Ohio.

## **2. Promotion to Rank of Professor**

Faculty Rule 3335-6-02 (C) 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.*

Longevity by itself is not a criterion for promotion to the rank of professor. Along with the expectations stated in the above rule, emphasis is placed on extraordinary involvement and accomplishments in the profession of both art and teaching. For promotion to Professor, a faculty member is expected to be a role model for junior and senior faculty, for students, and for the profession. Assessment takes place in relation to specific assigned responsibilities, with exceptional performance in these responsibilities required. The specific criteria in teaching, research, and service for promotion to Professor are consistent with those for promotion to Associate Professor with Tenure, with the added expectation of sustained accomplishment and increasing quality of contributions, a record of continuing professional growth, and evidence of established national and international reputation in the field. The Department of Art reserves the rank of professor for those faculty members who have demonstrated outstanding achievement in teaching, research and service.

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. Regional Campus Faculty**

The primary function of the regional campuses is to provide high quality undergraduate instruction and to serve the academic needs of their communities. With this consideration in mind, in evaluating regional campus faculty for promotion and tenure or promotion, the department will give greater emphasis to the quality of teaching and service relative to research. Recognizing that the character and quantity of research by regional campus faculty may differ from that of Columbus Campus faculty, due to the weight of other responsibilities and lack of access to comparable resources, the department nevertheless expects regional campus faculty to establish a program of high quality scholarly activity.

This difference in the criteria balance for promotion to associate professor with tenure and for promotion to professor for those faculty at a regional campus reflects the following considerations:

#### *Teaching*

There is appreciation for the fact that a greater quantity of teaching is likely, but the expectation for quality teaching remains the same as for Columbus campus faculty:

- That the primary mission of the regional campuses is undergraduate teaching;
- That regional campus faculty do not have graduate teaching associates to assist them in their teaching;
- That regional campus faculty do not normally serve as advisors to graduate students.

#### *Research*

There is appreciation for the fact that a lesser quantity of research is likely, but the expectation for quality research remains the same as for Columbus campus faculty:

- That regional campus faculty may not have the same level of access to research facilities, studio visits, exhibition venues, and infrastructure comparable to those of Columbus faculty;
- That regional campus faculty are not members of specific department of art areas (such as painting, sculpture, ceramics, etc.) and because of this, that regional faculty do not have the same level of access to the critical input of colleagues.

#### *Service*

There is appreciation for the fact that a greater quantity of service is likely, but the expectation for quality service remains the same as for Columbus campus faculty:

- That faculty may have considerable service responsibilities on branch campus committees;
- That the student advising responsibilities of regional campus faculty may be more substantial than those of Columbus faculty;
- That participation in faculty and committee meetings in Columbus may not be practical.

Because of the above differences, the department chair will normally consult each semester

with regional campus faculty, at the request of the faculty member, to address issues of concern in their development.

## **B. Procedures**

Departmental procedures for promotion and tenure reviews are guided by the provisions of Faculty Rule 3335-6-04 (<http://trustees.osu.edu>) and by the Office of Academic Affairs annually updated procedural guidelines for promotion and tenure reviews found in Volume 3 of the Policies and Procedures Handbook (<http://oaa.osu.edu/handbook.html>). 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**

Candidates should:

- Notify the chair of the department of her/his desire for promotion or early promotion and tenure review (notice not required in the case of mandatory reviews). The Promotion and Tenure Committee meets with faculty who are considering applying for non-mandatory reviews for promotion to Professor or tenure with promotion to Associate Professor. The relevant P&T Committee, on the basis of materials provided by the faculty, assesses the progress of Associate Professors towards the goal of promotion to Professor and the readiness of Assistant Professors for a non-mandatory (i.e. early) review for promotion and tenure. Such screening is designed to avoid premature reviews and is based on consultation with the Department Chair.
- Submit a copy of the department's APT Document that was in effect at the time of the candidate's hire or when the candidate was last promoted, whichever is more recent, if s/he wishes to be reviewed under that document's criteria and procedures. This must be submitted when the dossier is submitted to the department.
- 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.
- Provide a list of six potential external evaluators, upon request by the department chair. This list will be combined with a list of external evaluators developed by the department chair and the Promotion and Tenure Committee or the appropriate Subcommittee. The candidate must not initiate requests for external evaluations. The candidate may request the removal of no more than two names, providing the reasons for the request. The department chair decides whether removal is justified. (Also see External Evaluations below.)
- In the case of all promotion and tenure reviews and promotion reviews, provide a minimum of six packets that contain appropriate visual documentation, résumé,

description of research, copies of articles, and reviews or other documentation for outside evaluators chosen by the Promotion and Tenure Committee in consultation with the department chair.

- Provide a dossier of supplemental materials in support of performance. Materials must be submitted in the sequential order prescribed by the Office of Academic Affairs. It is important to note that the comprehensiveness of the documentation in the dossier plays a critical role in the eventual outcome. Separate from this required dossier as specified by OAA, additional documentation and support materials should be provided for departmental peer review. Those materials are described further in the Documentation section of this Procedures document.
- Prepare for a public presentation, approximately one hour, to be scheduled during the review process.

## **2. Promotion and Tenure Committee Responsibilities**

The Promotion and Tenure Committee is charged with: (a) verifying the completeness and accuracy of the candidate's dossier as well as its consistency with Office of Academic Affairs requirements; (b) obtaining, with the chair of the department, letters of evaluation from external evaluators (i.e. professional peers outside the University who do not have a close personal or professional relationship with the candidate), and from other persons at the University with whom the candidate has had substantial professional involvement; (c) conducting a meeting of eligible faculty to discuss the merits of tenure and/or promotion for the candidate; (d) reporting the results of this meeting to the chair of the department, including a vote of eligible faculty and a summary recommendation. The committee should also assist the candidate in preparing a dossier documenting his or her accomplishments, although it must be emphasized that primary responsibility for the preparation of such a dossier lies with the candidate.

In the event of a review or consideration for promotion to Professor, all members of the committee must be professors. If insufficient numbers of faculty (five) are available at this rank, the size of the committee may be reduced to a minimum of three from the department. Below this minimum number, professors without administrative appointments in other departments in the College of Arts and Sciences recommended by the department chair and approved by the full faculty, will be requested to serve on the committee to achieve this minimum number. In cases where the majority of this committee is from outside the department, two non-voting, tenured, associate professors from the Department of Art will be elected to serve as non-voting advisors on the committee. These advisors will provide context about departmental expectations and activities but will not participate in the formal screening or review meeting.

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

- To review this document annually and to recommend proposed revisions to the faculty.

- To consider annually, in spring semester, 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 may consider promotion review requests to the rank of Professor. A simple majority of those eligible to vote on a request must vote affirmatively for the review to proceed.
- The Promotion and Tenure Committee meets with faculty who are considering applying for non-mandatory reviews for promotion to Professor or tenure with promotion to Associate Professor. The relevant P&T Committee, on the basis of materials provided by the faculty, assesses the progress of Associate Professors towards the goal of promotion to Professor and the readiness of Assistant Professors for a non-mandatory (i.e. early) review for promotion and tenure. Such screening is designed to avoid premature reviews and is based on consultation with the Department Chair.
  - 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., student and peer evaluations of teaching). Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.
  - A tenured faculty member who requests and is denied a promotion review must be granted a review upon the next request of the faculty member. A faculty member who insists that a review move forward without attending to the issues raised in the previous screening review 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. Faculty not eligible for tenure due to lack of citizenship or permanent residency are moreover not considered for promotion by this department.
  - A decision 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.
- To review thoroughly and objectively every candidate's dossier in advance of the meeting at which the candidate's case will be discussed.
- To attend all Promotion and Tenure Committee meetings except when circumstances beyond one's control prevent attendance; to participate in discussion of every case; and to vote.
- Arrange for an individual, public presentation for probationary faculty undergoing annual reviews, candidates undergoing mandatory reviews for promotion and tenure, and candidates seeking promotion, and for peer review of tenured faculty. This public presentation (approximately one hour) shall be focused on the candidate's research and her/his students' work with time allowed for additional questions and discussion.
- Annually, in late spring through early autumn semester, to provide administrative support for the promotion and tenure review process as described below.

- **Late spring:** Select from among its 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.
- **Late spring:** Suggest names of external evaluators to the department chair.
- **Early autumn:** Review candidates' dossiers for completeness, accuracy (including citations), and consistency with Office of Academic Affairs requirements and work with candidates to assure that needed revisions are made in the dossier before the formal review process begins.
- Meet with each candidate for clarification as necessary and to provide the candidate an opportunity to comment on his or her dossier. (This meeting is not an occasion to debate the candidate's record.)
- Draft an analysis of the candidate's performance in teaching, research, and service to provide to the full faculty with the dossier and seek to clarify any inconsistent evidence in the case, where possible.
- Revise the draft analysis of each case following the meeting of the Committee of the Eligible Faculty to include the faculty vote and a summary of the faculty perspectives expressed during the meeting and forward the completed written evaluation and recommendation to the department chair.
- Provide a written response, on behalf of the Committee of the Eligible Faculty, to any candidate comments that warrant response for inclusion in the dossier.
- Provide a written evaluation and recommendation to the department chair in the case of joint appointees whose tenure-initiating unit is another department. The full Committee of the Eligible Faculty does not vote on these cases since the department's recommendation must be provided to the other TIU substantially earlier than the Committee begins meeting on this department's cases.

### **3 Eligible Faculty Responsibilities**

The responsibilities of the members of the eligible faculty are as follows:

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

### **3. Department Chair Responsibilities**

The responsibilities of the department chair are as follows:

- Upon appointment, furnish new members of the department faculty with a letter that details fundamental responsibilities and status toward the award of tenure and any

special conditions of the appointment. The letter will be accompanied by this document. Subsequent changes to these guidelines, once officially adopted, will apply and substitute for those originally received.

- Appoint a mentor for each new faculty member and be responsible for insuring that a mentoring relationship is initiated and maintained.
- 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 chair and the candidate. (Also see External Evaluations below.)
- To make adequate copies of each candidate's dossier available in an accessible place for review by the Committee of the Eligible Faculty at least two weeks before the meeting at which specific cases are to be discussed and voted.
- To remove any members of the Committee of the Eligible Faculty from the review of a candidate when the member has a conflict of interest but does not voluntarily withdraw from the review.
- To provide an independent written evaluation and recommendation for each candidate, following receipt of the Committee of the Eligible Faculty's completed evaluation and recommendation.
- To meet with the Committee of the Eligible Faculty to explain any recommendations contrary to the recommendation of the Committee.
- To inform each candidate in writing after completion of the department review process:
  - of the recommendations by the Committee of the Eligible Faculty and department chair.
  - of the availability for review of the written evaluations by the Committee of the Eligible Faculty and department chair.
  - of the opportunity to submit written comments on the above material, within 10 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 any candidate comments that warrants response for inclusion in the dossier.
- To forward the completed dossier to the college office by that office's deadline, except in the case of associated faculty for whom the department chair recommends against promotion. A negative recommendation by the department chair is final in such cases.
- To receive the Committee of the Eligible Faculty 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.

- To maintain an ongoing list, available to the future Committee of the Eligible Faculty, of outside evaluators. This list should include the names of evaluators, the frequency of requests, their willingness to aid the committee, and the usefulness of their letters.

#### **4. Procedures for Regional Campus Faculty**

Regional campus faculty are first reviewed by the regional campus faculty according to the process established on that campus and then by the regional campus dean/director. The regional campus review focuses on teaching and service. The regional campus dean/director forwards the written evaluation and recommendation of the regional campus review to the department chair, from which point the review follows the procedures described for the Columbus campus faculty.

#### **5. External Evaluations**

External evaluations of research and scholarly activity are obtained for all promotion reviews in which research must be assessed. These include all tenure-track promotion and tenure or promotion reviews, and all adjunct faculty promotion reviews.

External evaluations are optional in other reviews and will be obtained as needed. 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 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 and/or the usefulness of the letters received, more letters may be sought than required, and they are solicited no later than the end of the spring semester prior to the review year. This timing allows additional letters to be requested should fewer than five useful letters result from the first round of requests.

The Promotion and Tenure Committee and the department chair assemble a list of potential evaluators. Evaluators (up to 6 maximum) that meet the criteria for credibility may then be

suggested by the candidate, and if deemed appropriate, added to the list by the chair. Faculty Rule 3335-6-04 (<http://trustees.osu.edu>) 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.

Before soliciting the letters, the chair submits the list of proposed names to the associate dean for faculty affairs for approval. The department follows the College's suggested format – see <https://intranet.asc.ohio-state.edu/apt/external-eval-materials>

Under no circumstances may a candidate solicit external evaluations or initiate contact in any way with external evaluators for any purpose related to the promotion review. If an external evaluator should initiate contact with the candidate regarding the review, the candidate must inform the evaluator that such communication is inappropriate and report the occurrence to the department chair, who will decide what, if any, action is warranted, e.g., requesting permission from the Office of Academic Affairs to exclude that letter from the dossier. It is in the candidate's self-interest to assure that there is no ethical or procedural lapse, or the appearance of such a lapse, in the course of the review process.

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

### **C. Documentation**

As noted above under Candidate Responsibilities, every candidate must submit a complete and accurate dossier that follows the Office of Academic Affairs dossier outline. While the Promotion and Tenure Committee makes reasonable efforts to check the dossier for accuracy and completeness, the candidate bears full responsibility for all parts of the dossier that are to be completed by the candidate.

Tenure-track faculty members undergoing Fourth-Year Review and mandatory promotion and tenure review are required to use the university's on-line tool to generate their core dossier.

The complete dossier, including the documentation of teaching noted below, is forwarded when the review moves beyond the department. The documentation of research and service noted below is for use during the department review only, unless reviewers at the college and University levels specifically request it.

Further documentation for the internal reviews within the Department of Art is seen as

important and a separate supplement to this required dossier. The inclusion of visual and other materials, which assure a comprehensive view of a candidate's teaching, research, and service, is strongly recommended. Printouts, CD, DVD or other appropriate documentation of student work and the work of the candidate; publication examples; reviews; and examples of successful grant proposals are only a partial list of materials that are likely to be most appropriate for this purpose.

Any published materials presented for consideration should be in the form of reprints, photocopies of journal articles, printouts from on-line publications, or other final form that documents actual publication. An author's manuscript does not document publication.

Under no circumstances should faculty solicit evaluations from any party for purposes of the review.

### **1. Teaching**

The time period for material included in the dossier for probationary faculty is the date of hire to present. For tenured or nonprobationary faculty it is the date of last promotion or the last five years, whichever is less, to present:

- Cumulative SEI reports (Student Evaluation of Instruction computer generated summaries prepared by the Office of the University Registrar) for every class.
- Peer evaluation of teaching reports as required by the department's peer evaluation of teaching program (details provided in Section X of this document).
- Copies of pedagogical papers, books, or other materials published or accepted for publication. A letter must accompany material accepted for publication and not yet published from the publisher stating that the work has been unequivocally accepted and is in final form with no further revisions needed.
- Visual documentation of student work, clarified with materials that thoroughly define the level and nature the classes and the students (this will include individual study and graduate students). Unique in the Department of Art is the fact that the results of teaching can be viewed through the work produced by students. This work is further clarified as to its accomplishment when identified with the level, content, and structure of the course(s) taught, *i.e.* foundation drawing, advanced studios, individual studies, graduate level course, etc.
- Other relevant documentation of teaching as appropriate.
- List of former graduate students for whom he or she had principal responsibility and description of their accomplishments and current situations.
- A generalized, written self-evaluation of teaching is required for all probationary faculty on an annual basis and is required for faculty requesting consideration for promotion to Professor on a regular basis for at least two years preceding the consideration.

## 2. Scholarship, Research, and Creative Work

For the time period since the last promotion:

- An exhibition record, including publications if appropriate, clarified as to appropriate variables that may have an impact on the nature of this record of creative activity and its recognition. This may also include a clarification of any variables that are associated with an area of expertise.
- Significant awards, grants, etc. (including efforts that may have been unsuccessful).
- If appropriate, significant reviews (particularly from outside the university community).
- Copies of all scholarly papers published or accepted for publication. A letter must accompany papers accepted for publication but not yet published 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

For the time period since the last promotion:

- Any available documentation of the quality of service that enhances the list of service activities in the dossier.
- Evidence of other unique, qualitative professional involvement that is appropriate and/or not covered above. The emphasis should be on quality rather than quantity, with clear indication of outstanding performance in all area inherent in the responsibilities of a university faculty member in art; any or all of the above also may be part of the materials used by tenured faculty in their presentation for peer review of teaching.

## VIII. APPEALS

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

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

## IX. SEVENTH-YEAR REVIEWS

Faculty Rule 3335-6-05 (<http://trustees.osu.edu>) sets forth the conditions of and procedures for a seventh year review for a faculty

## **X. PROCEDURES FOR STUDENT AND PEER EVALUATION OF TEACHING**

The following procedures, designed to provide an effective means to improve teaching skills and to be a comprehensive measure of teaching effectiveness in art, will provide materials to be included in the dossier.

### **A. Student Evaluation of Teaching**

Use of the Student Evaluation of Instruction (SEI) form or an equivalent end-of-course teaching assessment survey/tool is required in every course offered in the department. This process is administered by the Office of the Registrar and delivered to the students electronically. The faculty and the chair should encourage a high completion rate by explaining to the students the significance of the evaluation and considering giving students time during class to complete the evaluation using the mobile application. When a small proportion of the class completes the evaluation, the resulting information has little value either for improving instruction or for performance evaluation.

### **B. Peer Evaluation of Teaching**

#### **1. Review Process**

The department chair oversees the department's peer evaluation of teaching process. Annually the department chair appoints a Peer Review of Teaching Committee of a size judged sufficient to meet the volume of peer review activity expected that year, without overburdening any of the members. The term of service are typically two years in length, with a half of the committee rotating off each year to provide diversity in the review process. Reappointment is possible and an additional two-year term is possible. Reasonable efforts are made to distribute service among the tenured faculty from year to year in order to support and encourage attention to the quality of teaching in the department. Although there is no requirement that a peer reviewer must be of equal or higher rank than the faculty member being reviewed, such a model will be followed to the extent possible.

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

At the conclusion of the review, the committee submits a written report to the department

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

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

## **2. Timing of Review**

Probationary tenure-track faculty are reviewed three times during the first two years of service and at least twice more during the remainder of the probationary period, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned.

Tenured associate professors and non-probationary associate professors are reviewed at least once every other year with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned and with at least five completed reviews required for consideration for promotion to full professor.

Faculty not scheduled for review, including full professors, may be reviewed at the request of the chair. Such reviews are normally triggered by low or declining student evaluations or other evidence of the need for providing assistance in improving teaching.

Individual faculty members not scheduled for review may also request a review of teaching from the chair in any year to the extent that time permits. These voluntary reviews are considered formative only, with the report being given only to the faculty member who requested the review. Faculty seeking formative reviews should also seek the services of the University Center for the Advancement of Teaching ([www.ucat.osu.edu](http://www.ucat.osu.edu)).

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

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

## **Appendix I Timetable for Mandatory and Non-Mandatory Review**

The following is a general timeline and may be adjusted or supplemented by the college. Dates are posted by the college annually at <https://intranet.asc.ohio-state.edu/apt/dates>. Timetable for autumn semester evaluations: All mandatory reviews for tenure and promotion; requests for non-mandatory reviews for tenure and promotion and promotion.

**BY JANUARY 15**

1. All requests for non-mandatory reviews for tenure and promotion and for promotion forwarded to the department chair.

**BY JANUARY 20**

1. Department chair reports all candidates for review in agenda at a February Faculty Meeting.
2. The committee(s) will arrange to meet with candidates requesting non-mandatory reviews for tenure and promotion and for promotion to determine if the request should advance to the next steps.

**BY FEBRUARY 15**

1. Promotion and Tenure Committee(s) elected by faculty at large.
2. The committee(s) will meet with the department chair following the faculty meeting to elect its own Chair and the Procedures Oversight Designee.

**BY MARCH**

1. The committee(s), in consultation with the department chair, generates a list of potential evaluators (a list of 12 is recommended) for each faculty member being reviewed.
2. The Candidate submits a list of potential reviewers to the chair.
3. The Chair may also generate a list of external evaluators.

**BY MARCH 15**

1. The chair notifies the Office of the Dean of all non-mandatory reviews for promotion or promotion with tenure that have passed the departmental screening review.

**BY APRIL 1**

1. The chair meets with the candidate to review the lists of external evaluators and discuss any potential conflicts of interest.
2. The Chair will present the list of potential external evaluators to the dean for approval. The Chair may contact the committee for additional names, or secures names independent of the committee if needed.

**BY APRIL 30**

1. Agreements secured from a minimum of six external evaluators by the chair.
2. Candidates must provide a minimum of seven packets (includes CV, visual materials and documentation) and résumés for review by outside evaluators.
3. Review materials are sent to the External Evaluators.

**BY AUGUST 1st**

1. Candidate's dossier reviewed by the POD/P and T chair, who will consult with the college as needed. This ensures all materials are properly organized and that the dossier and supplemental materials are made available to faculty and the Promotion

and Tenure Committee at the beginning of autumn semester.

**BY SEPTEMBER**

1. Letters of review from external evaluators are due to the Chair.

**BY SEPTEMBER 1**

1. Core dossiers, external review letters, and supplemental materials are made available to the committee and faculty for review.

**BETWEEN SEPTEMBER 5 AND SEPTEMBER 30**

1. Candidates for promotion with tenure, or promotion reviews, make public presentations of their teaching and research. Faculty peer review evaluations are submitted to the Promotion and Tenure Committee.
2. The Promotion and Tenure Committee completes a preliminary report of the faculty's assessment of each candidate in preparation for a meeting with the eligible faculty for further review and discussion and in preparation for a vote by the eligible faculty.

**BY OCTOBER 15**

1. The Promotion and Tenure Committee(s) conducts meeting(s) of eligible faculty to discuss the preliminary report for each candidate(s) for promotion and tenure, promotion, fourth and fifth year annual review. The Promotion and Tenure Committee's preliminary report(s) are reviewed and discussed at the meeting(s). A vote on each candidate will be taken. The report of the faculty assessment and recommendation is finalized and forwarded to the department chair for inclusion in the dossier of each candidate.

**BY OCTOBER 20**

1. For each candidate, the chair of the Department of Art completes a written assessment and recommendation for inclusion in the dossier and notifies each candidate in writing of the availability of these reports. After the departmental review, the letter stating and explaining the promotion and tenure committee recommendations to the Chair and the Chair's letter to the Dean should be made available to the candidate as soon as they are both completed. The candidate must have 10 days to provide written comments (or a written declination to do so). If the candidate writes a response, the committee and Chair have the right to submit a written reply. The completion of these letters by this date will allow ample time for the comments processes to occur before the College submission deadline.

**BY NOVEMBER 1**

1. All departmental review processes are completed. Office staff begins process of reorganizing the file and materials for submission to the dean.

**BY NOVEMBER 10**

1. Dossier for each candidate is completed, including, when appropriate, written comments from the candidate and written responses to those comments by the department chair and/or the promotion and tenure committee. Dossiers must be delivered to the dean's office. Department chair notifies the department faculty of recommendations.

**BY LAST FRIDAY OF JANUARY**

1. College Committee meets to discuss each case, determines a recommendation, and prepares letters to Dean.
2. All promotion and tenure materials from the College are due in OAA.

In February or March, candidates will hear from the College office about the recommendation from OAA. The final notification of Promotion and Tenure comes from the Board of Trustees, at the next available bimonthly meeting, usually in June. Candidates will hear from the College office again when the decision regarding promotion and tenure is official.

## **Appendix II: Timetable for Annual Review of Probationary Faculty (First-, Second, and Third-Year Reviews)**

### **BY JANUARY 15**

All probationary faculty complete updates to the on-line database and provide the chair with a pdf of the core dossier. Peer evaluations of teaching are included in this material. The chair distributes the pdf to the faculty.

### **BY FEBRUARY 15**

All probationary faculty make public presentations of their teaching and research.

### **BY MARCH 1**

Faculty peer review evaluations are submitted to the Promotion and Tenure Committee. The Promotion and Tenure Committee completes a preliminary report of the faculty's assessment of each candidate in preparation for a meeting with the eligible faculty for further review and discussion and in preparation for a vote by the eligible faculty.

### **BY MARCH 15**

The Promotion and Tenure Committee(s) conducts meeting(s) of eligible faculty to discuss the preliminary report for each probationary (tenure-track) candidate and candidate(s) standing. The Promotion and Tenure Committee's preliminary report(s) are reviewed and discussed at the meeting(s). A vote on each candidate will be taken. The report of the faculty assessment and recommendation is finalized and forwarded to the department chair for inclusion in the dossier of each candidate.

### **BY APRIL 1**

For each candidate, the chair of the Department of Art completes his / her written assessment and recommendation for inclusion in the dossier and notifies each candidate in writing of the availability of these reports. After the departmental review, the letter stating and explaining the promotion and tenure committee recommendations to the Chair and the Chair's letter to the Dean should be made available to the candidate as soon as they are both completed. The candidate must have 10 days to provide written comments (or a written declination to do so). If the candidate writes a response, the committee and Chair have the right to submit a written reply. The completion of these letters by this date will allow ample time for the comments processes to occur before the College submission deadline.

### **BY APRIL 15**

All departmental review processes are completed. Office staff begins process of reorganizing the file and materials for submission to the dean.

**BY April 20**

Off-year reviews with negative outcomes must be conducted according to the departmental procedures for fourth-year review, and must also be submitted to the College by this date. Make sure that any joint appointment votes and regional campus votes are in by the time that the Department conducts its review meeting.

**BY July 1**

Copies of all annual reviews are submitted to the college office..

**Appendix III:  
Annual Review Form for Evaluation of Tenure-Track Faculty**

Faculty Member being evaluated:

Present Rank:                      Annual Review Year: 1 2 3 4 5

Please comment on the faculty member’s **teaching, research, and service**. Record your observations in depth as a peer and qualified professional fine artist. Use this Word document to create a form for typing or printing.

**TEACHING:** (i.e., content, results, etc. made relevant to the variables of level, structure, and specific(s) of particular course(s):

**RESEARCH:** Please objectively address the qualitative nature of the work (i.e., significance, invention, productivity, and professional activities record, etc., made relevant also to any variables associated with particular area of expertise).

**SERVICE:** (Department, College, University, Community

**ADDITIONAL RELEVANT COMMENTS:**

Name of Evaluating Faculty Member:

Current Rank:

Signature:

Date:

**Appendix IV  
Form for Evaluation of Faculty for Tenure and Promotion to Associate Professor**

Faculty Member being evaluated:

Present Rank:

Please comment on the faculty member's **teaching, research, and service**. Record your observations in depth as a peer and qualified professional fine artist. Use this Word document to create a form for typing or printing.

**TEACHING:** (i.e., content, results, etc. made relevant to the variables of level, structure, and specific(s) of particular course(s):

**RESEARCH:** Please objectively address the qualitative nature of the work (i.e., significance, invention, productivity, and professional activities record, etc., made relevant also to any variables associated with particular area of expertise).

**SERVICE:** (Department, College, University, Community)

**ADDITIONAL RELEVANT COMMENTS:**

Name of evaluating Faculty Member:

Signature:

Date:

**Appendix V**

**Form for Evaluation of Faculty for Promotion to the Rank of Professor**

Faculty Member being evaluated

Present Rank:

Please comment on the faculty member's **teaching, research, and service**. Record your observations in depth as a peer, highly qualified professional fine artist. Use this Word document to create a form for typing or printing.

**TEACHING:** (i.e., content, results, etc. made relevant to the variables of level, structure, and specific(s) of particular course(s):

**RESEARCH:** Please objectively address the qualitative nature of the work (i.e., significance, invention, productivity, and professional activities record, etc., made relevant also to any variables associated with particular area of expertise).

**SERVICE:** (Department, College, University, Community)

**ADDITIONAL RELEVANT COMMENTS:**

Name of evaluating Faculty Member:

Current Rank:

Signature:

Date

## Appendix VI

### Department of Art Annual Activity Report Template

List activity by Calendar Year. January 1, 20\_\_ through December 31, 20\_\_ Omit categories for which there is no activity to report.

#### Teaching

- 1) Undergraduate, Graduate and Professional Courses taught (download course taught and enrollment numbers from the Faculty Center in SIS)
- 2) Involvement in Graduate Exams, Theses, and Dissertations
  - a) Graduate Students
    - Master's Students (thesis advisor, committee member)  
Number completed/current
    - Master's Students (program review committee, departmental review committee)  
Number current
    - Doctoral Students (dissertation advisor, committee member)  
Number completed/current
    - Doctoral Students (candidacy examination chair, committee member)  
Number completed/current
  - b) Noteworthy Accomplishments of Graduate Students (including post- degree employment, as appropriate- list only updates for the current reporting period)
  - c) Undergraduate Honors Theses (director, reader)  
Number completed/current
  - d) Noteworthy Accomplishments of Undergraduate Students

- 3) Involvement with Postdoctoral Scholars and Researchers
- 4) Extension and Continuing Education Instruction
- 5) Curriculum Development
- 6) Awards and Formal Recognition for Teaching
- 7) Academic

### Advising Research

- 1) Creative Works
  - a) Solo Exhibitions -Curated (list curator and venue)
  - b) Solo Exhibitions – Invitational
  - c) Solo Exhibitions – Other
  - d) Group Exhibitions Curated or Juried (list curator and venue)
  - e) Group Exhibitions- Invitational
  - f) Group Exhibitions – Other
  - g) Creative Works (completed projects not exhibited)
  - h) Other creative works (may include, but not limited to Moving image, Multimedia/databases/websites, Radio and television, Recitals and performances, Recordings, Choreography, Compositions)
  - c) Collections (list of private and public collections)
- 2) Chronological List of Books, Articles, and Other Published Papers
  - a) Books (other than edited volumes) and monographs
  - b) Edited books
  - c) Chapters in edited books
  - d) Bulletins and technical reports
  - e) Peer-reviewed journal articles
  - f) Editor-reviewed journal articles
  - g) Reviews (indicate whether peer reviewed)
  - h) Abstracts and short entries
  - i) Papers in proceedings
  - j) Unpublished scholarly presentations

- k) Potential publications in review process
- 3) Research Funding
    - a) Funded research as principal investigator
    - b) Funded research as co-investigator
    - c) Proposals for research funding pending/submitted but not funded
    - d) Funded training grants as principal investigator or equivalent
    - e) Proposals for training grants pending/submitted but not funded
    - f) Any other funding received for academic work
  - 4) Awards and Formal Recognition for research, scholarly or creative

work Service

- 1) Editorships or Service as Reviewer for journal, university presses, etc.
- 2) Offices Held and other service to professional societies
- 3) Consultation Activity (industry, education, government)
- 4) Administrative Service
  - a) Department committees
  - b) College or University committees
  - c) Initiatives undertaken to enhance diversity
  - d) Administrative positions held
  - e) Service as a graduate faculty representative
- 5) Other Professional/Public Service
  - a) University
  - b) Local
  - c) National
  - d) International
- 6) Advising of Student Groups & Organizations
- 8) Awards and Formal Recognition for Service

