



THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,
AND ENVIRONMENTAL SCIENCES

Department of
Agricultural Communication,
Education, and Leadership

**Appointments, Promotion and Tenure
(APT) Criteria and Procedures**

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Appointments, Promotion and Tenure (APT) Criteria and Procedures

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I. PREAMBLE

This document is a supplement to Chapter 6 of the *Rules of the University Faculty* (<http://trustees.osu.edu>); the Office of Academic Affairs procedural guidelines for promotion and tenure reviews; and any additional policies established by the College of Food, Agricultural, and Environmental Sciences and the University. Should those rules and policies change, the Department shall follow the new College and/or University rules and policies until such time that this document is modified to reflect the changes. In addition, this document must be reviewed, and either reaffirmed or revised, at least every four years upon appointment or re-appointment of the Department Chair.

This document must be approved by the Dean of the College and the Office of Academic Affairs before it can be implemented. It sets forth the Department's mission and, in the context of the missions of the College and University, criteria and procedures for faculty appointments, and criteria and procedures for faculty promotion, tenure, and faculty rewards (including salary increases). In approving this document, the Dean and the Office of Academic Affairs accept the stated mission and criteria and delegate to the Department the responsibility to apply high standards in evaluating faculty performance and candidates for initial appointment or promotion in relation to its mission and criteria.

The Department is bound by the principles articulated in Faculty Rule 3335-6-01 (<http://trustees.osu.edu>) pertaining to appointment, promotion, and tenure. In particular, all faculty members accept the responsibility to participate fully and knowledgeably in review processes; to exercise the standards established in Faculty Rule 3335-6-2 (<http://trustees.osu.edu>) 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/policy110pdf>).

II. DEPARTMENT MISSION

To prepare educators, communicators, and leaders in the food, agricultural, and environmental sciences to integrate research-based information through learning,

practice, and engagement, in ways that will advance positive changes that strengthen individuals, families, and communities.

Audiences

The Department's primary audience is our students: those who enroll in our courses, who avail themselves to departmental Extension education programs, and those who utilize our education and research. Academic professionals within our Department, associated professionals, and faculty in other colleges and departments constitute a second clientele group. A third clientele group consists of business, community, educational, and political leaders concerned about the economic and social welfare of individuals and communities.

Faculty Effort

Excellence in teaching, research, and service roles guide faculty efforts in the Department, with higher but equal, emphasis on teaching and research, relative to service. High quality instruction for undergraduate, graduate, and outreach audiences begins with an understanding of the basic principles of communication, education, and leadership, and even more fundamentally, psychology and sociology. The process continues with an improving ability to apply and integrate these principles in real-world, problem solving situations. Creation and dissemination of new knowledge is vital to the improvement of our teaching, of community decision-making to act, and the advancement of the problem-solving ability of our students as well as public and private decision-makers.

III. DEFINITIONS

A. Committee of the Eligible Faculty

A1. Tenure-track Faculty

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

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

A2. Professional Practice Faculty

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

The eligible faculty for senior rank of new appointments, reappointment, contract renewal, and promotion of professional practice faculty consists of all tenured faculty of equal rank to or higher than the candidate whose tenure resides in the Department and all nonprobationary professional practice faculty of equal rank to or higher than the candidate whose primary appointment is in the department excluding the department chair, the dean and assistant and associate deans of the college, the executive vice president and provost, and the president.

A3. Conflict of Interest

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

A4. 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. 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.

C. 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.

C1. Appointment

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

C2. Reappointment, Promotion and Tenure, Promotion, and Contract Renewal

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

IV. APPOINTMENTS (See Faculty Rule 3335-6, <http://trustees.osu.edu>)

Criteria: Tenure-track faculty

This section establishes criteria for appointment at the rank of Assistant Professor in the Department. Criteria for appointment to higher ranks are specified in the criteria for promotion to those ranks discussed later in this document (See Section VII: Promotion and Tenure and Promotion Reviews.)

The Department is bound by principles articulated in Faculty Rule 3335-6-02 (a) (<http://trustees.osu.edu>), which describes criteria for appointment, reappointment, and promotion and tenure of tenure-track faculty. Consistent with this rule, the minimum requirement for appointment at the Assistant Professor or higher rank in the Department is an earned doctorate or other terminal degree in a relevant field of study

(e.g., agricultural communication, agricultural education, extension education, human and community development, and community leadership). Appointment at the Instructor level will only be considered when the offered appointment is for an Assistant Professor, but the appointee has not completed the terminal degree at the onset of the appointment.

The Department is bound by principles articulated in Faculty Rule 3335-6-03 (a) and (b) (<http://trustees.osu.edu>), which describes probationary service and duration of appointments for tenure-track faculty. Appointment to Assistant Professor is always probationary and may not exceed six years, including formal prior service credit. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period but is strongly discouraged as it cannot be revoked once granted. An Assistant Professor will be reviewed for promotion and tenure in the sixth year of service and informed by the end of the evaluation year whether or not promotion with tenure is granted at the beginning of the next academic year (no later than the seventh year). Review for tenure prior to the mandatory review year is possible when the Promotion and Tenure Coordinating Committee determines such a review to be appropriate.

Appointment to the rank of Instructor is always probationary and may not exceed three years. Instructors must be approved for promotion to Assistant Professor by the beginning of the third year of appointment or the appointment will not be renewed beyond the end of the third year.

In the Department, appointment as Professor or Associate Professor will normally be with tenure. However, a probationary period not to exceed four years may be part of the appointment, as approved by the Office of Academic Affairs.

Criteria: Non-tenure-track appointments

Two types of non-tenure-track positions are available in the Department, professional practice and associated. Associated faculty can hold adjunct or visiting appointments. These non-tenure-track appointments may be at the Assistant, Associate, or Professor rank. Criteria for appointment will be the same as for appointment to tenure-track faculty and will serve as the basis for evaluation for promotion, in the event it is desired. Adjunct faculty are non-salary. Visiting faculty appointments may not exceed three continuous years. Associated faculty may also hold the rank of lecturer or senior lecturer.

Criteria: Courtesy appointments

Courtesy (no-salary) appointments in the Department are reserved for tenure-track faculty from other tenure initiating units at The Ohio State University. Faculty granted courtesy appointments are expected to participate in the Department's teaching, research, and/or service program(s). This appointment will be reviewed every three years and continued only if it is determined that the appointee has documented a contribution to the mission of the Department. A courtesy appointment is made at the individual's current Ohio State rank, with promotion in rank recognized.

Procedures: Tenure-track faculty

Recommendations regarding tenure-track faculty appointments or requests for new tenure-track faculty positions are made jointly by the Chair and faculty. The Chair and faculty formulate the responsibilities of the position and the qualifications of candidates. The Chair requests the Dean to authorize that the position be filled. Upon receiving permission from the College to search for a person to fill a tenure-track position, the Department Chair will appoint (in consultation with the faculty) a search committee consisting of three or more faculty for the position. The committee will follow all College and University policies related to the search and screening process as set forth in the most recent update of A Guide to Effective Searches (<https://hr.osu.edu/private/talent/guide-to-effective-searches.pdf>).

A national/international search is required for all tenure-track faculty positions unless the Office of Academic Affairs approves an exception requested by the College.

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 Job Postings through the Office of Human Resources Employment Services (www.hr.osu.edu/) and external advertising, subject to the Department Chair's approval. The announcement will be no more specific than is necessary to accomplish the goals of the search, since an offer cannot be made that is contrary to the content of the announcement with respect to rank, field, credentials, salary. In addition, timing for the receipt of applications will be stated as a preferred date, not a precise closing date, in order to allow consideration of any applications that arrive before the conclusion of the search.
- Develops and implements a plan for external advertising and direct solicitation of nominations and applications. If there is any likelihood that the applicant pool will

include qualified foreign nationals, the search committee must 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 to five) judged worthy of interview. If the faculty agrees with this judgment, on-campus interviews are arranged by the search committee chair, assisted by the Department office. If the faculty does not agree, the Department Chair in consultation with the faculty determines the appropriate next steps (solicit new applications, review other applications already received, cancel the search for the time being).

During interviews, candidates shall meet with the faculty, undergraduate and graduate students, the Department Chair, and the Dean of the College of Food, Agricultural, and Environmental Sciences, and the Directors of Extension, Research, and Academic Affairs as deemed appropriate by the search committee. Teaching and research presentations will be scheduled according to the position expectations. All candidates interviewing for a particular position must follow the same interview format.

Following each individual candidate's interview, the search committee will solicit feedback on the perceived strengths and limitations of the candidate from faculty, staff, students, and other interested stakeholders. After all candidates have completed the interview process, the search committee will collect an electronic ballot post-interview regarding the acceptability of each candidate from the eligible faculty in ACEL. Thereafter, the search committee will forward a recommendation for each candidate interviewed to the ACEL Department Chair. If the offer involves senior rank, the eligible faculty members will also vote on the appropriateness of the proposed rank. If the offer may involve prior service credit, the eligible faculty members vote on the appropriateness of such credit. The recommendation on the appropriateness of the proposed rank or the appropriateness of prior service credit will be contained in the recommendation to the Chair, who will in turn make a recommendation to the Dean. The Department Chair will extend a letter of formal offer to the selected candidate when authorized by the Dean.

In the event that more than one candidate achieves the level of support required to extend an offer, the Department Chair decides which candidate to approach first. The details of the offer, including compensation, are determined by the Department Chair. Appointment offers at the rank of Associate Professor or Professor, with or without

tenure, and/or offers of prior service credit require prior approval of the Office of Academic Affairs. Offers to foreign nationals require prior consultation with the Office of International Education. 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.

Procedures: Non tenure-track faculty

Non-tenure-track faculty appointments that involve financial compensation require prior College approval. The Department may not extend an offer before receiving that approval.

A. Professional practice

Criteria for appointment to the professional practice faculty shall follow the rules described in the Rules of the University Faculty, 3335-7-05 (<https://trustees.osu.edu>). (NB: the current Faculty Rules refer to this faculty as Clinical Faculty. CFAES has approval for this appointment as professional practice.) Professional practice faculty appointments are fixed-term contract appointments that do not entail tenure. Professional practice faculty shall be engaged in teaching and outreach related to the mission and goals of the Department. There is no presumption that subsequent contracts will be offered regardless of performance. Searches for professional practice faculty generally proceed identically as for tenure-track faculty, with the exception that the candidate's presentation during the on-campus interview is on professional practice rather than scholarship, and exceptions to a national search only requires approval by the College Dean.

B. Associated faculty

The appointment, review, and reappointment of all compensated associated faculty are decided by the Department Chair in consultation with appropriate faculty.

No-salary Adjunct and Visiting Faculty appointments and reappointments must be reviewed and approved by a majority vote of the eligible faculty on an annual basis.

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

Associated faculty for whom promotion is a possibility follow the promotion guidelines and procedures for tenure-track faculty (see Appointment Criteria above), with the exception that the review does not proceed to the College level if the Department Chair's recommendation is negative, and does not proceed to the University level if the Dean's recommendation is negative.

C. Lecturers

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

D. Transfer from the tenure-track

Tenure-track faculty may transfer to a professional practice appointment if appropriate circumstances exist. Tenure is lost upon transfer, and transfers must be approved by the Department Chair, the College Dean, and the Executive Vice President and Provost. The request for transfer must be initiated by the faculty member in writing and must state clearly how the individual's career goals and activities have changed.

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

V. ANNUAL REVIEWS

The Department follows the requirements for annual reviews as set forth in the Faculty Annual Review Policy (<http://oaa.osu.edu/assets/files/documents/annualreview.pdf>).

The annual reviews of every faculty member are based on expected performance in teaching, scholarship, and service as set forth in the Department's guidelines on faculty duties and responsibilities; on any additional assignments and goals specific to the individual; and on progress toward promotion where relevant.

The documentation required for the annual performance review of every faculty member is described under Merit Salary Increases below. This material must be submitted to the Department Chair no later than the final day of autumn semester classes.

Procedures: Probationary tenure-track faculty

The Department is bound by Faculty Rule 3335-6-03 (C) (<http://trustees.osu.edu>), as well as by Office of Academic Affairs policies described in the *Policies and Procedures Handbook* (<http://oaa.osu.edu/assets/files/documents/Handbook13.pdf>). As noted below, probationary faculty will be reviewed annually, as per Departmental, College, and University policy, unless an approved faculty leave has been granted which renders the review impractical.

At the time of appointment and at any subsequent time that policies and procedures are changed, probationary faculty will be provided with all Department, College and University documents pertinent to promotion and tenure criteria and procedures.

Each faculty member will provide the Department Chair with an updated curriculum vitae (CV) and a written report of accomplishments for the calendar year preceding the annual review along with an indication of future goals and plans. Probationary tenure-track faculty must use the OAA dossier outline generated by Vita (or the current faculty information software approved by OAA, as appropriate) as part of their annual report in addition to the updated CV.

During the probationary period, tenure-track faculty performance (including teaching, research, and service) will be reviewed annually during the Spring Semester by the ACEL Promotion and Tenure Coordinating Committee. External evaluation letters are not required for the annual performance review of probationary tenure-track faculty. Members of the ACEL Promotion and Tenure Coordinating Committee will be provided with a copy of the probationary faculty member's position description, curriculum vitae, and Office of Academic Affairs (OAA) dossier completed by the faculty member in reporting accomplishments to date. The ACEL Promotion and Tenure Coordinating Committee will summarize its assessment of the faculty member's performance in a letter to the ACEL Department Chair and the faculty member, indicating strengths and weaknesses, as appropriate.

The ACEL Department Chair will annually review the Promotion and Tenure Coordinating Committee's assessment and will perform an independent assessment of the performance of the probationary tenure-track faculty members based on their position description, curriculum vitae, and OAA dossier. The Department Chair will then meet with each faculty member to discuss the faculty member's performance, future goals, and plans. At the completion of the review, the ACEL Department Chair shall provide the faculty member with a written assessment of the faculty member's performance and professional development, including both strengths and weaknesses, as appropriate. The letter will also include a recommendation on whether to renew the probationary appointment. This feedback should precede the annual merit compensation process, if

possible. Criteria for salary recommendations are clearly stated in the Section V of this document and such recommendations are based on these criteria.

The annual performance review letter will include a reminder that the faculty member may review her/his departmental personnel file and, per Faculty Rule 3335-3-35 (C) (8) (<http://trustees.osu.edu>) may place in that file a response to any evaluation, comment, or other material contained in the file. Faculty are not allowed to remove any materials from their departmental personnel file.

The Department Chair's letter (along with the faculty member's comments, if received) is forwarded to the Dean. If the Chair's recommendation is to reappoint the faculty member to another year of probationary service, that recommendation shall be final. A recommendation from the Chair to not reappoint the faculty member to another year of probationary service requires a review that follows the fourth-year review procedures described below per Faculty Rule 3335-6-04 (<https://trustees.osu.edu>), and the Dean shall make the final decision regarding reappointment to another year of probationary service. All annual review letters shall become part of each faculty member's dossier for subsequent annual reviews during the probationary period, including the review for promotion and tenure.

Procedures: Fourth-Year Review

The fourth-year review shall employ the same procedures as those for tenure and promotion review in the Department, except that external letters will not be required. Such letters will be solicited only when either the Department Chair or the eligible faculty determine that they are necessary to conduct the fourth-year review. This may occur when the candidate's scholarship is in an emergent field, is interdisciplinary, or the eligible faculty do not feel otherwise capable of evaluating the scholarship without outside input.

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

The eligible faculty forwards a record of the vote and a written performance review to the Department Chair, who 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>)) is followed and the case is forwarded to the College for review, regardless of whether the Department Chair recommends renewal or nonrenewal. The Dean makes the final decision on reappointment for the fifth year.

Recommendation of nonrenewal during any year of the probationary appointment will result in the implementation of the fourth-year review procedures (Faculty Rule 3335-6-03(C) (2) (<http://trustees.osu.edu>)).

Procedures: Exclusion of time from probationary period

The Department is bound by Faculty Rule 3335-6-03 (D) (<http://trustees.osu.edu>) that provides for time to be excluded (i.e., stopping the tenure clock) 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>).

Procedures: Tenured faculty

The Departmental annual performance review process for tenured faculty members is bound by policies described in the Office of Academic Affairs *Policy and Procedures Handbook* (<http://oaa.osu.edu/handbook.html>). Every tenured faculty member will have an annual performance review conducted by the Chair of the Department.

Each faculty member will provide the Department Chair with an updated curriculum vitae (CV) and a written report of accomplishments for the calendar year preceding the annual review along with an indication of future goals and plans. Goals and accomplishments must be captured by the faculty information system (currently OSU Vita) unless otherwise noted by the Department Chair. The position description for each faculty member should also be reviewed on an annual basis.

The Department Chair will then meet with each faculty member to discuss the faculty member's performance, future goals, and plans. Following the performance review conference, the Department Chair will provide written feedback to each tenure-track faculty member regarding their past and current performance, and future expectations. This feedback should precede the annual merit compensation process, if possible.

Criteria for salary recommendations are clearly stated in the Section V of this document and such recommendations are based on these criteria.

The annual performance review letter will include a reminder that the faculty member may review her/his departmental personnel file and, as per Faculty Rules 3335-3-35(C)(8) (<http://trustees.osu.edu>) may place in that file a response to any evaluation, comment, or other material contained in the file. Faculty are not allowed to remove any materials from their departmental personnel file.

Procedures: Professional practice faculty

The annual review process for professional practice probationary and nonprobationary faculty is identical to that for tenure-track probationary and tenured faculty respectively.

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

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

Procedures: Associated faculty

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

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

VI. MERIT SALARY INCREASES AND OTHER REWARDS

Criteria

Except when the College or University mandates an “across the board” or “minimum” flat or percentage salary increase, salary adjustments will be based entirely on merit and will assure, to the extent possible, given financial constraints, that salaries reflect the market and are internally equitable.

On occasion, one-time cash payments or other rewards, such as extra travel funds, are made to recognize non-continuing contributions that justify reward but do not justify permanent salary increases. Such payments/rewards are considered at the time of annual salary recommendations.

Meritorious performance in teaching, research, and service will be judged according to the Department’s mission and the established criteria for promotion and tenure, with consideration of a faculty member’s specific position description. Performance reviews will emphasize the previous year’s performance. However, the Chair may also consider prior years’ performance and/or the appropriateness of the salary level to the individual’s overall record of accomplishments in making salary adjustment recommendations for faculty.

The Department Chair should base a faculty member’s performance review, and therefore any potential salary adjustment, on specific goals and expectations agreed upon at the beginning of the review period.

All faculty are expected to be collegial members of the Department and to contribute to the teaching/advising, research/scholarship, extension/outreach, and service missions of the Department, College, and University. Faculty are expected to maintain an equitable workload with respect to teaching/advising, research/scholarship, extension/outreach, and service activities and to participate in the academic life of the Department through attendance at and participation in departmental faculty meetings, seminars, student organizations, and other activities. Faculty members are expected to exhibit civility, respect, and responsible behavior toward peers, staff, and students. Faculty members are free to express their views and opinions in a respectful and conscientious manner so as not to disrupt the functioning of the Department.

If the Chair determines that a faculty member has made little, no, or a negative contribution to the Department mission, damaged the welfare of the Department, has not made satisfactory progress toward agreed upon goals, or has submitted insufficient documentation to permit a well-informed evaluation of performance, the Chair may recommend a zero salary adjustment.

Procedures

Annual reports are required from each faculty member and will be reviewed by the Department Chair. The Chair will examine the reports in terms of degree of excellence in performance in filling the responsibilities outlined in their position description, as described above and in the Promotion & Tenure and Promotion Reviews (Section VI.) of this document. The Chair develops criteria that are shared with and approved by the Dean or Dean's designate. In general, increases are measured by culminations of work excellence rather than one-time, independent incidents. The latter, should OAA approve for that year, would be rewarded through one-time bonuses.

The Department Chair recommends annual salary increases and other performance rewards to the Dean, who may modify these recommendations.

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.

Documentation

The primary evidence for determining salary adjustment recommendations will be the annual report provided by each faculty member on a date specified by the Chair. The annual report will document a faculty member's performance (in quantitative and qualitative terms) in areas of teaching/advising (undergraduate and graduate courses and/or extension/outreach), research and service, with regard to the contribution to the Departmental mission. Specifically, the evidence for determining salary adjustment recommendations includes:

- updated CV
- 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.

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

Teaching

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

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.

Scholarship

Copies of all scholarly papers published or accepted for publication should be provided. 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).

Service

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

VII. PROMOTION & TENURE AND PROMOTION REVIEWS

Recommendations for promotion in rank and/or the awarding of tenure will be based on the performance of the individual faculty member. Individuals will be judged on the basis of their position description and agreed upon expectations in the areas of teaching/advising (including formal and non-formal instruction, and student advisement), research, and service to the Department, College, University, and the profession. The relative emphasis to be placed on a faculty member's performance and accomplishments will be in accordance with the teaching, research, and service responsibilities agreed to with each faculty member during the annual performance review conference with the Department Chair.

Faculty Rule 3335-6-02 (<http://trustees.osu.edu>) provides additional context for promotion and tenure and promote\on 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.

The Department Chair will maintain a file of the most current University, College, and Department policies pertaining to promotion and tenure, and the criteria upon which recommendations are based. The policies will be distributed annually to all faculty members by the Chair.

Upon appointment as a faculty member, the Department Chair will provide the new faculty member with University, College, and Department policies and procedures pertaining to promotion and tenure and the criteria used in formulating promotion and tenure recommendations.

Criteria: Promotion to rank of Associate Professor with tenure

Tenure and promotion are based on faculty performance in teaching (including outreach), research, and service. The awarding of tenure and promotion to the rank of Associate Professor must be based on documented evidence that the faculty member has achieved and can be expected to continue a professional program of excellence. Excellence in teaching is documented by effective performance in teaching, advising, and/or outreach education; in research by high quality and quantity of research; and in service by work done or duties performed for others, relevant to the mission of the Department, College, and University.

The Department is bound by Faculty Rule 3335-6-02 (<http://trustees.osu.edu>) in the awarding of tenure and promotion to the rank of Associate Professor. That rule provides the following general criteria for promotion to associate professor with tenure:

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

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

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

Every candidate is held to a high standard of excellence in all aspects of performance. Accepting weakness in any aspect of performance in making a tenure decision is tantamount to deliberately handicapping the Department's ability to perform and to progress academically. Above all, candidates are held to a very high standard of excellence in the areas central to their responsibilities. If a candidate's primary teaching role is and will continue to be undergraduate teaching, then excellence in undergraduate teaching is required. A mediocre performance in this area would not be adequately counterbalanced by excellent performance in another aspect of teaching that is a significantly smaller part of the individual's responsibilities.

Excellence in teaching, scholarship, and service are moreover defined to include professional ethical conduct in each area of responsibility, consistent with the American Association of University Professors' Statement on Professional Ethics

<http://www.aaup.org/AAUP/pubsres/policydocs/contents/statementonprofessionalethics.htm>).

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

Teaching

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

- provided up-to-date content at an appropriate level in every instructional situation and demonstrated continuing growth in subject matter knowledge
- demonstrated the ability to organize and present class material effectively with logic, conviction, and enthusiasm
- demonstrated creativity in the use of various modes of instruction, classroom technology, and other teaching strategies to create an optimal learning environment
- engaged students actively in the learning process and encouraged independent thought, creativity, and appreciation of the knowledge creation process
- provided appropriate and timely feedback to students throughout the instructional process
- treated students with respect and courtesy
- improved curriculum through revision or new development of courses and/or academic programs
- served as advisor to an appropriate number of graduate students given the Department's graduate student/faculty ratio and the faculty member's area(s) of expertise
- engaged in documentable efforts to improve teaching

Scholarship

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

- Published a body of work in high-quality peer-reviewed venues that is thematically focused, contributes substantively to knowledge in the area of focus, and is beginning to be favorably cited or otherwise show evidence of influence on the work of others. The following attributes of the body of work are considered:
 - quality, impact, quantity
 - unique contribution to a line of inquiry or repackaging of earlier work
 - rigor of the peer-review process and degree of dissemination of publication venues. Archival journal publications and monographs are weighted more heavily than conference proceedings, published scholarship more than unpublished scholarship, and original works more than edited works.
 - empirical work, demonstrating the candidate's ability to conduct such work and to mentor future scholars, is preferred to synthetic work at this stage of career
 - While collaborative work is encouraged, and indeed is essential to some types of inquiry, the candidate's intellectual contributions to collaborative work must be clearly and fairly described to permit accurate assessment.

- A demonstrated ability to obtain and potential to sustain research program funding. Competitive peer-reviewed funding is weighted more favorably than other types, since it serves as a quality indicator of research programs, and grants requiring the exercise of intellectual creativity are weighted more heavily than those that largely dictate the work to be done. Research funding is a means to an end; funding that has not led to research productivity is disregarded in the review.

- A developing national/international reputation in the candidate's field as evidenced by external evaluations, invitations to present at recognized prestigious forums, invitations to review research papers and grant proposals, and a beginning trend of positive citations in other researchers' publications. A reputation based on the quality of the research contribution is distinguished from one based mainly on familiarity through the faculty member's frequent attendance at national and international conferences.

- Demonstrated a high degree of ethics in the conduct of research including, but not limited to, full and timely adherence to all regulations relevant to the research program, and ethical treatment of graduate students, postdoctoral fellows, and collaborators.

Service

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

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

Criteria: Promotion to Rank of Professor

Promotion to the rank of Professor will be based on convincing evidence that the faculty member has achieved and can be expected to maintain a sustained record of excellence. The Department is bound by Faculty Rule 3335-6-02 (C) (<http://trustees.osu.edu>) regarding promotion to the rank of Professor. That rule establishes the following general criteria for promotion to the rank of professor:

Promotion to the rank of professor must be based on convincing evidence that the faculty member has a sustained record of excellence in teaching; has produced a significant body of scholarship that is recognized nationally or internationally; and has demonstrated leadership in service.

The specific criteria in teaching, scholarship, and service for promotion to professor are similar to those for promotion to associate professor with tenure, with the added expectation of sustained accomplishment and quality of contributions, a record of continuing professional growth, and evidence of established national or international reputation in the field.

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

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

In the evaluation of untenured professors for tenure, the same criteria apply, along with any others established in writing at the time a senior rank appointment without tenure was offered.

Criteria: Promotion to Rank of Associate Professor of Professional Practice.

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

Criteria: Promotion to Rank of Professor of Professional Practice.

For promotion to Professor of Professional Practice, a faculty member must have a record of continuing professional growth and increasing quality of contributions, including a sustained record of excellence in teaching and professional practice; leadership in service to this department and to the profession; and production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice. Research activity is not expected.

Procedures

The Departmental procedure for promotion and tenure review is consistent with Faculty Rule 3335-6-04 (<http://trustees.osu.edu>) and the Office 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 in the Department.

The Committee of Eligible Faculty consists of those defined in Section III.A of this document who can engage in the promotion process.

The Department Chair will appoint three faculty members each year to the Promotion and Tenure Coordinating Committee. The Department Chair is not a voting member of either committee.

The identification of faculty members eligible to be considered for promotion is a joint responsibility of the ACEL Promotion and Tenure Coordinating Committee and the faculty member. The Chair may request that a faculty member submit his or her credentials, individual faculty members may request that they be considered for promotion, or any faculty member may nominate a candidate for promotion to the ACEL Promotion and Tenure Coordinating Committee. For Assistant Professors, consideration for promotion and tenure is mandatory in the sixth year. Tenure for Assistant Professors will only be considered in conjunction with promotion to Associate Professor.

Only the candidate may stop the promotion and tenure review process, once external letters of evaluation have been requested. The candidate may withdraw from review at any stage of the process by so informing the Department Chair in writing. If the review process has moved beyond the Department, the Chair shall inform the Dean of the candidate's withdrawal.

Candidate Responsibilities

The responsibilities of the candidate are as follows:

- To submit a complete, accurate dossier fully consistent with Office of Academic Affairs guidelines. Candidates should not sign the Office of Academic Affairs Candidate Checklist without ascertaining that they have fully met the requirements set forth in the Office of Academic Affairs core dossier outline including, but not limited to, those highlighted on the checklist.
- To submit a copy of the Department's APT Document that was in effect at the time of the candidate's hire or when the candidate was last promoted, whichever is more recent, if s/he wishes to be reviewed under that document's criteria and procedures. This must be submitted when the dossier is submitted to the Department.
- To review the list of potential external evaluators developed by the Department Chair and the Promotion and Tenure Coordinating Committee. The candidate may add no more than three additional names, but is not required to do so. The candidate may request the removal of no more than two names, providing the reasons for the request. The Department Chair decides whether removal is justified. (Also see External Evaluations below.)
- Within ten calendar days following the written notification of the completion of the Departmental review process, as appropriate, provide the Department Chair with written comments on the review for inclusion in the dossier

Promotion and Tenure Coordinating Committee Responsibilities

The responsibilities of the Promotion and Tenure Coordinating 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 to decide whether it is appropriate for such a review to take place. Only professors on the committee may consider promotion review requests to the rank of professor. A two-thirds majority of those eligible to vote on a request must vote affirmatively for the review to proceed.
 - The committee bases its decision on assessment of the record as presented in the faculty member's CV and on a determination of the availability of all required documentation for a full review (student and peer evaluations of teaching). Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.
 - The ACEL Promotion and Tenure Coordinating Committee may decline to put forth a faculty member for formal, non-mandatory promotion and tenure review if the candidate's accomplishments are judged insufficient to warrant such review (see Faculty Rule 3335-6-04 (A)(3) (<http://trustees.osu.edu>)). The Promotion and Tenure Coordinating Committee may not deny a tenured faculty member a formal review for promotion for more than one year. If the denial is based on lack of required documentation and the faculty member insists that the review go forward in the following year despite incomplete documentation, the individual should be advised that such a review is unlikely to be successful.
 - Consistent with Office of Academic Affairs policy, only faculty members who are citizens or permanent residents of the United States may be considered for non-mandatory tenure review. The committee must confirm with the Department Chair that an untenured faculty member seeking non-mandatory tenure review is a U.S. citizen or permanent resident (has a "green card"). Faculty members not eligible for tenure due to lack of citizenship or permanent residency are moreover not considered for promotion by this Department.
 - A decision by the committee to permit a review to take place in no way commits the eligible faculty, the Department Chair, or any other party to the review to making a positive recommendation during the review itself.

- 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 cannot be the same individual who chairs the committee. The Procedures Oversight Designee's responsibilities are described in the Office of Academic Affairs annual procedural guidelines.
 - **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, scholarship, and service to provide to the full eligible faculty with the dossier; and seek to clarify any inconsistent evidence in the case, where possible. The committee neither votes on cases nor takes a position in presenting its analysis of the record.
 - Revise the draft analysis of each case following the eligible faculty meeting, to include the faculty vote and a detailed analysis of each case (including perceived strengths and weaknesses in the areas of teaching, research, and service) based on the criteria listed in this document, expressed during the meeting; and forward the completed written evaluation and recommendation to the Department Chair. The report must state explicitly whether or not the candidate is recommended for promotion and tenure by the Departmental faculty. The letter will be signed by the three members of the ACEL Promotion and Tenure Coordinating Committee.
 - Provide a written response, on behalf of the eligible faculty, to any candidate comments that warrant response, for inclusion in the dossier.
 - Provide a written evaluation and recommendation to the Department Chair in the case of joint appointees whose tenure-initiating unit is another

department. The full eligible faculty does not vote on these cases since the Department's recommendation must be provided to the other tenure-initiating unit substantially earlier than the committee begins meeting on this Department's cases.

Eligible Faculty Responsibilities

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

- In advance of the meeting at which the candidate's case will be discussed, all eligible faculty will be asked to evaluate—independently, thoroughly, and objectively—each candidate's qualifications and prepare comments for discussion with the Promotion and Tenure Coordinating Committee.
- 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. Following discussion, a secret ballot vote will be conducted by the Promotion and Tenure Coordinating Committee in the presence of the Department Chair. Definitions regarding voting are found in Section III of this document.
- Faculty members with a familial or comparable relationship with a candidate will not participate in the review of that candidate. If, in the opinion of the Promotion and Tenure Coordinating Committee and with the Department Chair's concurrence, a potential conflict of interest exists for a faculty reviewer, the Chair is empowered to remove that reviewer from the review of that candidate, should the reviewer not voluntarily withdraw.

Department Chair Responsibilities

The responsibilities of the Department Chair are as follows:

- To establish a time line for submission of documentation to ensure that the review process will be completed prior to the date established by the University and College for submitting recommendations to the Dean.
- Annually to provide written notification to all faculty members of the dates that dossiers for promotion and tenure recommendations are to be submitted.

- Where relevant, to verify the prospective candidate's residency status. Faculty members who are neither citizens nor permanent residents of the United States may not undergo a non-mandatory review for tenure, and tenure will not be awarded as the result of a mandatory review until permanent residency status is established. Faculty members not eligible for tenure due to lack of citizenship or permanent residency are moreover not considered for promotion by this Department.
- **Late Spring Semester:** To solicit external evaluations from a list including names suggested by the Promotion and Tenure Coordinating Committee, the Chair, and the candidate. (Also see External Evaluations below.)
- To make adequate copies of each candidate's dossier available in an accessible place for review by the eligible faculty at least two weeks before the meeting at which specific cases are to be discussed and voted.
- To attend the meetings of the eligible faculty at which promotion and tenure matters are discussed for the purpose of listening to the strengths and weaknesses cited. However, the Department Chair is not allowed to provide input beyond responding to a direct question to provide clarification or to correct any misinformation or misinterpretation that may arise during the faculty discussion. The Department Chair is not allowed to vote during the review process.
- **Mid-Autumn Semester:** Following receipt of the eligible faculty's completed evaluation and recommendation, to prepare an independent assessment and recommendation for inclusion in the candidate's dossier that takes into account the recommendation of the eligible faculty. The Department Chair will outline the criteria and expectations against which the faculty member was assessed and will verify the candidate's list of publications. All cases will be forwarded to the Dean.
- To meet with the eligible faculty to explain any recommendations contrary to the recommendation of the committee.
- To inform each candidate in writing after completion of the Department review process:
 - of the recommendations by the eligible faculty and department chair
 - of the availability for review of the written evaluations by the eligible faculty and department chair

- of the opportunity to submit written comments on the above material, within ten days from receipt of the letter from the department chair, for inclusion in the dossier. The letter is accompanied by a form that the candidate returns to the Department Chair, indicating whether or not he or she expects to submit comments.
- In collaboration with the eligible faculty, to provide a written response to any candidate comments that warrant response for inclusion in the dossier. Only one iteration of comment and response to the Departmental level review will be permitted.
- To forward the completed dossier, with all internal and external evaluations, candidate's comments on the Departmental review, and eligible faculty and/or Chair responses to those comments, if any, 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 communicate the final results of a completed review process to faculty members. When that decision is negative, the Chair shall also communicate the reasons for the negative decision.
- To receive the Promotion and Tenure Coordinating Committee's written evaluation and recommendation of candidates who are joint appointees from other tenure-initiating units, and to forward this material, along with the Department Chair's independent written evaluation and recommendation, to the department chair of the other tenure-initiating unit by the date requested.

Dean's and Provost's Responsibilities

- The Dean will inform the candidate in writing of the opportunity to comment on the recommendation reached at the College level. Except in the case of fourth-year reviews (and other probationary reviews following fourth year review procedures) in which the Dean makes the final decision, the review then proceeds to the University level where the Provost makes a final decision.

External Evaluations

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

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

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

- Is written by a person highly qualified to judge the candidate's scholarship (or other performance, if relevant) who can give an “arms’ length” evaluation of the research record and is not a close personal friend, research collaborator, or former academic advisor or post-doctoral mentor of the candidate. Qualifications are generally judged on the basis of the evaluator's expertise, record of accomplishments, and institutional affiliation. This Department will only solicit evaluations from full professors at institutions comparable to Ohio State. In the case of an assistant professor seeking promotion to associate professor with tenure, a minority of the evaluations may come from associate professors.
- Provides sufficient analysis of the candidate's performance to add information to the review. A letter's usefulness is defined as the extent to which the letter is analytical as opposed to perfunctory. Under no circumstances will “usefulness” be defined by the perspective taken by an evaluator on the merits of the case.

Since the Department cannot control who agrees to write and or the usefulness of the letters received, more letters are sought than are required, and they are solicited no later than the end of the spring semester prior to the review year. This timing allows additional letters to be requested should fewer than five useful letters result from the first round of requests.

As described above, a list of potential evaluators is assembled by the Promotion and Tenure Coordinating Committee, the Department Chair, and the candidate. If the evaluators suggested by the candidate meet the criteria for credibility, a letter is requested from at least one of those persons. Faculty Rule 3335-6-04 (<http://trustees.osu.edu>) requires that no more than half the external evaluation letters in the dossier be written by persons suggested by the candidate. In the event that the person(s) suggested by the candidate do not agree to write, neither the Office of Academic Affairs nor this Department requires that the dossier contain letters from evaluators suggested by the candidate.

The department follows the Office of Academic Affairs suggested format, provided at <http://oaa.osu.edu/sampledocuments.html>, for letters requesting external evaluations.

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

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

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 Coordinating Committee makes reasonable efforts to check the dossier for accuracy and completeness, the candidate bears full responsibility for all parts of the dossier that are to be completed by the candidate.

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

- Any published materials presented for consideration should be in the form of reprints, photocopies of journal articles, or other final form that documents actual publication. An author's manuscript does not document publication.
- Under no circumstances should faculty solicit evaluations from any party for purposes of the review.

Teaching

Teaching includes classroom and laboratory instruction, extension and outreach teaching, supervision of independent study, thesis, non-thesis, and dissertation

research, honors projects, clinical experience, and supervision of internships, early field experiences, student teachers, beginning teachers and Extension personnel, experienced teachers and Extension personnel, and student advising.

Characteristics of quality teaching include, but are not limited to the following:

- Knowledge and command of subject matter.
- Systematic planning of instruction; formulation of objectives indicating outcomes sought; and organization of content documented in a detailed course syllabus.
- Selection and use of appropriate teaching-learning strategies and instructional media, including the incorporation of new technologies.
- Involvement of students in critical thinking learning activities; stimulation of students for individual study and creative work.
- Selection and use of evaluation procedures that provide timely and appropriate feedback to enable students to identify weaknesses and strengths; provisions for individualized instruction and other procedures that allows students to achieve.
- Involvement and effectiveness in guiding, mentoring, and counseling students.
- Continual updating of course notes, syllabi, instructional materials; innovation in teaching strategies.
- Contributions to curriculum development, including collaborative courses and programs.
- Continuing professional development of the faculty member related to teaching and advising.
- Teaching and advising load that is appropriate to the faculty member's position description.
- Involvement in interdisciplinary teaching activities.
- Availability to students beyond regular class meeting times.

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.

Evidence to document teaching and advising quality and effectiveness:

- cumulative eSEI reports (Student Evaluation of Instruction computer-generated summaries prepared by the Office of the University Registrar) for every class
- summary data and comments from the Extension Evaluation of Effective Teaching (EEET), which is used to assess teaching performance in seminars, workshops, and other non-formal instructional settings

- peer evaluation of teaching reports as required by the Department's peer evaluation of teaching program (details, including number, provided 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.
- teaching activities as listed in the core dossier including
 - involvement in graduate/professional exams, theses, and dissertations, and undergraduate research
 - mentoring postdoctoral scholars and researchers
 - extension and continuing education instruction
 - involvement in curriculum development
 - awards and formal recognition of teaching
 - presentations on pedagogy and teaching at national and international conferences
 - adoption of teaching materials at other colleges or universities
- other relevant documentation of teaching as appropriate, including recognition and awards for teaching and advising

Scholarship

Research and scholarship activities include discovering new knowledge, developing new technologies, methods, and materials, integrating information leading to new understandings, creating new insights and interpretations, advancing theory in a programmatic manner, providing practical and innovative solutions to important problems, and/or improving practices in the discipline. Research activities must be validated by peers and communicated to the profession.

Characteristics of quality research

- Addresses an issue of significant concern, is worthy of sustained effort, and relates to the mission of the Department.
- Draws upon the faculty member's disciplinary or professional expertise and displays significant intellectual contributions.
- Subjected to rigorous review by peers.
- Builds upon a research base and theoretical foundation.
- Represents potentially new interpretations and applications of information for use in specific settings.
- Outlines a clear and realistic strategy to achieve the desired outcomes.
- Generates new research questions or makes more understandable the current body of knowledge.

- Provides evidence of an integrated body of work.
- Involves the dissemination of results to appropriate audiences.
- Has implications for policy or practices at various levels.

Evidence to document the quality and significance of research activities (peer review is a universal expectation)

- books, journal articles, research papers, presentations, monographs, edited books, chapters in edited books, technical bulletins or reports, reviews and abstracts, refereed papers at professional meetings, editor reviewed journal articles, magazine articles, newsletters, field manuals, handbooks, instructional guides, multi-media programs, videos, websites, and computer software. Author contributions (in percentage terms) should be designated for each publication.
- acceptance rates and disciplinary rankings of peer or editor reviewed journals.
- involvement in funded research and/or training grants, including the number of grants funded and/or submitted, source of funds, and nature of intellectual contribution.
- evidence of seeking and successful attainment of external funding for support of departmental programs.
- success in directing thesis and dissertation research and non-thesis and honors projects.
- recognition and awards for research and other scholarly work.
- continuing professional development of the faculty member related to research.
- maintenance of a focused research program appropriate for the faculty member's position description.
- other relevant documentation of research as appropriate (published reviews including publications where one's work is favorably cited, grants and contract proposals that have been submitted)
- scholarship activities as listed in the core dossier including
 - documentation of creative works pertinent to the candidate's professional focus including artwork, choreography, collections, compositions, curated exhibits, moving images, multimedia, performances, radio, recitals, recordings, television, and websites
 - documentation of inventions, patents, disclosures, options and commercial licenses
 - list of prizes and awards for research, scholarly, or creative work

Service

Service is broadly defined to include administrative service to the Department, College, and University, professional service to the faculty member's discipline, and the engagement of faculty with public and private entities beyond the University.

Characteristics of quality service

- Contributes to the local, state, national, and international intellectual communities and professional disciplines of the Department, College, and University.
- Contributes and relates to the missions of the Department, College, and University.
- Strengthens local communities and addresses issues relevant to Ohio citizens.

Evidence to document quality service

- recognition and awards for service activities.
- sustained involvement and leadership in service activities throughout one's academic career.
- service activities as listed in the core dossier including
 - involvement with professional journals and professional societies
 - consultation activity with industry, education, or government
 - administrative service to Department
 - administrative service to College
 - administrative service to University and Student Life
 - advising to student groups and organizations
 - awards and prizes for service to profession, University, or Department
- any available documentation (e.g. letters from committee chairs) of the quality of service that enhances the list of service activities in the dossier.

VIII. APPEALS

The Department is bound by Faculty Rule 3335-6-05 (A) (<http://trustees.osu.edu>), which sets forth general criteria for appeals of negative promotion and tenure decisions, and by Faculty Rule 3335-5-05(A)(1) (<http://trustees.osu.edu>) regarding appeals alleging improper evaluation.

IX. SEVENTH YEAR REVIEW

The Department is bound by Faculty Rule 3335-6-05 (B) (<http://trustees.osu.edu>) that specifies conditions of and procedures for a seventh year review for a faculty member denied tenure as a result of a sixth year review.

A petition to conduct a seventh year review originates with the faculty of the Department who provide a recommendation to the Chair. The Chair provides an independent recommendation which, if positive, is forwarded to the Dean. If the Dean concurs, the petition is forwarded to the Provost who must approve the petition for that review to take place. If either the Chair or the Dean denies the petition, that is the end of the matter.

The petition must document substantial new information regarding the candidate's performance germane to the reasons for the original negative decision. The petition must be initiated before the beginning of the last year of employment.

A faculty member may not request a seventh year review, appeal the denial of a seventh year review petition initiated by the Department, or appeal a negative decision following a seventh year review.

X. Procedures for Student and Peer Evaluation of Teaching

Student Evaluation of Teaching

Departmental faculty are required to collect student evaluation information in each section of each course, each year, exclusive of independent study and research hours. The OSU Student Evaluation of Instruction (eSEI) form is a required evaluation tool; however, faculty are free to use additional forms at their discretion. Faculty members should choose a day late in the semester when attendance is likely to be high if they are going to provide in-class time for students to complete the evaluation using a mobile application. The faculty member must leave the classroom during the time allotted for completing the evaluation. The faculty member should reiterate to students that the feedback provided in the evaluations is used both for performance reviews and to provide feedback that can be taken into account in future teaching. Written comments can be solicited. These comments should be collected by a designated class member. This person will mail or hand-deliver the comments in a sealed envelope to the faculty member's administrative assistant for transcription after the course grades are posted. The Department Chair will receive copies of all individual SEI reports (including

comments) that are sent to the faculty each semester. Summary SEI data for each course should be included in the faculty performance appraisal report each year.

Peer Evaluation of Teaching

Periodic peer review of teaching is required for both probationary and tenured faculty (at all ranks). The purpose of the peer review is to promote, encourage, and support faculty members to continuously improve their teaching. The peer review process should focus on those aspects of teaching that students cannot validly assess. Peer reviews should examine the appropriateness of curriculum choices, instructional goals, course syllabi, teaching methods, assessment strategies, and consistency with disciplinary standards.

The Department Chair oversees the Department's peer evaluation of teaching process.

A peer evaluation of teaching should be completed at least once each year for untenured faculty, and at least once every four years for tenured faculty. Tenured faculty members seeking promotion from Associate Professor to Professor should ensure the proper number of peer evaluations necessary for the promotion review and the opportunity to improve upon those peer evaluations prior to the promotion review. Peer review of teaching will be conducted using the following guidelines:

1. The peer review will focus on the promotion and tenure criteria for excellence in teaching as outlined above.
2. The peer review process should include an observation of classroom teaching performance and a review of course materials. In the case of an online course review, the reviewer should be given access to the learning management system and any online repositories of content (e.g. videos).
3. Peer reviewers will be selected by the Department Chair and Promotion and Tenure Chair after consulting with the faculty candidate.
4. Teaching performance will be peer reviewed for both credit courses and non-formal instructional settings.

Documentation of peer evaluation of teaching must be included in all dossiers for promotion and tenure or promotion.

Regularly scheduled peer teaching evaluations are comprehensive and should include, in addition to class visitation or learning management system, review of course syllabi and related instruction materials. In the case of peer review for the purposes of promotion and tenure reviews, the class visitation is conducted by one or more senior peers whom the Promotion and Tenure Chair and/or Department Chair have identified in consultation with the candidate. The peer reviewer should meet with the candidate to

establish a time for the visit and to understand the goals of the course and the candidate's teaching philosophy. If possible, the peer reviewer should attend two different class sessions over the course of the semester. Also, if possible, the peer reviewer should speak to the class independent of the faculty member being reviewed, the day of the review, to collect direct student feedback (e.g. was today's lesson that I observed a typical lesson?)

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