

**Appointments, Promotion, and
Tenure
Criteria and Procedures for
The Ohio State University
Salmon P. Chase Center for Civics,
Culture, and Society**

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Table of Contents

I Preamble.....	4
II Center Mission.....	4
III Definitions	5
A Committee of the Eligible Faculty	5
1 Tenure-track Faculty	5
2 Teaching/Professional Practice Faculty	5
3 Research Faculty	6
4 Associated Faculty	6
5 Conflict of Interest.....	7
6 Minimum Composition	8
B Promotion and Tenure Committee	8
C Quorum.....	8
D Recommendation from the Eligible Faculty	8
1 Appointment	8
2 Reappointment, Promotion and Tenure, and Promotion	9
IV Appointments	9
A Criteria.....	9
1 Tenure-track Faculty	9
2 Teaching/Professional Practice Faculty	10
3 Research Faculty	11
4 Associated Faculty.....	11
5 Emeritus Faculty	12
6 Joint Appointments	13
7 Courtesy Appointments for Faculty.....	13
B Procedures.....	13
1 Tenure-track Faculty	13
2 Teaching/Professional Practice Faculty	15
3 Research Faculty	15
4 Transfer from the Tenure Track	15
5 TIU Transfer	16

6 Associated Faculty.....	16
7 Joint Appointments	16
8 Courtesy Appointments for Faculty	17
V Annual Performance and Merit Review	17
A Documentation	18
B Probationary Tenure-track Faculty	18
1 Fourth-Year Review	18
2 Extension of the Tenure Clock.....	19
C Tenured Faculty	19
D Teaching/Professional Practice Faculty	20
E Research Faculty.....	20
F Associated Faculty	20
G Salary Recommendations.....	20
VI Promotion and Tenure and Promotion Reviews.....	21
A Criteria and Evidence that Support Promotion.....	21
1 Promotion to Associate Professor with Tenure.....	22
2 Promotion to Professor.....	24
3 Teaching/Professional Practice Faculty	25
4 Research Faculty	26
5 Associated Faculty	26
B Procedures.....	26
1 Tenure-track, Teaching/Professional Practice, and Research Faculty	26
a Candidate Responsibilities	26
b Promotion and Tenure Committee Responsibilities	28
c Eligible Faculty Responsibilities	30
d Center Director Responsibilities	30
2 Procedures for Associated Faculty.....	31
3 External Evaluations	31
VII Promotion and Tenure and Reappointment Appeals	33
VIII Seventh-Year Reviews.....	33
IX Procedures for Student and Peer Evaluation of Teaching	33

A Student Evaluation of Teaching	34
B Peer Evaluation of Teaching	34

I Preamble

The Salmon P. Chase Center for Civics, Culture, and Society (hereafter “Chase Center” or “Center”) was established by the State of Ohio in 2023. Ohio Revised Code § 3335.39. It is empowered to hire faculty, offer courses and develop certificate, minor, and major programs as well as graduate programs, and offer degrees, and offer public programming, to create an academic community. The Ohio State University Board of Trustees affirmed that the Center possesses “the authority to offer courses and develop certificate, minor, and major programs as well as graduate programs, and offer degrees, and to exercise all other authority set forth in section 3335.39 of the Revised Code.”

This document is a supplement to Chapters 6 and 7 of the [Rules of the University Faculty](#); the annually updated procedural guidelines for promotion and tenure reviews in Chapter 3 of the Office of Academic Affairs [Policies and Procedures Handbook](#); and other applicable policies and procedures of the University and the Center.

Should those rules and policies change, the Center will follow the applicable 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 on the appointment or reappointment of the Center Director.

This document must be approved by the Office of Academic Affairs before it may be implemented. It sets forth the Center’s mission and, in the context of that mission and the mission of University, its criteria and procedures for faculty appointments and for faculty promotion, tenure and rewards, including salary increases. In approving this document, the Office of Academic Affairs accepts the mission and criteria of the Center and recognizes that it the responsibility to apply high standards in evaluating current faculty and faculty candidates in relation to Center’s mission and criteria.

The faculty and the administration are bound by the applicable principles articulated in Faculty Rule [3335-6-01](#) of the Administrative Code. In particular, all faculty members accept the responsibility to participate fully and knowledgeably in review processes; to exercise the applicable standards established in Faculty Rule [3335-6-02](#) and other standards specific to this Center; 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 employment opportunity](#) and in accord with the Center’s enabling legislation.

II Center Mission

The Chase Center’s mission is to conduct teaching and research in the historical ideas, traditions, and texts that have shaped the American constitutional order and society, as articulated in ORC § 3335.39.

The Center’s mission guides all of the Center’s actions. Among other items, the Center shall: (a) Educate students by means of free, open, and rigorous intellectual inquiry to seek the truth; (b) Equip students with the skills, habits, and dispositions of mind they need to reach their own informed conclusions on matters of social and political importance; (c) Affirm the value of intellectual diversity in higher education and aspire to enhance the intellectual diversity of the university; and (d) Affirm a commitment to create a community dedicated to an ethic of civil and free inquiry, which respects the intellectual freedom of each member, supports individual capacities for growth, and welcomes the differences of opinion that shall naturally exist in a public university community.

III Definitions

A Committee of the Eligible Faculty

The eligible faculty for all appointment (hiring), reappointment, promotion, or promotion and tenure reviews must have their tenure home or primary appointment in the Center. Based on Ohio Revised Code (section § 3335.39), and Board of Trustee resolution, **APPROVAL TO ESTABLISH THE SALMON P. CHASE CENTER FOR CIVICS, CULTURE, AND SOCIETY AS A TENURE-INITIATING UNIT** (February 19, 2025), the Center Director has “sole and exclusive authority to manage the recruitment and hiring process and to extend offers for employment for all faculty and staff, and to terminate employment of all staff.” As an independent academic unit at Ohio State, the operations and governance of the Salmon P. Chase Center for Civics, Culture, and Society are aligned with applicable university policies and procedures. However, nothing herein contained shall be construed or interpreted or utilized to conflict with or alter the Director’s authority.

1 Tenure-track Faculty

Appointment Reviews

- **Initial Appointment Review.** The appointment (hiring) of an assistant professor, associate professor, or professor is based on search committee recommendations to the Center Director, or the Director’s determination.
- **Rank Review.** A vote on the appropriateness of the proposed rank must be cast by all tenured faculty of equal or higher rank than the position requested.

Reappointment, Promotion, or Promotion and Tenure Reviews

- For the reappointment and promotion and tenure reviews of assistant professors and the tenure reviews of untenured associate professors, the eligible faculty consists of all tenured associate professors and professors.
- For the promotion reviews of associate professors, the eligible faculty consists of all tenured professors.

2 Teaching/Professional Practice Faculty

Appointment Reviews

- **Initial Appointment Review.** The appointment (hiring or appointment change from another faculty type) of an assistant teaching professor or professional practice assistant professor; an associate teaching professor or professional practice associate professor; or a teaching professor or professional practice professor is based on search committee recommendations to the Center Director, or the Director’s determination.
- **Rank Review.** A vote on the appropriateness of the proposed rank must be cast by all tenured faculty of equal or higher rank than the position requested, and all nonprobationary teaching/professional practice faculty of equal or higher rank than the position requested.

Reappointment and Promotion Reviews

- For the reappointment and promotion reviews of assistant teaching professors and professional practice assistant professors, the eligible faculty consists of tenured associate professors and professors, all nonprobationary associate teaching professors, all nonprobationary teaching professors, all nonprobationary professional practice associate professors, and all nonprobationary professional practice professors.
- For the reappointment and promotion reviews of associate teaching professors and professional practice associate professors, and the reappointment reviews of teaching professors and professional practice professors, the eligible faculty consists of all tenured professors, all nonprobationary teaching professors, and all nonprobationary professional practice professors.

3 Research Faculty

Appointment Reviews

- **Initial Appointment Review.** The appointment (hiring or appointment change from another faculty type) review of a research assistant professor, research associate professor, or research professor is based on search committee recommendations to the Center Director, or the Director's determination.
- **Rank Review.** A vote on the appropriateness of the proposed rank must be cast by all tenured faculty of equal or higher rank than the position requested and all nonprobationary research faculty of equal or higher rank than the position requested.

Reappointment and Promotion Reviews

- For the reappointment and promotion reviews of research assistant professors, the eligible faculty consists of all tenured associate professors and professors and all nonprobationary research associate professors and professors.
- For the reappointment and promotion reviews of research associate professors and the reappointment reviews of research professors, the eligible faculty consists of all tenured professors and all nonprobationary research professors.

4 Associated Faculty

Initial Appointment and Reappointment

- The initial appointment (hiring or appointment change from another faculty type) of compensated associated faculty members is based on search committee recommendations to the Center Director, or the Director's determination.

Initial appointments at senior rank require a vote by the eligible faculty (tenured faculty of equal or higher rank than the position requested \ and all non-probationary teaching/professional practice faculty of equal or higher rank than the position requested) and prior approval of the Office of Academic Affairs.

- The reappointment of all compensated associated faculty members is decided by the Center Director in consultation with Promotion and Tenure Committee.

Promotion Reviews

- Associated faculty are eligible for promotion but not tenure if they have adjunct titles, tenure-track titles with service at 49% FTE or below, and lecturer titles.

For the promotion reviews of associated faculty with adjunct titles, the eligible faculty shall be the same as for tenure-track, teaching/professional practice, or research faculty, as appropriate to the appointment, as described in Sections III.A.1, 2 or 3 above.

For the promotion reviews of associated faculty with tenure-track titles, the eligible faculty shall be the same as for tenure-track faculty as described in Section III.A.1.

For the promotion review of a lecturer to senior lecturer, the eligible faculty shall be all tenure-track and teaching/professional practice faculty at the rank of associate professor and professor, and all senior lecturers.

5 Conflict of Interest

• Search Committee Conflict of Interest

A member of a search committee must disclose to the committee and refrain from participation in any of the interviews, meetings, or votes that comprise the search process if the member:

- decides to apply for the position;
- is related to or has a close interpersonal relationship with a candidate;
- 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 (e.g., dissertation advisor); or
- has collaborated extensively with the candidate or is currently collaborating with the candidate.

• Eligible Faculty Conflict of Interest

A member of the eligible faculty has a conflict of interest when he/she/they are or have been to the candidate:

- a thesis, dissertation, or postdoctoral advisee/advisor;
- a co-author on more than 50% of the candidate's publications since appointment or last promotion, including pending publications and submissions;
- a collaborator on more than 25% of projects since appointment or last promotion, including current and planned collaborations;
- in a consulting/financial arrangement with the candidate since appointment or last promotion, including receiving compensation of any type (e.g., money, goods, or services) or is dependent in some way on the candidate's services; or
- in a family relationship such as a spouse, child, sibling, or parent, or other relationship, such as a close personal friendship, that might affect one's judgment or be seen as doing so by a reasonable person familiar with the relationship.

Such faculty members will be expected to withdraw from a promotion review of that candidate.

6 Minimum Composition

In the event that the Center does not have at least three eligible faculty members who can undertake a review, the Center Director, after consulting with the Office of Academic Affairs, will appoint another faculty member to participate in the review.

B Promotion and Tenure Committee

The Chase Center has a Promotion and Tenure Committee that assists the eligible faculty in managing the personnel and promotion and tenure issues. The committee consists of a minimum of three tenured Center faculty. The committee's chair and membership are appointed by the Center Director.

When considering cases involving teaching/professional practice faculty the Promotion and Tenure Committee may be augmented by up to three nonprobationary teaching/professional practice faculty members at the rank of associate professor or professor, as appropriate to the case.

When considering cases involving research faculty the Promotion and Tenure Committee may be augmented by up to three nonprobationary research faculty members at the rank of associate professor or professor, as appropriate to the case.

C Quorum

The quorum required to discuss and vote on all personnel decisions is fifty percent plus one of the eligible faculty not on an approved leave of absence. Faculty on approved leave are not considered for quorum unless they declare, in advance and in writing, their intent to participate in all proceedings for which they are eligible during the leave. A member of the eligible faculty on Special Assignment may be excluded from the count for the purposes of determining quorum only if the Center Director 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 Eligible Faculty

In all votes taken on personnel matters only "yes" and "no" votes are counted. 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, but participating fully in discussions and voting via remote two-way electronic connection are allowed.

1 Appointment

- Appointments are based on search committee recommendations to the Center Director, as appropriate.
- In the case of a joint appointment, the Center will typically seek input from a candidate's joint-appointment TIU prior to his or her appointment.

2 Reappointment, Promotion and Tenure, and Promotion

- A positive recommendation from the eligible faculty for reappointment, promotion and tenure, and promotion is secured when at least more than half of the votes cast are positive.
- In the case of a joint appointment, the Center will typically seek input from a candidate's joint-appointment TIU prior to his or her reappointment, promotion, and/or tenure.

IV Appointments

A Criteria

The Chase Center is committed to making only faculty appointments that enhance or have strong potential to enhance the Center's capacity to secure its mission. Important considerations include: evidence of the individual's commitment to the Center's mission; the individual's record to date in scholarship, teaching, and service; and the potential for professional growth in each of these areas. No offer will be extended in the event that the search process does not yield one or more candidates who would enhance the Center's capacity to secure its mission. The search is either cancelled or continued, as appropriate to the circumstances.

The appointment of all compensated tenure-track, teaching/professional practice, research, and associated faculty, irrespective of rank, must be based on a formal search process following the [SHIFT](#) Framework for faculty recruitment, as appropriate.

All faculty positions must be posted in [Workday](#), the University's system of record for faculty and staff. A formal review and selection process, including interviews using pre-designed evaluation rubrics, is required for all positions. Appropriate disposition codes for applicants not selected for a position must be entered in [Workday](#) to enable the University to explain why a candidate was not selected and what stage they progressed to before being removed.

1 Tenure-track Faculty

Instructor. Appointment at the rank of instructor is made only when the offered appointment is that of assistant professor, but requirements for the terminal degree have not been completed by the candidate at the time of appointment. Procedures for appointment are identical to those for an assistant professor. The Center will make every effort to avoid such appointments. An appointment at the instructor level is limited to three years. Promotion to assistant professor occurs without review the semester following completion of the required credentialing. An instructor must be approved for promotion to assistant professor by the beginning of the third year, or the appointment will not be renewed and 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 Center's eligible faculty, as appropriate, the Center Director, and the Office of Academic Affairs. Faculty members should carefully consider whether prior service credit is appropriate since prior service credit cannot be revoked once granted except through an approved request to extend the probationary period. In addition, all probationary faculty members have the option to be considered for early promotion.

Assistant Professor. An earned terminal degree is the minimum requirement for appointment at the rank of assistant professor. Evidence of potential for scholarly productivity, high-quality teaching, and high-quality service to the Center and the profession is highly desirable. Appointment at the rank of assistant professor is always probationary, with mandatory tenure review occurring in the sixth year of service. For individuals not recommended for promotion and tenure after the mandatory review, the seventh year will be the final year of employment.

Review for tenure prior to the mandatory review year is possible when the Promotion and Tenure Committee determines such a review to be appropriate. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged as it cannot be revoked once granted except through an approved request to extend the probationary period.

Associate Professor and Professor. Appointment offers at the rank of Associate Professor with or without tenure, Professor with tenure, and offers of prior service credit require prior approval of the Office of Academic Affairs.

Appointment at the rank of associate professor normally entails tenure. A probationary appointment at the rank of associate professor is appropriate only under unusual circumstances, such as when the candidate has limited prior teaching experience or has taught only in a foreign country. A probationary period of up to four years is possible, on approval of the Office of Academic Affairs, with review for tenure occurring in the final year of the probationary appointment. If tenure is not granted, an additional (terminal) year of employment is offered.

Appointments at the rank of professor without tenure are not possible.

Offers to foreign nationals require prior consultation with the Office of International Affairs.

2 Teaching/Professional Practice Faculty

Except for those appointed at the rank of instructor, for whom a contract is limited to three years, the initial contract for all other teaching/professional practice faculty members must be for a period of five years. The initial contract at all ranks is probationary, with reappointment considered annually. Second and subsequent contracts for assistant and associate teaching professors and professional practice assistant and associate professors must be for a period of at least three years and for no more than five years. Second and subsequent contracts for teaching/professional practice professors must be for a period of at least three years and no more than eight years. Tenure is not granted to teaching/professional practice faculty. There is also no presumption that subsequent contracts will be offered, regardless of performance.

The Center supports Teaching and Professional Practice Faculty. These appointments exist for faculty members who focus primarily on supporting the educational mission of the Center and are made in accordance with Faculty Rule [3335-7](#). Each new appointment must enhance, or have strong potential to enhance, the quality of the Center.

Teaching/Professional Practice Instructor. Appointment is normally made at the rank of teaching/professional practice instructor when the appointee has not completed the requirements for the terminal degree. The Center will make every effort to avoid such appointments. As noted above, an appointment at the instructor level is limited to a three-year contract. In such cases, if the instructor has not completed requirements for promotion to the

rank of assistant professor by the end of the penultimate year of the three-year contract period, a new contract will not be considered even if performance is otherwise adequate and the position itself will continue.

Assistant Teaching Professor and Professional Practice Assistant Professor. An earned doctorate or other appropriate terminal degree (e.g., J.D.) and the required licensure/certification in his/her/their specialty as applicable are the minimum requirements for appointment at the rank of assistant teaching professor or professional practice assistant professor. Evidence of ability to teach, produce scholarship, and/or serve the Center is highly desirable.

Associate Teaching Professor, Professional Practice Associate Professor, Teaching Professor, and Professional Practice Professor. Appointment at the rank of associate teaching professor and professional practice associate professor, or teaching professor and professional practice professor requires that the individual have an earned doctorate *or* appropriate terminal degree (e.g., J.D.) and the required licensure/certification in his/her/their specialty as applicable, and meet, at a minimum, the Center's criteria—in teaching, professional practice and other service, and scholarship—for promotion to these ranks.

3 Research Faculty

Appointment of research faculty entails one- to five-year appointments. The initial appointment is probationary, with reappointment considered annually. Tenure is not granted to research faculty. There is also no presumption that subsequent appointments will be offered, regardless of performance.

External appointees at the research associate professor or research professor level will demonstrate the same accomplishments in research and service as persons promoted within the Center.

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

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

4 Associated Faculty

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

Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor. Adjunct titles are used to confer faculty status on individuals who have credentials comparable to tenure-track, teaching/professional practice, or research faculty of equivalent rank. The adjunct faculty rank is determined by applying the criteria for appointment of tenure-track, teaching/professional practice, or research faculty, as appropriate to the appointment. Adjunct appointments may be compensated or uncompensated. Adjunct faculty appointments are given to individuals who give academic service to the Center, such as teaching a course or

serving on graduate student committees, for which a faculty title is appropriate. Adjunct faculty members are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure-track, teaching/professional practice, or research faculty, as appropriate to the appointment.

Assistant Professor, Associate Professor, Professor with FTE below 50%. An earned terminal degree is the minimum requirement for appointment of tenure-track titles at 49% FTE or below. Appointment at tenure-track titles is for individuals at 49% FTE or below, either compensated (1 – 49% FTE) or uncompensated (0% FTE). The rank of associated faculty with tenure-track titles is determined by applying the criteria for appointment of tenure-track faculty. Associated faculty members with tenure-track titles are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure-track faculty.

Lecturer. Appointment as lecturer requires that the individual have, at a minimum, a Master's degree in a field appropriate to the subject matter to be taught. Evidence of ability to provide high-quality instruction is desirable. Lecturers are not eligible for tenure, but may be promoted to senior lecturer if they meet the criteria for appointment at that rank. The initial appointment for a lecturer cannot exceed one year. Second and subsequent contracts for lecturers cannot exceed three years. The appointment for a lecturer cannot exceed three years.

Senior Lecturer. Appointment as senior lecturer requires that the individual have a terminal degree in a field appropriate to the subject matter to be taught, along with evidence of ability to provide high-quality instruction; or a Master's degree and at least five years of teaching experience with documentation of high quality. Senior lecturers are not eligible for tenure or promotion. The initial appointment for a senior lecturer cannot exceed one year. Second and subsequent contracts for senior lecturers cannot exceed three years. The appointment for a senior lecturer cannot exceed three years.

Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor. Visiting faculty appointments may either be compensated or uncompensated. Visiting faculty members on leave from an academic appointment at another institution are appointed at the rank held in that position. The rank at which other (non-faculty) individuals are appointed is determined by applying the criteria for appointment of tenure-track faculty. Visiting faculty members are not eligible for tenure or promotion. Visiting faculty appointments may be renewed annually for only three consecutive years.

5 Emeritus Faculty

Emeritus faculty status is an honor given in recognition of sustained academic contributions to the University as described in Faculty Rule [3335-5-36](#).

Faculty will send a request for emeritus faculty status to the Center Director outlining academic performance and citizenship. The faculty eligible to conduct promotion reviews within the requestor's appointment type (see Section III.A.1-4) will review the application and make a recommendation to the Center Director, who will decide upon the request, and if appropriate submit it to the Office of Academic Affairs. Should the Center Director deny the request, the faculty member may appeal the decision to the Executive Vice President and Provost.

Emeritus faculty may not vote at any level of governance and may not participate in promotion and tenure matters.

6 Joint Appointments

Joint appointments are created to leverage a faculty member's unique expertise to advance the mission areas of the academic units involved and promote cross-disciplinary collaboration. To establish a joint faculty appointment, a [memorandum of understanding \(MOU\)](#) is developed by all affected units. The MOU will clearly define the distribution of the faculty member's time commitment to the different units. The MOU will also state the sources of compensation directed to the faculty member, distribution of resources, the planned acknowledgement of the academic units in publications, the manner in which credit for any grant funding will be attributed to the different units, and the distribution of grant funds among the appointing units. Unless other arrangements are specified in the MOU, the TIU in which the faculty member's FTE is greater than 50% will be considered that faculty member's TIU. Joint-appointed faculty may vote on promotion and tenure cases only in their TIU.

7 Courtesy Appointments for Faculty

Occasionally the active academic involvement in this Center by a tenure-track, teaching/professional practice, or research faculty member from another unit at Ohio State warrants the offer of a 0% FTE (courtesy) appointment in this Center. 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.

B Procedures

The appointment of all compensated tenure-track, teaching/professional practice, research, and associated faculty, irrespective of rank, must be based on a formal search process following the [SHIFT](#) Framework for faculty recruitment, as consistent with [ORC § 3335.39](#). All faculty positions must be posted in [Workday](#), the University's system of record for faculty and staff. A formal review and selection process, including interviews using pre-designed evaluation rubrics, is required for all positions. Appropriate disposition codes for applicants not selected for a position must be entered in [Workday](#) to enable the University to explain why a candidate was not selected and what stage they progressed to before being removed.

In addition, see the [Policy on Faculty Recruitment and Selection](#) and the [Policy on Faculty Appointments](#) and [ORC § 3335.39](#) for information on the following topics:

- recruitment of tenure-track, teaching/professional practice, research, and associated 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 and
- Center Director "sole and exclusive authority to manage the recruitment and hiring process and to extend offers for employment for all faculty and staff, and to terminate employment of all staff."

1 Tenure-track Faculty

A national search is required to ensure a pool of highly qualified candidates for all tenure-track positions. This includes all external candidates for all faculty positions. The only exception is for

dual career partners, as described in Chapter 5, section 4.1 of the [Policies and Procedures Handbook](#). Exceptions to this policy must be approved by the Office of Academic Affairs in advance. Search procedures must entail substantial faculty involvement and be consistent with the OAA [Policy on Faculty Recruitment and Selection](#).

Consistent with [ORC § 3335.39](#), the Executive Vice President and Provost provides approval for the Center to commence a search process. This approval may or may not be accompanied by constraints with regard to salary, rank, and field of expertise.

The Center Director appoints a search committee consisting of three or more faculty.

Prior to any search, members of all search committees must undergo the trainings identified in the [SHIFT](#) Framework for faculty recruitment. In addition, all employees/faculty involved in the hiring and selection process must review and acknowledge the EEO Recruitment and Selection Guidelines in the BuckeyeLearn system.

The [SHIFT](#) Framework serves as a centrally coordinated guideline and toolkit to support the entire process of faculty recruitment with clear engagement from all participating stakeholders involved in the faculty hiring process. This framework is intended to provide faculty engaged in search committees and staff providing support services with the tools and support needed to attract excellent applicant pools, conduct consistent and fair evaluations, and successfully hire and properly onboard new faculty members who will continue our tradition of academic excellence. This framework consists of six phases, each targeting a specific stage of the recruitment process:

- “Phase 1 | Search Preparation & Proactive Recruitment” is the earliest stage in the search process. Key steps during this phase include determining faculty needs for the unit, creating a search strategy (including timeline), establishing a budget, and identifying additional partners to include in the process. The steps in this phase provide guidance on forming committees, detail training requirements for search committee members, and innovative approaches to advertising and outreach. This section also includes ideas and resources for developing qualified talent pools to ensure alignment with the University’s commitment to EEO principles and advance the eminence of the institution.
- “Phase 2 | Preliminary Review of Applicants” focuses on best practices for the application review and candidate screening processes. The guidelines and resources in this section support consistency and fairness in the review, assessment, and selection of candidates moving forward in the recruitment process. This section also outlines how to select a list of candidates for on-campus interviews.
- “Phase 3 | Finalists Interviews & Evaluations” provides guidance and tools for conducting interviews and campus visits, requesting reference letters (if not requested earlier in the application stage), and collecting feedback from everyone who interacted with the candidates. Adherence to the guidelines outlined in this section has a direct impact on enhancing the candidate experience and ensuring a consistent evaluation process. This phase concludes with the submission of a letter from the search committee to the TIU chair/director.
- “Phase 4 | Extend Offer” provides guidance and resources related to effectively selecting the most qualified candidate(s) for the position(s) and successfully negotiating to result in an accepted offer.

- “Phase 5 | Preboard and Onboard” offers resources to help prepare and support new faculty as they transition to Ohio State. The suggestions in this phase focus on creating a seamless transition for incoming faculty and their partners/families, if applicable.
- “Phase 6 | Reflect and Assess the Search” is a process supported by OAA to reflect on the hiring cycle each year and evaluate areas that may need improvement and additional support.

If an offer involves senior rank, the eligible faculty members vote on the appropriateness of the proposed rank. If an offer may involve prior service credit, the eligible faculty members vote on the appropriateness of such credit. The eligible faculty reports a recommendation on the appropriateness of the proposed rank or the appropriateness of prior service credit to the Center Director. The Center Director has and retains his authority under [ORC § 3335.39](#). Appointment offers at the rank of associate professor, with or without tenure, or professor with tenure, and/or offers of prior service credit require prior approval of the Office of Academic Affairs.

In the event that more than one candidate achieves the level of support required to extend an offer, the Center Director decides which candidate to approach first. The details of the offer, including compensation, are determined by the Center Director.

The Center will discuss potential appointment of a candidate requiring sponsorship for permanent residence or nonimmigrant work-authorized status with the Office of International Affairs. An [MOU](#) must be signed by faculty eligible for tenured positions who are not U.S. citizens or nationals, permanent residents, asylees, or refugees.

2 Teaching/Professional Practice Faculty

Searches for teaching/professional practice faculty generally proceed identically as for tenure-track faculty, with the exception that the candidate’s presentation during the interview is on teaching/professional practice rather than scholarship.

3 Research Faculty

Searches for research faculty generally proceed identically as for tenure-track faculty, with the exception that during the interview the candidate is not asked to teach a class.

4 Transfer from the Tenure Track

Tenure-track faculty may transfer to a teaching/professional practice or research appointment if appropriate circumstances exist. Tenure or tenure eligibility is lost upon transfer, and transfers must be approved by the Center Director 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 teaching/professional practice appointment and from a research appointment to the tenure track are not permitted. Teaching/professional practice faculty members and research faculty members may apply for tenure-track positions and compete in regular national searches for such positions.

5 TIU Transfer

Following consultation with the Center Director (as TIU head) and relevant college dean and TIU head, a tenure-track faculty member may voluntarily move from one TIU to another upon approval of a simple majority of the eligible faculty in the receiving TIU. The eligible faculty in such cases are the tenure-track faculty eligible to vote on faculty appointments at the transferee's rank. See Section III.A.1 above.

The transfer must be approved by the Office of Academic Affairs and is dependent on the establishment of mutually agreed-upon arrangements among the affected TIU heads, college dean, and the faculty member. An MOU signed by all parties, including the Office of Academic Affairs, must describe in detail the arrangements of the transfer. Approval will be dependent on whether satisfactory fiscal arrangements for the change have been made. Since normally the transferring faculty member will fill an existing vacancy in the receiving unit, the MOU will describe the resources supporting the position, including salary, provided by the receiving unit.

The Office of Academic Affairs can provide guidance to non-tenure-track faculty about the process for transferring from one TIU to another.

6 Associated Faculty

The appointment of compensated associated faculty members may follow a formal search following the [SHIFT](#) Framework, which includes a job posting in [Workday](#) (see Section IV.B above) and candidate interviews. The appointment is decided by the Center Director and may be based on recommendation from the search committee.

The reappointment of all compensated associated faculty members is decided by the Center Director and may be in consultation with the Promotion and Tenure Committee.

Compensated associated appointments are generally made for a period of one to three years.

Appointment and reappointment of uncompensated adjunct or visiting faculty may be proposed by any faculty member in the Center and are decided by the Center Director in consultation with the Promotion and Tenure Committee.

Visiting appointments may be made for one term of up to three years or on an annual basis for up to three years.

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

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

7 Joint Appointments

The Center may propose a joint appointment for a faculty member from another OSU TIU as described in Section IV.A.7. The potential for a joint appointment is typically evaluated during the recruitment process and, as such, is subject to all criteria outlined above for each faculty category.

Approval of the joint appointment by the Office of Academic Affairs is dependent on establishing a mutually agreed-upon arrangement between the TIU heads, college dean(s), and the faculty member. An [MOU](#) signed by all parties, including the Office of Academic Affairs, must describe in detail the arrangements of the joint appointment. Administrative approval will be dependent on whether satisfactory fiscal arrangements have been made.

8 Courtesy Appointments for Faculty

Any Center faculty member may propose a 0% FTE (courtesy) appointment for a tenure-track, teaching/professional practice, or research faculty member from another Ohio State tenure-initiating unit. A proposal that describes the uncompensated academic service to the Chase Center justifying the appointment may be considered at a regular faculty meeting. The Center Director has the discretion whether to extend an offer of appointment. The Center Director reviews all courtesy appointments every three years to determine whether they continue to be justified, and may take recommendations for nonrenewal before the faculty for a vote at a regular meeting.

V Annual Performance and Merit Review

The Chase Center follows the requirements for the annual performance and merit review as set forth in the [Policy on Faculty Annual Review and Reappointment](#), which stipulates that such reviews must include a scheduled opportunity for a face-to-face meeting for all probationary faculty, an opportunity for a face-to-face meeting for all other compensated faculty members, as well as a written assessment. The purposes of the review are to:

- Assist faculty in improving professional productivity through candid and constructive feedback and through the establishment of professional development plans;
- Establish the goals against which a faculty member's performance will be assessed in the foreseeable future;
- Support the capacity of faculty to serve the Center's mission; and
- Document faculty performance in the achievement of stated goals in order to determine salary increases and other resource allocations, progress toward promotion, and, in the event of poor performance, the need for remedial steps.

The Center Director may designate the responsibility for annual performance and merit reviews to appropriate unit administrators. The designee or a subcommittee of the eligible faculty may provide a written assessment to the Center Director. However, the Center Director must schedule a face-to-face meeting with all probationary faculty as part of the review. An opportunity for a face-to-face meeting with the Center Director or the Director's designee must be provided to all tenured and non-probationary faculty.

In all cases, accountability for the annual review process resides with the Center Director.

- Depending on a faculty member's appointment type, the review is based on expected performance in teaching, scholarship, and/or service as set forth in the Center's guidelines on faculty duties, responsibilities, and workload; on any additional assignments and goals specific to the individual; and on progress toward promotion where relevant.
- The review of faculty with budgeted joint appointments must include input from the joint appointment TIU head for every annual evaluation cycle. The input should be in the form of a

narrative commenting on faculty duties, responsibilities, and workload; on any additional assignments; and on goals specific to the individual in the joint unit.

- Meritorious performance in teaching, scholarship, and service is assessed in accordance with the same criteria that form the basis for promotion decisions.
- Per Faculty Rule [3335-3-35](#), the Center Director is required to include a reminder in annual review letters 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.

A Documentation

For their annual performance and merit review, compensated faculty members must submit the following documents to the Center Director no later than the final day of autumn semester classes:

- Office of Academic Affairs [dossier outline](#) (*required for probationary faculty*) or updated documentation of performance and accomplishments (*non-probationary faculty*)
- updated CV, which will be made available to all faculty in an accessible place (*all faculty*)

Other documentation for the annual performance and merit review will be the same as that for consideration for promotion and/or tenure. That documentation is described in Section VI of this document.

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

B Probationary Tenure-track Faculty

Every probationary tenure-track faculty member is reviewed annually by the Center Director, who meets with the faculty member to discuss his/her/their performance, future plans, and goals; and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment.

If the Center Director recommends renewal of the appointment, this recommendation is final. The Center Director'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 Center Director's letter (along with the faculty member's comments, if received) is forwarded to the Office of Academic Affairs. In addition, the annual review letter becomes part of the cumulative dossier for promotion and tenure (along with the faculty member's comments, if provided).

If the Center Director recommends nonrenewal, the Fourth-Year Review process (per Faculty Rule [3335-6-03](#)) is invoked. Following completion of the comments process, the complete dossier is forwarded to the Office of Academic Affairs for review and the Executive Vice President and Provost makes the final decision on renewal or nonrenewal of the probationary appointment.

1 Fourth-Year Review

During the fourth year of the probationary period the annual review follows the same procedures as the mandatory tenure review, with the exceptions that external evaluations are optional and the

Executive Vice President and Provost (not the Center Director) makes the final decision regarding renewal or nonrenewal of the probationary appointment.

External evaluations are solicited only when either the Center Director 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 Center Director, 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 Center's review, the formal comments process (per Faculty Rule [3335-6-04](#)) is followed and the case is forwarded to the Office of Academic Affairs for review, regardless of whether the Center Director recommends renewal or nonrenewal.

The Executive Vice President and Provost makes the final decision regarding renewal or nonrenewal of the probationary appointment.

2 Extension of the Tenure Clock

Faculty Rule [3335-6-03 \(D\)](#) sets forth the conditions under which a probationary tenure-track faculty member may extend the probationary period. Faculty Rule [3335-6-03 \(E\)](#) does likewise for reducing the probationary period. A faculty member remains on duty regardless of extensions or reductions to the probationary period, and annual reviews are conducted in every probationary year regardless of time extended or reduced. Approved extensions or reductions do not limit the Center's right to recommend nonrenewal of an appointment during an annual review.

C Tenured Faculty

Associate professors are reviewed annually by the Center Director or designee, who conducts an independent assessment; may meet with the faculty member to discuss his or her performance and future plans and goals; and prepares a written evaluation on these topics. The faculty member may provide written comments on the review.

Professors are reviewed annually by the Center Director or designee, who may meet with the faculty member to discuss his or her performance and future plans and goals. The annual review of professors is based on their having achieved sustained excellence in the discovery and dissemination of new knowledge relevant to the mission of the Center, as demonstrated by national and international recognition of their scholarship; ongoing excellence in teaching, including their leadership in graduate education in both teaching and mentoring students; and outstanding service to the Center and its mission, the University, and their profession, including their support for the professional development of assistant and associate professors. Professors are expected to be role models in their academic work, interaction with colleagues and students, and in the recruitment and retention of junior colleagues. As the highest ranking members of the faculty, the expectations for academic leadership and mentoring for professors exceed those for all other members of the faculty.

If a professor has an administrative role, the impact of that role and other assignments will be considered in the annual review.

The Center Director or designee prepares a written evaluation of performance against these expectations. The faculty member may provide written comments on the review.

D Teaching/Professional Practice Faculty

The annual performance and merit review process for teaching/professional practice probationary and nonprobationary faculty is identical to that for tenure-track probationary and tenured faculty respectively, except that non-probationary teaching/professional practice faculty may participate in the review of teaching/professional practice faculty of lower rank.

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

There is no presumption of renewal of appointment.

E Research Faculty

The annual performance and merit review process for research probationary and nonprobationary faculty is identical to that for tenure-track probationary and tenured faculty, respectively, except that non-probationary research faculty may participate in the review of research faculty of lower rank.

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

There is no presumption of renewal of appointment.

F Associated Faculty

Compensated associated faculty members in their initial appointment must be reviewed before reappointment. The Center Director, or designee, prepares a written evaluation and meets with the faculty member to discuss his or her performance, future plans, and goals.

The Center Director's decision on renewal of the appointment is final. If the decision is to renew, the Director may extend a multiple year appointment.

Compensated associated faculty members on a multiple year appointment are reviewed annually by the Center Director, or designee, who 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 Center Director will decide whether or not to reappoint. The Director's decision on reappointment is final.

G Salary Recommendations

The Center Director makes annual salary recommendations to the Executive Vice President and Provost, who may modify them. The recommendations are based on the current annual performance and merit review as well as on the performance and merit reviews of the preceding 24 months.

In formulating recommendations, the Center Director may consult with a Budget Committee. The Center Director should proactively engage in an annual audit of faculty salaries to determine if they are fair both within the Center and across the field or fields represented in it. Salary increases shall be based upon the individual faculty member's excellence of contributions to the Center's mission.

Faculty members who wish to discuss dissatisfaction with their salary increase with the Center Director should be prepared to explain how their salary (rather than the increase) is inappropriately low.

Faculty who fail to submit the required documentation (see Section V-A above) for an annual performance and merit 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.

VI Promotion and Tenure and Promotion Reviews

Faculty Rule [3335-6-02](#) provides the following context for promotion and tenure and promotion reviews:

In evaluating the candidate's qualifications in teaching, scholarship, and service, reasonable flexibility shall be exercised, balancing, where the case requires, heavier commitments and responsibilities in one area against lighter commitments and responsibilities in another. In addition, as the University enters new fields of endeavor, including interdisciplinary endeavors, and places new emphases on its continuing activities, instances will arise in which the proper work of faculty members may depart from established academic patterns. In such cases care must be taken to apply the criteria with sufficient flexibility. In all instances superior intellectual attainment, in accordance with the criteria set forth in these rules, is an essential qualification for promotion to tenured positions. Clearly, insistence upon this standard for continuing members of the faculty is necessary for maintenance and enhancement of the quality of the University as an institution dedicated to the discovery and transmission of knowledge.

A Criteria and Evidence that Support Promotion

Although institutional citizenship and collegiality are expected, they cannot be used as an independent criterion for promotion or tenure. The Center recognizes, however, that these positive attributes define the ability of a faculty member to contribute effectively to exemplary teaching, scholarship, and service.

A commitment to these values and principles is demonstrated, for example, by support for the Center's mission; participation in faculty governance and community outreach; activities related to the University's [Shared Values](#); adherence to principles of the responsible conduct of research; constructive conduct and ethical behavior during the discharge of responsibilities and authority; and the exercise of rights and privileges consistent with the [American Association of University Professors' Statement on Professional Ethics](#).

The Center is committed to assessing the practice of these values and principles as part of all performance evaluations. In addition to occasions when the University dictates salary increases,

the Center may initiate increases for its personnel that respond to increases in cost-of-living. The Center may also initiate salary increases that reward meritorious performance which advances the Center's mission, and the active promotion of an enriching working and learning environment through collegiality, civility, and openness to diverse ideas and opinions.

1 Promotion to Associate Professor with Tenure

Faculty Rule [3335-6-02](#) provides the following general criteria for promotion to associate professor with tenure:

The awarding of tenure and promotion to the rank of associate professor must be based on convincing evidence that the faculty member has achieved excellence as a teacher, as a scholar, and as one who provides effective service; 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 an acknowledgement of excellence and future potential for preeminence. It is therefore essential to evaluate and judge the probability that faculty, once tenured, will continue to develop professionally and contribute to the Center'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. Above all, candidates are held to a very high standard of excellence in the areas central to their responsibilities. For example, 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.

The Chase Center is a multi-disciplinary faculty. The content below is not meant to be exhaustive or applicable to all disciplines but is provided to demonstrate the types of criteria and evidence that may support promotion to associate professor with tenure. Given the variability of disciplinary norms concerning the appropriate quantity and venue of publication, expectations may sometimes be clarified by consulting the Appointments, Tenure, and Promotion criteria of the departments at Ohio State with which a candidate's work most closely aligns; the Chase Center will treat those criteria as advisory rather than authoritative.

All criteria for tenure and promotion will require somewhat distinct weightings of quality, quantity, trajectory, and contributions to the mission of the Chase Center, reflecting both the virtues of individual candidates and the norms of particular disciplines. Expectations for individual candidates may be refined especially through annual reviews with the Center Director and personal statements of the candidate, which provide each candidate with an opportunity to elaborate how their individual scholarly profile contributes to a larger vision for the Center's innovative and inter-disciplinary program. The following general principles will be applicable to all cases.

TEACHING	
Criteria	Types of Evidence Demonstrating Impact and Showing Criteria Have Been Met
Candidates must demonstrate a sustained commitment to teaching excellence, with a record of developing and implementing appropriate instructional materials for courses taught.	Candidates may be asked to submit:
	<ul style="list-style-type: none"> • Peer evaluations of teaching that report effective classroom instruction and a positive trajectory during review period. Peer evaluations may include review of course materials, classroom observations, consultation with enrolled students, and discussion with the candidate of teaching plans and philosophy. • A record of advising and mentoring undergraduate or graduate students who attain generally recognized landmarks of academic success and progress through the Center's academic programs. • A dossier including course materials and a personal statement demonstrating the candidate's commitment to significantly enhancing students' understanding of the historical ideas, traditions, and texts that have shaped the American constitutional order and society. • Student evaluations of teaching that provide evidence of instructional excellence. This may include quantitative evidence such as SEI scores that meet or exceed institutional averages, and qualitative evidence such as SEI comments attesting to the instructor's contributions to the class, and the value of what students learned in the class. In all cases, undue weight will not be given to student evaluations.

SCHOLARSHIP/CREATIVE WORKS/RESEARCH	
Criteria	Types of Evidence Demonstrating Impact and Showing Criteria Have Been Met
Candidates must have amassed a record of peer-reviewed and scholarly publications demonstrating their ability to conceive and carry out a program of original research that impacts a broader scholarly discussion of the historical ideas, traditions, and texts that have shaped the American constitutional order and society. In general, the substance and quality of a candidate's record carries greater weight than venue or quantity of publications, although venue and quantity may provide important indications of a candidate's ability to maintain a high level of scholarly productivity (and likelihood of continuing to do so in the future), particularly when those quantitative metrics are considered in the context of prevailing norms within the candidate's affiliated disciplines.	Candidates may be asked to submit:
	<ul style="list-style-type: none"> • Peer-reviewed and scholarly publications, in either books or journals, demonstrating the advancement of an independent research program which contributes substantively to scholarly understanding of the historical ideas, traditions,

	<p>and texts that have shaped the American constitutional order and society.</p> <ul style="list-style-type: none"> • Evidence of impact of peer-reviewed and scholarly publications, which may include: citations; comments from outside reviewers; quality of publication venue; awards and invitations post-publication. • Success at securing competitive national or international grants, fellowships, and other support for research. • Editing or contributing to peer-reviewed and scholarly volumes or journal special issues, organizing or contributing to symposia, conferences, other field specific venues that demonstrate recognition of the intellectual leadership of the candidate. • Forthcoming publications, essays submitted for publication, and conference presentations delivered demonstrating progress on new research projects. • A personal statement from the candidate serving as a guide to the coherence, trajectory, and significance of their scholarly achievements and forthcoming agenda, in the contexts of both their affiliated discipline(s) and interdisciplinary efforts to advance scholarly understanding of the historical ideas, traditions, and texts that have shaped the American constitutional order and society.
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SERVICE	
Criteria	Types of Evidence Demonstrating Impact and Showing Criteria Have Been Met
Candidates must demonstrate a commitment to serving the Center and its mission, actively contributing to the Center, and building relationships to the broader university and scholarly communities.	Candidates may be asked to submit:
	<ul style="list-style-type: none"> • Evidence of regular participation in the Center's committees and campus programming. • A record of advancing the Center's mission through leading roles taken in community engagement, public-facing and public-service activities, working with student organizations, and major professional organizations. • Service to the profession including serving as a reviewer for manuscripts or grant proposals, serving as chair or discussant at professional meetings, holding formal positions in major professional organizations, and serving on committees within the university.

2 Promotion to Professor

Faculty Rule [3335-6-02](#) establishes the following general criteria for promotion to the rank of professor:

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

The specific criteria in teaching, scholarship, and service for promotion to professor are similar to those for promotion to associate professor with tenure, with the added expectation of sustained accomplishment and quality of contributions, a record of continuing professional growth, and evidence of established national or international reputation in the field. This may be demonstrated through achievements including qualitative evaluation of the candidate's scholarship completed by at least five external reviewers; material evidence of progress on a substantial scholarly project (e.g., a book contract; receipt of competitive grants, fellowships, or other support related to the project; invited presentations or publications related to the project); teaching awards; impact of the candidate's teaching as evidenced by achievements of students taught and mentored; commitment to service demonstrated by leadership within the Center and the broader profession.

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. Promotion should reflect the reality that (a) not all faculty members have the same distribution of assignments (b) not all faculty members will be able to contribute excellence equally in all evaluation dimensions; and (c) there is a multi-faceted institutional responsibility that must be achieved by the skills of the faculty collectively. Promotion to professor should be awarded not only to those faculty who have demonstrated impact in their scholarship of research and creative inquiry, teaching and learning, and service, but also to those who have exhibited excellence in leadership to make visible and demonstrable impact upon the mission of the Center and University.

3 Teaching/Professional Practice Faculty

Promotion to Assistant Teaching Professor or Professional Practice Assistant Professor. For promotion to assistant teaching professor or professional practice assistant professor, a faculty member must complete his or her doctoral degree and meet the required licensure/certification in his/her/their specialty and be performing satisfactorily in teaching, professional practice, and service. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

Promotion to Associate Teaching Professor or Professional Practice Associate Professor. For promotion to associate teaching professor or professional practice associate professor, 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 the Center. Specific criteria in teaching and service for promotion to associate clinical/teaching professor and to professional practice associate professor are similar to those for promotion to associate professor with tenure. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

Promotion to Teaching Professor or Professional Practice Professor. For promotion to teaching professor or professional practice professor, 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 the Center and to the profession; and production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

4 Research Faculty

Promotion to Research Associate Professor. For promotion to research associate professor, a faculty member must have a substantial record of high-quality focused research consistent with an appointment devoted solely to research. Publications must appear in high-quality peer-reviewed venues and be judged by external evaluators as having substantial positive impact on the field. A record of continuous peer reviewed extramural and/or commercial funding is required along with evidence of a growing national reputation. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

Promotion to Research Professor. For promotion to research professor, a faculty member must have a national or international reputation built on an extensive body of high-quality publications and with demonstrated impact on the field. A record of continuous peer-reviewed extramural and/or commercial funding is required, along with demonstrated research productivity as a result of such funding. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

5 Associated Faculty

Promotion to Adjunct Associate Professor and Adjunct Professor. The relevant criteria for the promotion of adjunct faculty members shall be the same as those for the promotion of tenure-track, teaching/professional practice, or research faculty, as appropriate to the appointment, above.

Promotion to Associate Professor and Professor with FTE below 50%. The relevant criteria for the promotion of associated faculty members with tenure-track titles are those for the promotion of tenure-track faculty above.

Promotion to Senior Lecturer. Lecturers may be promoted to senior lecturer if they meet the criteria for appointment at that rank as described in Section IV.A.4.

Promotion of Visiting Faculty. Visiting faculty members are not eligible for promotion.

B Procedures

The Center's procedures for promotion and tenure and promotion reviews are fully consistent with those set forth in Faculty Rule [3335-6-04](#) for tenure-track faculty, [3335-7-05](#) for teaching/professional practice faculty, and [3335-7-32](#) for research faculty, and the Office of Academic Affairs annually updated procedural guidelines for promotion and tenure reviews found in Chapter 3 of the [Policies and Procedures Handbook](#).

1 Tenure-Track, Teaching/Professional Practice, and Research Faculty

a Candidate Responsibilities

Candidates for promotion and tenure or promotion are responsible for submitting a complete, accurate dossier and providing a copy of the APT document under which they wish to be reviewed, if other than the Center's current document. If external evaluations are required, candidates are responsible for reviewing the list of potential external evaluators compiled for their case according to Center guidelines. Each of these elements is described in detail below.

- **Dossier**

Every candidate must submit a complete and accurate dossier that follows the Office of Academic Affairs [dossier outline](#). 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.

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 him or her.

The time period for teaching documentation to be included in the dossier for probationary faculty is the start date to present. For tenured or nonprobationary faculty it is the date of last promotion, reappointment, or the last five years, whichever is more recent, to present. The eligible faculty may allow a candidate to include information prior to the date of last promotion or reappointment if it believes such information would be relevant to the review. Any such material should be clearly indicated.

For scholarship documentation, a full history of publications and creative work should be included, as this information provides context to the more recent and relevant research record and/or demonstrates scholarly independence. Information about scholarship produced prior to the start date (for probationary faculty) or date of last promotion or reappointment may be provided. Any such material should be clearly indicated. However, it is the scholarship performance since the start date or date of last promotion that is to be the focus of the evaluating parties.

The time period for service documentation to be included in the dossier for probationary faculty is the start date to present. For tenured or nonprobationary faculty it is the date of last promotion, reappointment, or the last five years, whichever is more recent, to present. The eligible faculty may allow a candidate to include information prior to the date of last promotion or reappointment if it believes such information would be relevant to the review. Any such material should be clearly indicated.

A candidate's dossier will typically include summaries of SEI reports, peer evaluations of teaching, and evidence of teaching-related activities (e.g., involvement in pedagogical development programming, mentoring and co-curricular programs, awards and other formal recognition of teaching); copies of all peer-reviewed research accepted for publication, documentation of research-related grants or other awards for research, and documentation of scholarly presentations; a listing of service activities, and any available testimony (e.g., statements from committee chairs) of the quality of service that enhances the quality of the list provided.

The complete dossier is forwarded when the review moves beyond the Center. The documentation of teaching is forwarded along with the dossier. The documentation of

scholarship and service is for use during the Center review only, unless reviewers at the University level specifically request it.

- **Appointments, Promotion, and Tenure (APT) Document**

Because the Chase Center was established in 2023, current candidates will be reviewed using the Center's current APT document available [here](#). Future candidates may indicate the APT document under which they wish to be reviewed. A candidate may be reviewed using the Center's current APT document, or they may elect to be reviewed under either (a) the APT document that was in effect on their start date, or (b) the APT document that was in effect on the date of their last promotion (or last reappointment in the case of teaching/professional practice and research faculty), whichever of these two latter documents is the more recent. However, for tenure-track faculty the current APT document must be used if the letter of offer or last promotion, whichever is more recent, was more than 10 years before April 1 of the review year.

If a candidate wishes to be reviewed under an APT other than the current approved version, a copy of the APT document under which the candidate has elected to be reviewed must be submitted when the dossier is submitted to the Center.

- **External Evaluations** (see also External Evaluations below)

If external evaluations are required, candidates are responsible for reviewing the list of potential external evaluators developed according to Center guidelines. 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. The Center Director decides whether removal is justified.

b Promotion and Tenure Committee Responsibilities

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

- To review this APT document annually and to recommend proposed revisions to the Center Director.
- 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 (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 may be denied a formal promotion review under Faculty Rule [3335-6-04A\(3\)](#) only once. Faculty Rules [3335-7-08](#) and [3335-7-36](#) make the same provision for non-probationary teaching/professional practice and research faculty,

respectively. 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.

- A decision by the committee to permit a review to take place in no way commits the eligible faculty, the Center Director, 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 [here](#).
 - **Late Spring:** Suggest names of external evaluators to the Center Director. The external evaluators will be drawn predominantly from the lists of peer and aspirational peer programs (see Section VI.B.4 below). Justification will be provided in cases when a suggested evaluator is from a program not included on these lists.
 - **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 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.
 - Consider the interdisciplinary work of a candidate across multiple units as part of the whole work, especially if the candidate has a joint appointment in another unit.
 - Revise the draft analysis of each case following the meeting of the full 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 Center Director.
 - 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 Center Director in the case of joint appointees from another tenure-initiating unit. The full eligible faculty does not vote on these cases since the Center's recommendation must be provided to the other tenure-initiating unit substantially earlier than the committee begins meeting on the Center's cases.

c Eligible Faculty Committee Responsibilities

The responsibilities of the members of the Eligible Faculty Committee 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.

d Center Director Responsibilities

The Center Director is responsible to maintain the Center's mission of citizenship education. To support that mission, some of the responsibilities of the Center Director specific to the promotion and tenure process are as follows:

- To determine whether a candidate is authorized to work in the United States and whether a candidate now, or in the future, will require sponsorship for an employment visa or immigration status. For tenure-track assistant professors, the Director will confirm that candidates are eligible to work in the U.S. Candidates who are not U.S. citizens or nationals, permanent residents, asylees, or refugees will be required to sign an [MOU](#) at the time of promotion with tenure.
- **Late Spring Semester:** To solicit external evaluations from a list including names suggested by the Promotion and Tenure Committee, the Center Director, and the candidate. (Also see External Evaluations below.)
- To review faculty with budgeted joint appointments whose primary appointment is in this Center. The Center Director will seek a letter of evaluation from the TIU head of the joint appointment unit. The input should be in the form of a narrative commenting on faculty duties, responsibilities, and workload; on any additional assignments; and on impact of the work of the individual in the field of the joint unit.
- To make 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 charge each member of the Eligible Faculty Committee to conduct reviews free of bias and based on criteria.
- To remove any member of the eligible faculty from the review of a candidate when the member has a conflict of interest but does not voluntarily withdraw from the review.
- To attend the meetings of the eligible faculty at which promotion and tenure matters are discussed and respond to questions raised during the meeting. At the request of the eligible faculty, the Center Director will leave the meeting to allow open discussion among the eligible faculty members.

- **Mid-Autumn Semester:** To provide an independent written evaluation and recommendation for each candidate, following receipt of the eligible faculty's completed evaluation and recommendation.
- 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 Center's review process:
 - of the recommendations by the eligible faculty and Center Director;
 - of the availability for review of the written evaluations by the eligible faculty and Center Director; and
 - of the opportunity to submit written comments on the above material, within ten calendar days from receipt of the letter from the Center Director, for inclusion in the dossier. The letter is accompanied by a form that the candidate returns to the Center Director, indicating whether or not he/she/they will submit comments.
- To provide a written response to any candidate comments that warrant response for inclusion in the dossier.
- To forward the completed dossier to the Office of Academic Affairs by that office's deadline.
- To receive the Promotion and Tenure Committee's written evaluation and recommendation of candidates who are joint appointees from other tenure-initiating units, and to forward this material, along with the Center Director's independent written evaluation and recommendation, to the head of the other tenure-initiating unit by the date requested.

2 Procedures for Associated Faculty

Adjunct faculty and associated faculty with tenure-track titles for whom promotion is a possibility follow the promotion guidelines and procedures detailed in Section VI.B above, with the exception that the review does not proceed to the Office of Academic Affairs if the Center Director's recommendation is negative (a negative recommendation by the Center Director is final in such cases).

3 External Evaluations

This Center will generally seek external evaluations from Ohio State's "peer" and "aspirational peer" institutions, as well as R01 institutions that are members of the Association of American Universities (AAU) and the Big Ten Academic Alliance (BTAA), privileging those with independent units, or otherwise well-developed programs, in civics including, but not limited to: Arizona State University; Boston University; Brandeis University; Cornell University; Duke University; Emory University; George Washington University; Harvard University; Indiana University; Johns Hopkins University; Michigan State University; Northwestern University; Pennsylvania State University; Princeton University; Purdue University; Rutgers University; Stanford University; Texas A&M University; Tulane University; Tufts University; University of Arizona; University of California, Berkeley; University of California, Los Angeles; University of California, San Diego; University of Chicago; University of Florida; University of Maryland; University of Michigan; University of Minnesota; University of Missouri, Columbia; University of North Carolina, Chapel Hill; University of Notre Dame; University of Pennsylvania;

University of Southern California; University of Texas at Austin; University of Virginia; University of Washington; University of Wisconsin, Madison; Washington University in St. Louis; Vanderbilt University; and Yale.

The Director may select an evaluator from a program not included on these lists with justification approved by the Office of Academic Affairs.

External evaluations of scholarly activity and research are obtained for all promotion reviews in which scholarship must be assessed. These include all tenure-track faculty promotion and tenure or promotion reviews and all research faculty promotion reviews. External evaluations of scholarly activity and research are not obtained for teaching/ professional practice or associated faculty unless the faculty member has been involved in a significant amount of scholarship. The decision to seek external evaluations for a teaching/professional practice or associated faculty member will be made by the Center Director after consulting with the candidate and the chair of the Promotion and Tenure Committee.

A conflict of interest for external reviewers exists if the reviewer is or has been to the candidate: a) a thesis, dissertation, or postdoctoral advisee/advisor; b) a research collaborator, which includes someone who has been a coauthor on a publication within the past 3 years, including pending publications and submissions; c) a collaborator on a project within the past 3 years, including current and planned collaborations; d) in a consulting/financial arrangement with the candidate within the past 3 years, including receiving compensation of any type (e.g., money, goods, or services); e) a relative or close personal friend; or f) in any relationship, personal or professional, that could reduce the reviewer's objectivity. Also excluded are reviewers from the same institution, or those who had previous employment in the same institution within the past 12 months, or those who are being considered for employment at that institution.

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 is not a close personal friend, former academic advisor or postdoctoral mentor of the candidate, or someone who has collaborated extensively with the candidate or is currently collaborating with the candidate (see description of conflict of interest for external reviewers just above). Qualifications are generally judged on the basis of the evaluator's expertise, record of accomplishments, and institutional affiliation. This Center will solicit evaluations from professors with institutional affiliations predominately in the programs identified above. 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 Center 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 Committee, the Center Director, and the candidate. If the evaluators suggested by the candidate meet the criteria for credibility, a letter is requested from at least one of those persons. Faculty Rule [3335-6-04](#) requires that no more than half the external evaluation letters in the dossier be written by persons suggested by the candidate. In the event that the person(s) suggested by the candidate do not agree to write, neither the Office of Academic Affairs nor this Center requires that the dossier contain letters from evaluators suggested by the candidate.

The Center may follow the Office of Academic Affairs suggested format for letters requesting external evaluations. A sample letter for tenure-track and research faculty can be found [here](#). A sample letter for teaching/professional practice faculty can be found [here](#).

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 Center Director, 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 Center's written evaluations or brought to the attention of the Office of Academic Affairs for advice.

VII Promotion and Tenure and Reappointment Appeals

Faculty members who believe they have been evaluated improperly for tenure, promotion, or reappointment may appeal a negative decision to the University Senate Committee on Academic Freedom and Responsibility.

Performance that is adequate for annual reappointment may not be adequate for the granting of promotion or tenure with promotion for faculty on the tenure track or, in the case of teaching/professional practice or research faculty, for securing a reappointment.

Faculty Rule [3335-6-05](#) sets forth general criteria for appeals of negative promotion and tenure decisions.

Appeals alleging improper evaluation are described in Faculty Rule [3335-5-05](#).

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

VIII Seventh-Year Reviews

Faculty Rule [3335-6-05](#) sets forth the conditions of and procedures for a Seventh-Year Review for a faculty member denied tenure as a result of a sixth-year (mandatory tenure) review.

IX Procedures for Student and Peer Evaluation of Teaching

A Student Evaluation of Teaching

Use of the Student Evaluation of Instruction (SEI) is required in every course offered in this Center. Faculty members should choose a day late in the semester when attendance is likely to be high if students will be asked to complete the evaluation using a mobile application. The faculty member must leave the classroom during the time allotted for completing the evaluation.

B Peer Evaluation of Teaching

The Center Director oversees the Center's peer evaluation of teaching process.

Annually the Center Director 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 is one year, with reappointment possible. Although there is no presumption 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.

The responsibilities of the Peer Review of Teaching Committee are as follows:

- to review the teaching of probationary tenure-track, teaching/professional practice, and associated faculty with multiple year appointments at least once per year with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned.
- to review the teaching of tenured associate professors and nonprobationary assistant teaching professors, nonprobationary associate teaching professors, nonprobationary professional practice assistant professors, and nonprobationary professional practice associate professors 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 over a six year period and of having at least four peer reviews of teaching before the commencement of a promotion review.
- to review the teaching of tenured professors and nonprobationary teaching professors and nonprobationary professional practice professors 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 during the year of the review.
- to review, upon the Center Director's request, the teaching of any faculty member not currently scheduled for review. Such reviews are normally triggered by evidence of the need for providing assistance in improving teaching.
- to review the teaching of a faculty member not currently scheduled for review, upon that individual's request, to the extent that time permits. Reviews conducted at the request of the faculty member are considered formative only. The Center Director is informed that the review took place, but the report is given only to the faculty member who requested the review. Faculty seeking formative reviews may also seek the services of the [Michael V. Drake Institute for Teaching and Learning](#).

Reviews conducted upon the request of the Center Director or the faculty member focus on the specific aspects of instruction requested by the Center Director or faculty member and may or may not include class visitations.

Regularly scheduled peer teaching evaluations (the first three situations listed above) are comprehensive and should include, in addition to class visitation, 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 has 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.

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 Center Director, copied to the candidate. The candidate may provide written comments on this report and the reviewer may respond if desired. The reports are included in the candidate's promotion and tenure dossier.