Appointments, Promotion, and Tenure Criteria and Procedures for The Ohio State University College of Dentistry

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I Preamble

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 policies and procedures of the college and University to which the college and its faculty are subject.

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

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

The faculty and the administration are bound by the 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 standards established in Faculty Rule 3335-6-02 and other standards specific to this college; and to make negative recommendations when these are warranted in order to maintain and improve the quality of the faculty.

Decisions considering appointment, reappointment, and promotion and tenure will be free of discrimination in accordance with the University's policy on equal employment opportunity

II College Mission

The College of Dentistry is dedicated to addressing the evolving health care needs of communities in Ohio, the nation, and the world by:

- Providing comprehensive oral and craniofacial health care in an inter-professional health science community
- Educating health care professionals and scientists in a collaborative and diverse academic environment
- Creating, discovering, and sharing knowledge
- Preparing socially responsible and engaged citizens
- Promoting a culture of excellence, respect, and inclusiveness

III Definitions

A Committee of the Eligible Faculty

The eligible faculty for all appointment (hiring), reappointment, contract renewal, promotion, or promotion and tenure reviews must have their tenure home or primary appointment in the tenure initiating unit (TIU). The Ohio State University College of Dentistry is the tenure initiating unit referenced in this document and will be referred to as OSUCOD or the college throughout.

The dean and assistant and associate deans of the college, the executive vice president and provost, and the president may not participate as eligible faculty members in reviews for appointment, reappointment, promotion, promotion and tenure, or contract renewal.

1 Tenure-track Faculty

Initial Appointment Reviews

- For an appointment (hiring or appointment change from another faculty type) review at senior rank (associate professor or professor), the eligible faculty consists of all tenure-track faculty in the college.

- 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, 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 Clinical Faculty

Initial Appointment Reviews

- For an appointment (hiring or appointment change from another faculty type) review at senior rank (associate clinical professor, clinical professor), the eligible faculty consists of all tenure-track and all clinical faculty in the college.

- 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 clinical faculty of equal or higher rank than the position requested (a faculty member is no longer probationary once they have been reappointed following the initial probationary appointment term).

Reappointment, Contract Renewal, and Promotion Reviews

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

- For the promotion reviews of associate professors and the reappointment and contract renewal reviews of clinical professors, the eligible faculty consists of all tenured professors and all nonprobationary clinical professors.

3 Research Faculty

Initial Appointment Reviews

- For an appointment (hiring or appointment change from another faculty type) review at senior rank (research associate professor or research professor), the eligible faculty consists of all tenure-track and all research faculty in the college.

- 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, Contract Renewal, and Promotion Reviews

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

4 Associated Faculty

Initial Appointment, Reappointment, and Contract Renewal

- Initial appointment (hiring or appointment change from another faculty type), reappointment, and contract renewal of associated faculty members are decided by the division chair in consultation with the dean.

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

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, clinical titles, and lecturer titles.

  For the promotion reviews of associated faculty with adjunct titles, the eligible faculty shall be the same as for tenure-track, clinical, 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 above.

  For the promotion reviews of associated clinical faculty, the eligible faculty shall be the same as for clinical faculty as described in Section IIII.A.2 above.

  The promotion of a lecturer to senior lecturer is decided by the division chair in consultation with the dean.

5 Conflict of Interest

A conflict of interest exists when an eligible faculty member is related to a candidate or has a comparable close interpersonal relationship, has substantive financial ties with the candidate, is dependent in some way on the candidate's services or success for his/her/their own success, has a close professional relationship with the candidate (dissertation advisor), or has collaborated so extensively with the candidate that an objective review of the candidate's work is not possible. Generally, faculty members who have collaborated with a candidate on at least 50% of the

candidate's published work since the last promotion will be expected to withdraw from a promotion or reappointment review of that candidate.

6 Minimum Composition

In the event that a college does not have at least three eligible faculty members who can undertake a review, the dean, after consulting with OSU Office of Academic Affairs, will appoint a faculty member from another unit within the university.

B Appointments, Promotion, and Tenure Committee

The college has an Appointments, Promotion, and Tenure Committee that reviews the appointment, promotion, tenure and reappointment or renewal of college faculty and provides an evaluative written assessment to the dean. The committee's assessment is advisory to the dean. The college committee provides a vote regarding promotion and/or tenure and consensus that all earlier review processes met written university and college procedures. A quorum of five committee members is required to discuss business and vote.

Appointments, Promotion, and Tenure Committee Membership:

A 7-member Appointments, Promotion and Tenure Committee serves as a representative of the eligible faculty. Membership is limited to faculty of at least associate professor rank, and six of the seven members must be tenured. Terms limits are 5 years. Each year the Dean appoints a new member to replace a member who has reached the end of their term. The committee functions in accordance with Faculty Rules 3335-6-02, 3335-6-04, and 3335-7-05, 3335-7-08, 3335-7-09, and 3335-7-10. The roles of Chair and Chair-Elect will be assigned by the Dean annually. The Chair-elect is appointed in the third year of the term. The Chair-elect becomes Chair in the fourth year of the term and serves as advisor to the Chair in the fifth year of the term. The Chair-elect and Chair must have the rank of Professor with tenure.

Due to inherent and potential conflicts of interest related to the Promotion and Tenure process outlined in the College's APT document Section III A.5, Division Chairs and Associate Deans are ineligible to serve as Chairs on this committee.

C Quorum

The quorum required for the college to discuss and vote on all personnel decisions is two thirds of the eligible faculty. The eligible faculty includes those 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 dean has approved an off-campus assignment. Faculty members who withdraw or recuse themselves because of a conflict of interest are not counted when determining quorum.

D Recommendation from the Committee of the Eligible Faculty

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

Absentee ballots and proxy votes are not permitted, but participating fully in discussions and voting via remote two-way electronic connection are allowed.

1 Appointment

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

- In the case of joint appointments, the college must seek input from the joint-appointment college prior to the appointment of that candidate.

2 Reappointment, Promotion and Tenure, Promotion, and Contract Renewal

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

- In the case of joint appointments, the college must seek input from the joint-appointment college prior to the reappointment, promotion and/or tenure, or contract renewal of that candidate.

IV Appointments

A Criteria

The college is committed to making only faculty appointments that enhance or have strong potential to enhance the quality of the faculty. Important considerations include an individual's record to date in teaching, scholarship and service; the potential for professional growth in each of these areas; and the potential for interacting with colleagues and students in a way that will enhance their academic work and attract other outstanding faculty and students to the college. No offer will be extended in the event that the search process does not yield one or more candidates who would enhance faculty quality. The search is either cancelled or continued, as appropriate to the circumstances.

The appointment of all compensated tenure-track, clinical, research, and associated faculty, irrespective of rank, must be based on a formal search process following the SHIFT Framework for faculty recruitment.

For appointments that have teaching responsibilities, the candidate will be expected to demonstrate potential to meet the following criteria that will be used for evaluation of teaching effectiveness:

- content expert
- ability to organize and present subject matter with clarity, logic, and enthusiasm.
- capacity to interact effectively with trainees in order to motivate and inspire them.

1 Tenure-track Faculty

The College of Dentistry has two types of tenure-track faculty:

- Faculty with a research emphasis that typically have a PhD degree but may not have a DDS or equivalent degree. They are not typically involved in the clinical teaching of students but may be involved with preclinical and didactic instruction.

- Dental faculty with both clinical and research emphasis. These dentist faculty have a

DDS or equivalent degree and may also have the PhD degree. The dental hygiene faculty have MS degrees and may also have the PhD degree. The responsibilities of this category of faculty include the clinical teaching of students, and these faculty may participate in the college Dental Faculty Practice. Board certification is a positive factor for faculty appointment in clinical areas where such certification is available.

The appointment criteria and the promotion criteria (see sections VI.A.1 and VI.A.2) vary for these two types of faculty and their areas of expertise. Scholarship is required for all tenure-track faculty members.

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 that of assistant professor. A college 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. When an instructor has not completed requirements for promotion to the rank of assistant professor by the end of the third year of appointment, the third year is a terminal year of employment.

Upon promotion to assistant professor, the faculty member may request prior service credit for time spent as an instructor. This request must be approved by the college's eligible faculty, the dean, and the OSU 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 exclude time from the probationary period. In addition all probationary faculty members have the option to be considered for early promotion.

Assistant Professor. An earned terminal degree (DDS, DMD or the equivalent; PhD, MD, EdD, or MS for dental hygiene) 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 college 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. All faculty starting within the same calendar year are in the same cohort for promotion and tenure reviews. Review for tenure prior to the mandatory review year is possible when the college's Appointments, Promotion, and Tenure Committee determines such a review to be appropriate. A non-tenured faculty member may be denied a non-mandatory promotion and tenure review each year up to the year of the mandatory review. There will be no penalty for an unsuccessful review. The granting of prior service credit, which requires approval of the OSU 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 exclude time from the probationary period.

Associate Professor and Professor. Appointment offers at the rank of Associate Professor or Professor and offers of prior service credit require prior approval of the OSU 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 OSU 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 should not occur.

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

2 Clinical 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 clinical faculty members must be for a period of five years. The initial contract is probationary, with reappointment considered annually. Second and subsequent contracts for assistant and associate clinical professors must be for a period of at least three years and for no more than five years. Second and subsequent contracts for clinical professors must be for a period of at least three years and no more than eight years. Tenure is not granted to clinical faculty. There is also no presumption that subsequent contracts will be offered, regardless of performance. If the college wishes to consider contract renewal, a reappointment review of the faculty member is required in the penultimate year of the current contract period according to procedures set forth in the Faculty Annual Review and Reappointment Policy, III, A-G.

Clinical Instructor. Appointment is normally made at the rank of clinical instructor when the appointee has not completed the requirements for the terminal degree. The college 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 Clinical Professor. An earned doctorate (DDS, DMD, or the equivalent; PhD, MD, EdD; or MS or the equivalent for dental hygiene) and the required licensure/certification in his/her/their specialty (*if applicable*) are the minimum requirements for appointment at the rank of assistant professor. Evidence of ability to teach is highly desirable. In clinical areas where appropriate, board certification is a positive factor.

Associate Clinical Professor, Clinical Professor. Appointment at the rank of associate clinical or clinical professor requires that the individual have an earned doctorate (*or appropriate terminal degree*) (DDS, DMD, or the equivalent; PhD, MD, EdD; or MS or the equivalent for dental hygiene) and the required licensure/certification in his/her/their specialty *(if applicable)*, and meet, at a minimum, the college's criteria—in teaching, professional practice and other service, and scholarship—for promotion to these ranks. In clinical areas where appropriate, board certification is a positive factor.

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 college.

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 support an externally funded research program of a principal investigator (PI).

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 college'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 appointments may be compensated or uncompensated. Adjunct faculty appointments are given to individuals who give academic service to the college, such as teaching a course or serving on graduate student committees, for which a faculty title is appropriate. The adjunct faculty rank is determined by applying the criteria for appointment of tenure-track, clinical, or research faculty, as appropriate to the appointment. Adjunct faculty members are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure-track, clinical, or research faculty, as appropriate to the appointment.

Assistant Professor, Associate Professor, Professor with FTE below 50%. 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.

Clinical Instructor of Practice, Clinical Assistant Professor of Practice, Clinical Associate Professor of Practice, Clinical Professor of Practice. Associated clinical appointments may either be compensated or uncompensated. Uncompensated appointments are given to individuals who volunteer uncompensated academic service to a college, for which a faculty title is appropriate. Associated clinical practice rank is determined by applying the criteria for appointment of clinical faculty. Associated clinical practice faculty members are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of clinical 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 should generally not exceed one year.

Senior Lecturer. Appointment as senior lecturer requires that the individual have, at a minimum, a doctorate 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 should generally not exceed one year.

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. Full-time tenure track, clinical, research, or associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service.

Faculty will send a request for emeritus faculty status to the college head outlining academic performance and citizenship. The Committee of Eligible faculty (tenured associate professors and professors, nonprobationary associate clinical professors, and nonprobationary clinical professors) will review the application and make a recommendation to the dean. The dean will decide upon the request, and if appropriate submit it to OSU OAA, who will forward a recommendation to the executive vice president and provost. If the faculty member requesting emeritus status has in the 10 years prior to the application engaged in serious dishonorable conduct in violation of law, rule, or policy and/or caused harm to the university's reputation or is retiring pending a procedure according to Faculty Rule 3335-05-04, emeritus status will not be considered.

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

6 Courtesy Appointments for Faculty

Occasionally the college finds that the active academic involvement by a tenure-track, clinical, or research faculty member from another unit at Ohio State warrants the offer of a 0% FTE (courtesy) appointment. 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, clinical, research, and associated faculty, irrespective of rank, must be based on a formal search process following the SHIFT Framework for faculty recruitment. 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.

See the Policy on Faculty Recruitment and Selection and the Policy on Faculty Appointments for information on the following topics:

- recruitment of tenure-track, clinical, 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

1 Tenure-track Faculty

A national search is required to ensure a comprehensive and competitive 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 OSU OAA Policy on Faculty Recruitment and Selection.

Within all divisions of the college, searches for tenure-track faculty proceed as follows:

The dean provides approval for a division 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 dean appoints a search committee consisting of three or more faculty who reflect the field of expertise that is the focus of the search (if relevant) as well as other fields within the unit.

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 and competitive applicant pools, conduct consistent and equitable 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, comprehensive and competitive 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 dean.

- "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 the offer involves senior rank, the eligible faculty members must vote on the appropriateness of the proposed rank. If the offer may involve prior service credit, the eligible faculty members vote on the appropriateness of such credit. The eligible faculty reports a recommendation on the appropriateness of the proposed rank or the appropriateness of prior service credit to the dean. Appointment offers at the rank of associate professor with or without tenure, 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 dean decides which candidate to approach first. The details of the offer, including compensation, are determined by the dean.

The college 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 Clinical Faculty

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

3 Research Faculty

Searches for research faculty generally proceed identically as for tenure-track faculty, with the exception that during the on-campus interview the candidate is asked to make a research presentation and exceptions to a national search require approval only by the dean.

4 Transfer from the Tenure Track

Tenure-track faculty may transfer to a clinical or research appointment if appropriate circumstances exist. Tenure or tenure eligibility is lost upon transfer, and transfers must be approved by the division chair, the dean, and the executive vice president and provost.

The request for transfer must be initiated by the faculty member in writing and must state clearly how the individual's career goals and activities have changed. Publications and activities accrued on the tenure track may count towards promotion on the clinical faculty unless the work is categorically different.

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

5 Associated Faculty

The appointment of compensated associated faculty members follows 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 then decided by the division chair in consultation with dean based on recommendations from the search committee.

The reappointment of all compensated associated faculty members is decided by the division chair in consultation with the dean.

Compensated associated appointments are generally made for a period of one to three years, unless a shorter or longer period is appropriate to the circumstances.

Appointment and reappointment of uncompensated adjunct or visiting faculty may be proposed by any faculty member in the unit and are decided by the division chair in consultation with the dean.

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 a college'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.

6 Courtesy Appointments for Faculty

Any faculty member within a college may propose a 0% FTE (courtesy) appointment for a tenure-track, clinical, or research faculty member from another Ohio State unit. A proposal describing the uncompensated academic service that justifies the appointment is considered at a division faculty meeting. If the proposal is approved by simple majority of division faculty and division chair, the recommendation is then forwarded to the dean for consideration. The division head reviews all courtesy appointments every three years to determine whether they continue to be justified, and takes recommendations for nonrenewal before the faculty for a vote at a regular meeting.

V Annual Performance and Merit Review

The annual performance and merit review of a faculty member is the responsibility of that faculty member's division chair and dean.

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; 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.
- Depending on their appointment type, the review is based on expected performance in teaching, scholarship, and service as set forth in the college's guidelines on faculty duties and responsibilities; on any additional assignments and goals specific to the individual; and on progress toward promotion where relevant.
- Meritorious performance in teaching, scholarship, and service is assessed in accordance with the same criteria that form the basis for promotion decisions.
- Annual performance and merit reviews must include a scheduled opportunity for a face-to-face meeting as well as a written assessment.
- Per Faculty Rule 3335-3-35, division chairs are 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.

All divisions within the college must follow the requirements for annual performance and merit reviews as set forth in the Policy on Faculty Annual Review and Reappointment. It is the expectation of the college that annual performance and merit reviews will also be consistent with the college's APT document and other relevant policies, procedures, practices, and standards established by: (1) the college, (2) the Faculty Rules, (3) the Office of Academic Affairs, and (4) the Office of Human Resources.

The dean must assess an annual performance and merit review when a division chair has submitted (1) a Report of Non-Renewal of Probationary Appointment of Faculty; (2) the fourth-year review of a probationary faculty member; or (3) a Report of Contract Renewal or Non-Renewal for clinical faculty or research faculty. The dean conducts an independent assessment of performance and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment. The dean then forwards the case to the OSU OAA, which makes the final decision on renewal or nonrenewal of the probationary appointment.

A. Documentation

For their annual performance and merit review, the college requires faculty members to submit the following documents to their division chair no later than April 30:

- 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 (see Section VI).

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 division chair, who

meets with the faculty member to discuss performance, future plans, and goals; and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment.

If the division chair recommends renewal of the appointment, this recommendation is final. The division chair's annual review letter to the faculty member renews the probationary appointment for another year and includes content on future plans and goals. The faculty member may provide written comments on the review. The division chair's letter (along with the faculty member's comments, if received) is forwarded to the dean. 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 division chair 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 dean for review. The dean conducts an independent assessment of performance and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment. The dean then forwards the case to the OSU OAA, which 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 exception that external evaluations are optional and OSU OAA makes the final decision regarding renewal or nonrenewal of the probationary appointment.

Internal and external evaluations are solicited only when either the division chair, in consultation with the chair of the Appointments, Promotion, and Tenure Committee 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 Appointments, Promotion, and Tenure Committee will review the dossier for completeness and consistency. The eligible faculty conducts a review of the candidate. On completion of the review, the eligible faculty votes by written ballot, or electronic ballot in compliance with university recommendations on whether to renew the probationary appointment.

The eligible faculty forwards a record of the vote and a written performance review to the dean, 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 college review, the formal comments process (per Faculty Rule 3335-6-04) is followed and the case is forwarded to OSU Office of Academic Affairs for review, regardless of whether the dean head recommends renewal or nonrenewal.

2 Exclusion of Time from Probationary Period

Faculty Rule 3335-6-03 (D) sets forth the conditions under which a probationary tenure-track faculty member may exclude time from the probationary period. 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 college's right to recommend nonrenewal of an appointment during an annual review.

C Tenured Faculty

Associate professors are reviewed annually by the division chair. In a large division, the division chair may designate the responsibility for the annual review of associate professors to a vice chair. Accountability for the annual review process resides with the division chair. The division chair or designee conducts an independent assessment; meets with the faculty member to discuss his/her/their 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 division chair, or designee in a large division, who meets with the faculty member to discuss his/her/their performance and future plans and goals. The annual review of professors is based on their having achieved sustained excellence and ongoing outcomes in the discovery and dissemination of new knowledge relevant to the mission of the tenure initiating unit, as demonstrated by ongoing national and international recognition of their scholarship; ongoing excellence in teaching, including their leadership in graduate education in both teaching and mentoring students; and ongoing outstanding service to the college, 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 division chair or designee prepares a written evaluation of performance against these expectations. The faculty member may provide written comments on the review.

D Clinical Faculty

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

In the penultimate contract year of a clinical faculty member's appointment, the division chair, in consultation with the dean, 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.

Reappointment in the College of Dentistry follow procedures set forth in the Faculty Annual Review and Reappointment Policy, III, A-G. For a clinical faculty member applying for initial reappointment, the division chair assigns the Peer Review of Teaching Committee to evaluate the effectiveness of his or her skills as a teacher, through student evaluation of teaching, reports from Peer Review of Teaching Committee, and outcomes (see Section IX). The Division Chairs will obtain the list of the college's trained Peer Reviewers from the Office of the Executive Associate Dean. The Division chair will pair a trained Peer Reviewer with a division faculty member to evaluate effective skills as a teacher. The Division Chair will notify all parties. The Peer Review of Teaching process is outlined here.

From this review, a formative and summative report will be generated and shared with the faculty member. The summative report will be submitted to the Division Chair and included in the faculty member's dossier.

In addition, the division chair will then prepare and submit a letter assessing teaching, service, and scholarship (if applicable). This letter becomes part of the official dossier. For the first reappointment without promotion, the dossier is reviewed by all eligible faculty in the college at the same or higher rank as the candidate. The timeline and responsibilities are the same as promotion and tenure reviews (see Section VI B1).

For cases where the clinical faculty member is seeking subsequent reappointment without promotion, they may submit a complete core dossier with attachments and letters or, alternatively, a reappointment document containing a CV, biographical narrative, peer evaluations of teaching, student evaluations of teaching, and information about course administration, lecturing, seminar, clinical and/or laboratory teaching in the summer of their last contract year. This is reviewed first by the Division Chair followed by the Dean and submitted to OAA

There is no presumption of renewal of contract.

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 division chair, in consultation with the dean, 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.

In accordance with procedures set forth in the Faculty Annual Review and Reappointment Policy, III, A-G, the initial decision about reappointment for a research faculty member is first made by the division chair, in consultation with the Principal Investigator if they are providing salary support for the research faculty member. Performance during the entire period since the initial appointment is evaluated. The division chair writes a letter with the recommendation which is forwarded to the dean, who makes the final decision about reappointment. The timeline and responsibilities are the same as promotion and tenure reviews (see Section VI B 1).

There is no presumption of renewal of contract.

F Associated Faculty

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

The division chair's decision, after consultation with the dean, on renewal of the initial appointment is final. If the decision is to renew, the division chair may extend a multiple year appointment.

Compensated associated faculty members on a multiple year appointment (or hired annually for multiple years) are reviewed annually by the division chair or designee. The division chair or designee prepares a written evaluation and meets with the faculty member to discuss his/her/their performance, future plans, and goals. Unless the division chair decides to reappoint an associated faculty, the date on the existing faculty offer will serve as the final date of appointment. The division chair's decision, in consultation with the dean, on reappointment is final.

G Salary Recommendations

Division chairs make annual salary recommendations to the dean, 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.

The criteria for performance in teaching, scholarship, and service are the same as for promotion and reappointment decisions for faculty. Merit salary increases and other rewards made by a college are consistent with relevant policies, procedures, practices, and standards established by: (1) the college, (2) the Faculty Rules, (3) the Office of Academic Affairs, and (4) the Office of Human Resources.

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

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.*

In accordance with Faculty Rule 3335-6-02(E), this section outlines the established criteria, procedures, and evidence for the award of promotion and tenure.

A. Criteria and Documentation that Support Promotion

For each category of faculty appropriate to a college, this document describes (1) the criteria for promotion and tenure, as appropriate to the college; (2) the types of documentation that demonstrate impact and show that criteria have been met; (3) the levels of achievement necessary to meet the stated criteria within the context of the college's mission, the standards of Chapters 6 and 7 of the Faculty Rules, the standards and mission of the college, and the mission of the University; and (4) criteria for evaluation of joint appointment candidates.

The standards of quality and effectiveness required must be representative of high performance. When the college forwards the dossier of a candidate for review and has recommended that promotion and tenure or promotion be granted, OSU Office of Academic Affairs expects that the

college has ensured that the evidence of the qualifications and performance of the candidate meet or exceed the college criteria applicable to the nomination.

The purposes of the OSU Office of Academic Affairs-level promotion and tenure and promotion reviews are: (1) to determine whether the college has conducted its review and reached a recommendation consistent with university and college standards, criteria, policies, and rules; and (2) to determine where the weight of the evidence lies in cases in which there is not a clear or consistent recommendation from the college. If the conclusion of the OSU Office of Academic Affairs-level review is that the recommendation of the unit is not consistent with university or college standards, criteria, policies, and rules, OSU Office of Academic Affairs may make a recommendation that is contrary to the recommendation of the college.

1 Promotion to Associate Professor with Tenure

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

Promotion to associate professor with tenure in the College of Dentistry requires excellence in both scholarship and teaching, where scholarship is defined as research and scholarly work. Candidates should show promise of excellence in service.

Excellence in scholarship means attainment of measurable national or international recognition based on an appropriate amount and rate of high-quality published research. A successful candidate will have an emerging national reputation. Excellence in teaching means the provision to all students of the opportunity to realize their full capabilities for learning and, to the most capable and motivated students, an enhanced learning experience. Excellence in service means the provision of a high level of professional expertise and experience to the University, the community, the state and nation, and professional organizations. The service contribution during the probationary period of assistant professors is limited by design. The most important judgment is that the candidate will achieve excellence in service in the future.

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

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

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

Tenure Track – Research Emphasis (see Section IV A 1)

Evidence of teaching must include:

- Demonstration of effective skills as a teacher, including evidence of achieving a level of excellence in teaching through student evaluation of teaching, reports from Peer Review of Teaching Committees, and outcomes (see Section IX).
- Participation in teaching activities to a degree that is consistent with division goals and adequate in quantity and frequency to permit a fair and meaningful evaluation of the candidate's skills and development. The quantity and teaching role (ie. lecturer,

director) will be considered.

Evidence of scholarship must include:

- Demonstration of an independent scholarly program that is likely to be sustainable and establishes the candidate's expertise and ability.
- Primary authorship of scholarly publications that are predominantly data-based appearing in well- respected refereed journals.
- Nationally competitive peer-reviewed funding from federal entities (e.g., NIH or NSF), charitable foundations, industry, and/or other highly regarded external entities.
- Publications should indicate sustained productivity and allow evaluation of scholarship by external reviewers. The number of publications will vary with the work and discipline.

Evidence of service must include:

- Participation on college and/or university committees during most of the time in rank.
- Membership in professional organizations and contributions to professional activities outside of the university.

Tenure Track – Clinical and Research Emphasis (see Section IV A 1)

Evidence of teaching must include:

- Demonstration of effective skills as a teacher, including evidence of achieving a level of excellence in teaching through student evaluation of teaching, reports from Peer Review of Teaching Committees, and outcomes (see Section IX).
- Participation in teaching activities to a degree that is consistent with division goals and adequate in quantity and frequency to permit a fair and meaningful evaluation of the candidate's skills and development. The quantity and teaching role (ie. lecturer, director) will be considered.

Evidence of scholarship must include:

- Demonstration of an independent scholarly program that is likely to be sustainable and establishes the candidate's expertise and ability.
- Primary or major authorship of scholarly publications that include a significant portion that is data-based, appearing in well-respected refereed journals.
- Competitive peer-reviewed funding from regarded entities, charitable foundations, industry, and/or university/college granting body.

Evidence of service must include:

- Participation on college and/or university committees during most of the time in rank.
- Membership in professional organizations and contributions to professional activities outside of the university.
- Demonstration of outstanding clinical skill in patient care if appropriate. Examples include board certification if applicable, peer review observations from faculty colleagues, and unsolicited letters of commendation from patients.

A minimum of five external letters of evaluation are required for promotion to Associate Professor (see Section VI B 4).

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.

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, teaching and learning, and service, but also to those who have exhibited excellence in the scholarship of leadership to make visible and demonstrable impact upon the mission of the college and university.

Tenure Track – Research Emphasis (see Section IV A 1)

Evidence of teaching ability must include:

- Demonstration of effective skills as a teacher, including a sustained level of excellence in teaching through student evaluation of teaching, reports from Peer Review of Teaching Committees, and outcomes (see Section IX)
- Mentoring of PhD students or postdoctoral researchers or faculty.

Evidence of scholarship must include:

- A sustained and continuous record of scholarship throughout the post-tenure period that is recognized as excellent by peers.
- Primary authorship of scholarly publications that are predominantly data-based appearing in refereed journals. When research is performed as part of a team, the role of the candidate should be specified.
- Major responsibility for the design and execution of the candidate's scholarly program.
- Sustained nationally competitive peer-reviewed funding from federal entities (e.g., National Institutes of Health or National Science Foundation), charitable foundations, industry, and/or other highly regarded entities.
- Invitations to participate in scientific presentations and forums, or to contribute to publications in the discipline.
- Publications with PhD students, postdoctoral researchers, and faculty as a mentoring outcome.
- Publications should indicate sustained productivity and allow evaluation of

scholarship by external reviewers. The number of post-tenure publications will vary with the work and discipline.

Evidence of service must include:

- Leadership role on college and/or university committees with significant, recognized contributions.
- Leadership role in professional organizations outside the university with major recognized contributions.
- Participation in study sections or equivalent reviewing bodies for grant applications (e.g., NIH or NSF), if appropriate to the candidate's field of research.
- Peer-reviewing of manuscripts for journals with national/international reputations, and/or membership on editorial boards.

Tenure Track – Clinical and Research Emphasis (see Section IV A 1)

Evidence of teaching must include:

- Demonstration of effective skills as a teacher, including a sustained level of excellence in teaching through student evaluation of teaching, reports from Peer Review of Teaching Committees, and outcomes (see Section IX)
- Significant contributions in the following areas:
  - Advancing the teaching program through curriculum revision.
  - Management of a significant portion of the teaching program.
  - Mentoring predoctoral or master's students.
  - Developing and presenting continuing college-sponsored education is highly favored.

Evidence of scholarship must include:

- A sustained and continuous record of scholarship throughout the post-tenure period that is recognized as excellent by peers.
- Primary or major authorship of scholarly publications that include a significant portion that is data-based appearing in refereed journals.
- Major responsibility for the design and execution of the candidate's scholarly program.
- Sustained competitive peer-reviewed funding from regarded entities, charitable foundations, industry and/or university/college granting body.
- Publications should indicate sustained productivity and allow evaluation of scholarship by external reviewers. The number of post-tenure publications will vary with the work and discipline.

Evidence of service must include:

- Member of the Graduate Faculty.
- Leadership role on college and/or university committees with significant, recognized contributions.
- Leadership role in professional organizations outside the university with major recognized contributions.
- Peer-reviewing of manuscripts for journals with national/international reputations, and/or memberships on editorial boards.
- Demonstration of excellent clinical service in patient care if appropriate.
- Leadership in an administration role that demonstrates impact to the College and is evidenced in presentations across the profession nationally.

A minimum of five external letters of evaluation are required for promotion to Professor (see Section VI B 4).

3 Clinical Faculty

Promotion to Assistant Clinical Professor in the College of Dentistry requires that a faculty member have completed his/her/their DDS, DMD, or the equivalent; PhD, MD, EdD; or MS or the equivalent for dental hygiene and meet the required licensure/certification in his/her/their specialty and be performing satisfactorily in teaching, professional practice, and service.

Promotion to Associate Clinical Professor in the College of Dentistry requires that a faculty member show convincing evidence of excellence as a teacher and a provider of effective service; have a documented high level of competence in professional practice; and display the potential for continuing a program of high-quality teaching and service relevant to the mission of the college. Specific criteria in teaching and service for promotion to associate clinical professor are similar to those for promotion to associate professor with tenure – clinical and research emphasis (see Section VI A 1) with the added teaching expectation of Course Directorship which includes oversight on preparation and distribution of course materials, management of lecture/laboratory schedule and conducting of examinations.

Evidence of scholarship must be demonstrated with evidence of peer review publication that is one or more of the following: data-based, laboratory or clinical technique, literature review, case report, educational methods, or novel teaching materials. External presentations in these areas are further evidence of scholarly activity.

Promotion to Clinical Professor in the College of Dentistry requires that a faculty member 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 college and to the profession; and production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice.

Specific criteria in teaching and service for promotion to clinical professor are similar to those for promotion to professor with tenure – clinical and research emphasis (see Section VI A 2).

Evidence of scholarship must be demonstrated with sustained peer-reviewed publications and external presentations that are one or more of the following: data-based, laboratory or clinical technique, literature review, case report, educational methods, or novel teaching materials.

4 Research Faculty

Promotion to Research Associate Professor in the College of Dentistry requires excellence in scholarship. There is an expectation of a record of significant external support for research and a substantial probability that external support for research will continue. The claim that retention of the candidate will improve the overall scholarly quality and standing of the unit needs to be supported.

Evidence must include:

- Evidence of sustained scholarship with recognized expertise.
- Primary/senior author of articles in high-quality refereed journals reporting data-based research.
- Funding from competitive external sources, with evidence of substantial role (PI or Co-Investigator), such as federal entities (e.g., NIH or NSF), foundations, and industry

that has provided salary support.
- Evidence of research mentoring of undergraduate and/or graduate students. (Graduate faculty status is needed for service as director of an MS or PhD thesis, or as a member of an MS or PhD thesis committee, and requires approval of appropriate Graduate Studies Committee and the Graduate School).
- Research service activities at the local or national level.

A minimum of five external letters of evaluation are required for promotion to Research Associate Professor (see Section VI B 4).

Promotion to Research Professor in the College of Dentistry requires excellence in scholarship. There is an established record of significant external support for research and a substantial probability that external support for research will continue. The claim that promotion of the candidate will improve the overall scholarly quality and standing of the unit needs to be supported.

Evidence must include:
- Sustained scholarship judged to be excellent by peers.
- Substantial primary or senior authorship of publications in high-quality refereed journals reporting data-based research
- Major responsibility for design and execution of scholarship.
- Sustained and substantial funding from competitive external sources, with evidence of leadership role (PI or Co-Investigator), such as federal entities (e.g., NIH or NSF), foundations, and industry that has provided salary support.
- Invitations to present lectures and participate in research forums (NIH study sections are particularly noteworthy).
- Evidence of research mentoring at a high level. Examples are PhD students, postdoctoral researchers and faculty. (Graduate faculty status is needed for service as director of a PhD thesis, or as a member of a PhD thesis committee, and requires nomination by the appropriate Graduate Studies Committee and approval by the Graduate School).
- Leadership role in college, university, national or international research committees or organizations.

A minimum of five external letters of evaluation are required for promotion to Research Professor (see Section VI B 4).

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, clinical, 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 Clinical Associate Professor of Practice and Clinical Professor of Practice. The relevant criteria for the promotion of associated clinical faculty members shall be the same as those for the promotion of clinical 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 college's procedures for promotion and tenure and promotion reviews are fully consistent with those set forth in Faculty Rules 3335-6-04 for tenure-track faculty, 3335-7-05 for clinical 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, Clinical, and Research Faculty

a Candidate Responsibilities

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

Promotion/tenure discussions should be ongoing between faculty and their division chair throughout their career. Candidates should discuss with their division chair their intent to submitting for promotion/tenure action during their annual review meeting the year prior to the submission target date, to discuss the promotion/tenure process and evaluate the candidate's credentials.

- 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. The dossier should also contain administration responsibility information when appropriate and complete teaching information, which includes a detailed summary of the student evaluations and a detailed summary of the peer evaluations of teaching from the peer review of teaching chair. Approved college forms for evaluation in the areas of course administration, lecturing, clinical teaching, laboratory, and seminar must also be included.

While the college's Appointments, Promotion, and Tenure Committee will make 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/her/them.

In addition to the dossier the following materials are required:

Biographical narrative statement to the college Appointments, Promotion and Tenure Committee outlining major accomplishments in the areas of teaching, scholarship, and service.

Curriculum Vitae — The CV should include items listed in the Appendix, as appropriate for the candidate. The candidate is encouraged to use the college cv template.

Appendices: letters of acceptance for publications in press, representative reprints of publications.

It is the responsibility of the college to evaluate and verify this documentation.

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 or the last five years, whichever is more recent, to present. The eligible faculty may allow a tenured or nonprobationary candidate to include information prior to the date of last promotion 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 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 (for tenured or nonprobationary faculty) 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 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 if it believes such information would be relevant to the review. Any such material should be clearly indicated.

The complete dossier is forwarded when the review moves beyond the college. The documentation of teaching is forwarded along with the dossier. The documentation of scholarship and service is for use during the college review only, unless reviewers at the college and university levels specifically request it.

This dossier must be submitted to the division chair by **July 1**.

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

Candidates must also indicate the APT under which they wish to be reviewed. Candidates may elect to be reviewed under (a) the college's current APT document; (b) the APT document that was in effect on their start date; or (c) the APT document that was in effect on the date of their last promotion, whichever of these two latter documents is the more recent. However, 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 available here, 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 college.

- **External Evaluations** (see also External Evaluations below in Section VI B 4)

As noted above, if external evaluations are required, candidates are responsible for

reviewing the list of potential external evaluators developed according to the college's 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, providing the reasons for the request. The division chair decides whether removal is justified.

b Division Chair Responsibilities

The responsibilities of the division chair in the College of Dentistry during promotion and tenure reviews are as follows:

- Notify the Office of the Executive Associate Dean of the faculty members in the division being considered for promotion. The Office of the Executive Associate Dean will provide the Division Chair with a list of trained peer reviewers and include the faculty members undergoing Promotion, Tenure, or Reappointment in the Peer Review Process.

- Appoint a minimum of two faculty to evaluate the teaching effectiveness of the faculty candidate. One of the faculty should be a trained peer reviewer. This should be informed by Student Evaluation of Teaching and Peer Evaluation of teaching reports. These faculty will conduct the Peer Review of Teaching according to the college process and submit a Summative Report summarizing teaching effectiveness which is included in the dossier for promotion and tenure if applicable.

- Notify all parties (Trained Peer Reviewer, additional division peer reviewer and faculty being reviewed) of their assignment From this review, a formative and summative report will be generated and shared with the faculty member. The summative report will be submitted to the Division Chair and included in the faculty dossier.

- Provide an independent written evaluation and recommendation for each candidate. This letter should summarize achievements in teaching, scholarship, and service that reflect the criteria for which the candidate is seeking promotion or reappointment, and should explicitly state the degree of success or failure on the part of the candidate in meeting yearly goals in the areas of teaching, scholarship, and service that were established by the division chair and candidate. This letter is expected to provide an assessment of the faculty candidate and explain whether the candidate has met the effort allocation established by the division chair, along with reporting the achievement details.

- Forward the completed dossier to the dean's office by August.

- If the candidate for promotion and tenure is a division chair, the dean fulfills or delegates the roles of the division chair.

c College of Dentistry Appointments, Promotion, and Tenure Committee Responsibilities

- Functions of the Committee are to: Review this APT document annually and to recommend proposed revisions to the faculty.

- Consider annually, in spring semester, requests from faculty members seeking a non-mandatory review in the following academic year and to decide whether it is appropriate

for such a review to take place. Only professors on the committee may consider promotion review requests to the rank of professor. A two-thirds majority of those eligible to vote on a request must vote affirmatively for the review to proceed.

- The committee bases its decision on assessment of the record as presented in the faculty member's CV and on a determination of the availability of all required documentation for a full review (student and peer evaluations of teaching). Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.

- A tenured faculty member may be denied a formal promotion review under Faculty Rule 3335-6-04 only once. Faculty Rules 3335-7-08 and 3335-7-36 make the same provision for non-probationary clinical/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 dean, or any other party to the review to making a positive recommendation during the review itself.

- Annually, in late spring through early autumn semester, provide administrative support for the promotion and tenure review process as described below.

- The committee chair will appoint a Procedures Oversight Designee (POD), who cannot be the same individual who chairs the committee. The Procedures Oversight Designee's responsibilities are described here. The committee chair also appoints at least one primary reader and one secondary reader for each case. It is expected that all committee members have examined all dossiers being discussed. A draft of the report outlining the case may be prepared by the primary reader in advance and serve as the basis for the discussion of each case.

- The committee chair or designee on the committee will solicit external evaluations from a list including names suggested by the division chair and the candidate. (Also see External Evaluations below.)

- The committee chair or designee on the committee will solicit an evaluation from a head of any division in which the candidate has a joint appointment.

- The committee will review the dossier provided by the college for promotion and tenure consideration 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. The dossier will be prepared in a manner spelled out in this document.

- The committee will meet with each candidate for clarification as necessary and provide the candidate an opportunity to comment on his/her/their dossier. This meeting is not an occasion to debate the candidate's record.

  Once materials are submitted to the college for review, with the exception of questions regarding procedural errors and/or the availability of significant new information, the

committee should engage in no further consultation with division chairs on substantive matters. This assures that the levels of review are independent.

Should questions arise with respect to procedural errors (those that reasonably could have affected the outcome), they should be addressed before the review continues. The error should be corrected at the level of the review at which it occurred. The case should be fully reconsidered from that point on. If internal letters have been generated at that level of review and beyond, they should be saved but not included in the dossier. The new written evaluations should note that reconsideration took place because of a procedural error and state the nature of that error. The comments process must be repeated for the new internal letters.

Should there be significant new information, the record may be amended; however, all parties to the review process must review an amended record. If the information becomes available after a case has left the college, OSU Office of Academic Affairs may return the case to the college.

- The chair or designee on the committee will draft an analysis of the candidate's performance in teaching, scholarship, and service to provide to the full eligible faculty with the dossier; and seek to clarify any inconsistent evidence in the case, where possible.

- The chair will preside over the committee of the eligible faculty's discussion of each case. The criteria to be applied are outlined above and require excellence in scholarship, teaching, and service. The chair will be responsible for preparing the written report of the committee's assessment and vote. Only "yes" and "no" votes on the recommendation to tenure and/or promote candidates are allowable; abstentions are not allowed among committee members.

- The chair or designee on the committee will 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.

- The committee will provide a written response, on behalf of the eligible faculty, to any candidate comments that warrant response, for inclusion in the dossier.

- After the committee completes its work, the chair shall advise the dean on tenure and promotion for each candidate. Following that consultation, the dean shall make a final recommendation in writing to the executive vice president and provost.

- The committee will provide a written evaluation and recommendation to the dean in the case of joint appointees from another tenure-initiating unit. The full eligible faculty does not vote on these cases since the college's recommendation must be provided to the other tenure-initiating unit substantially earlier than the committee begins meeting on the college's cases.

d College Eligible Faculty Responsibilities

Within the College of Dentistry, the responsibilities of the members of the eligible faculty during promotion and tenure reviews are as follows:

a) To review thoroughly and objectively every candidate's dossier in advance of the meeting at which the candidate's case will be discussed.

b) 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.

e Dean's Responsibilities

The responsibilities of the dean in the College of Dentistry during promotion and tenure reviews 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. (The college must ensure that such questions are asked of all candidates in a non-discriminatory manner.) For tenure-track assistant professors, the dean 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.

- Upon the receipt of a dossier on a candidate for promotion and/or tenure, the dean will submit the dossier to the Appointments, Promotion, and Tenure Committee for review.

- To solicit an evaluation from the head of any TIU in which the candidate has a joint appointment.

- 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 that are raised during the meeting. At the request of the eligible faculty, the dean 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 review process (1) of the recommendations by the eligible faculty and division chair; (2) of the availability for review of the written evaluations by the eligible faculty and unit head and (3) of the opportunity to submit written comments on the above material, within ten days from receipt of the letter from the unit head for inclusion in the dossier. The letter is accompanied by a form that the candidate returns to the Dean, 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 OSU Office of Academic Affairs by that office's deadline.

- To receive the Appointments, Promotion, and Tenure Committee's written evaluation and recommendation of candidates who are joint appointees from other TIUs, and to forward this material, along with the dean's independent written evaluation and recommendation, to the head of the other TIU by the date requested.

2 Procedures for Associated Faculty

Adjunct faculty, associated faculty with tenure-track titles, and associated clinical faculty 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 university level if the dean's recommendation is negative (a negative recommendation by the dean is final in such cases), and does not proceed to the executive vice president and provost if the dean's recommendation is negative.

However, should a recommendation from the dean be positive, that decision shall proceed to the executive vice president and provost.

3 External Evaluations

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

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

- Is written by a person highly qualified to judge the candidate's scholarship (or other performance, if relevant) who is not a close personal friend, research collaborator, or former academic advisor or post-doctoral mentor of the candidate. Qualifications are generally judged on the basis of the evaluator's expertise, record of accomplishments, and institutional affiliation. Division chairs will solicit evaluations only from professors at institutions comparable to Ohio State. In the case of an assistant professor seeking promotion to associate professor with tenure, a minority of the evaluations may come from associate professors.

- Provides sufficient analysis of the candidate's performance to add information to the review. A letter's usefulness is defined as the extent to which the letter is analytical as opposed to perfunctory. Under no circumstances will "usefulness" be defined by the perspective taken by an evaluator on the merits of the case.

Since the college 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 August. 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 division chair and the candidate. If the evaluators suggested by the candidate meet the criteria for credibility, a letter is requested from at least one of those persons. Faculty Rule 3335-6-04 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 Appointments, Promotion, and Tenure Committee in this college require that the dossier contain letters from evaluators suggested by the candidate.

The college follows 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 clinical 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 Appointments, Promotion, and Tenure Committee Chair, who will decide what, if any, action is warranted (requesting permission from the Office of Academic Affairs to exclude that letter from the dossier). It is in the candidate's self-interest to assure that there is no ethical or procedural lapse, or the appearance of such a lapse, in the course of the review process.

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

VII Appeals

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 (eSEI) is required in every course offered in the college. 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. The faculty member

should reiterate to students that the feedback provided in the evaluations is used both for performance reviews and to provide feedback that can be taken into account in future teaching.

B Peer Evaluation of Teaching

Division chairs are responsible for appointing the Peer Review of Teaching Committee and overseeing their division's peer evaluation of teaching. The Office of the Executive Associate Dean provides a list of Trained Peer Reviewer to chairs. Chairs are encouraged to have one of the faculty reviewers to be a trained reviewer and to utilize the college's Peer Evaluation of Teaching process. Trained peer reviewers will be paired with division faculty members to evaluate the effectiveness of their teaching skills. From this review, a formative and summative report will be generated and shared with the faculty member. The summative report will be submitted to the Division Chair and included in the faculty dossier.

Annually the division chair head selects a Trained Peer Reviewer from the available Trained Peer Reviewers and pairs him/her with a division faculty member. Reasonable efforts are made to not overburden trained peer reviewers and to start the process early to allow sufficient time for both formative and summative reviews to take place in order to support and encourage attention to the quality of teaching in the unit.

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

- to review the teaching of probationary tenure-track, clinical, and associated faculty scheduled for review 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 and associate clinical professors seeking promotion with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned.
- to review, upon the division chair's request, the teaching of any faculty member not currently scheduled for review; such reviews are normally triggered by low or declining student evaluations or other 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 division chair 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 should also seek the services of the Michael V. Drake Institute for Teaching and Learning.

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

Regularly scheduled peer teaching evaluations (the first two situations listed above) are comprehensive and should include, in addition to class visitation and clinical teaching observation (if appropriate), a review of course syllabi and related instruction materials following the process outlined in the college's webpage for the visit so that the reviewers 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 process, the reviewers meet with the candidate to give feedback and also submit a written summative report to the division chair, 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.