

Appointments, Promotion, and Tenure Criteria and Procedures for The Ohio State University Department of Design

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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 Volume 3 of the Office of Academic Affairs [Policies and Procedures Handbook](#) and other policies and procedures of the college and university to which the department and its faculty are subject.

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

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

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

Decisions considering appointment, reappointment, and promotion and tenure will be free of discrimination in accordance with the university's [policy on equal employment opportunity](#).

II. Department Mission

The Department of Design at The Ohio State University:

- Prepares students to play key roles in the future of design practice and research;
- Creates critical design-related knowledge;
- Advances interdisciplinary collaboration;
- Encourages open minded exploration, risk taking, and freedom of expression;
- Embraces an ecological perspective;
- Serves the social good.

III. Definitions

A Committee of the Eligible Faculty

The eligible faculty for all appointment (hiring), reappointment, promotion, or promotion and tenure reviews must have their tenure home or primary appointment in the department.

The department chair, the divisional dean and assistant, associate, and executive 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, or promotion and tenure.

1 Tenure Track Faculty

Initial Appointment Reviews

- **Appointment Review.** For an appointment (hiring) review of an assistant professor, associate professor, or professor, the eligible faculty consists of all tenure-track faculty.
- **Rank Review.** A vote on the appropriateness of the proposed rank must be cast by all tenured faculty of equal or higher rank than the position requested.

The search committee then makes its recommendation to the department chair.

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 Teaching Faculty

Initial Appointment Reviews

- **Appointment Review.** For an appointment (hiring or appointment change from another faculty type) review of an assistant teaching professor, the chairperson will form a search committee made up of a minimum of three members of the eligible faculty. The eligible faculty for this search committee are all tenure-track and all teaching faculty in the department. This committee will evaluate applicants and recommend a hiring decision to the chair.
- For an appointment (hiring or appointment change from another faculty type) review at senior rank (Associate Teaching Professors and Teaching Professors), the committee of the eligible faculty will evaluate applicants and recommend a hiring decision to the chair. The committee of eligible faculty for a senior teaching faculty appointment consists of all tenure-track and all teaching faculty in the department.
- **Rank Review.** A vote on the appropriateness of the proposed rank must be cast by all tenured faculty of equal or higher rank than the position requested, and all non-probationary teaching faculty of equal or higher rank than the position requested.

Reappointment and Promotion Reviews

- For the reappointment and promotion reviews of assistant teaching professors, the eligible faculty consists of all tenured associate professors and professors, all non-probationary associate teaching professors, and all non-probationary teaching professors.
- For the reappointment and promotion reviews of associate teaching professors and the reappointment reviews of teaching professors, the eligible faculty consists of all tenured professors and all non-probationary teaching professors.

3 Associated Faculty

Initial Appointment and Reappointment

- For the initial appointment (hiring or appointment change from another faculty type) of compensated associated faculty members requiring a vote, the eligible faculty consists of all tenure-track faculty and all teaching faculty in the department. For reappointments, the eligible faculty are all those with non-probationary teaching titles and tenured faculty members of equal or higher rank than the candidate.

Promotion Reviews

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

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

The promotion of a lecturer to senior lecturer is decided by the Department Chair in consultation with the committee of eligible faculty.

4 Conflict of Interest

Search Committee Conflict of Interest

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

- decides to apply for the position;
- is related to or has a close interpersonal relationship with a candidate;
- has substantive financial ties with the candidate;
- is dependent in some way on the candidate's services;
- has a close professional relationship with the candidate (e.g., dissertation advisor); or
- has collaborated extensively with the candidate or is currently collaborating with the candidate.

Eligible Faculty Conflict of Interest

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

- a thesis, dissertation, or postdoctoral advisee/advisor;
- a co-author on more than 50% of the candidate's publications since appointment or last promotion, including pending publications and submissions;

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

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

5 Minimum Composition

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

B Promotion and Tenure Committee

The department has a Promotion and Tenure Committee that assists the Committee of the Eligible Faculty in managing the personnel and promotion and tenure issues. The committee typically consists of three or more faculty members, as a combination of professors and associate professors. The committee's chair and membership are appointed by the department chair. The term of service is three years, with reappointment possible.

When considering cases involving teaching faculty the Promotion and Tenure Committee may be augmented by one nonprobationary teaching faculty member at the rank of associate professor or professor, as appropriate to the case at the request of the department chair.

C Quorum

The quorum required to discuss and vote on all personnel decisions is two thirds of the eligible faculty not on an approved leave of absence or Faculty Professional Leave. Faculty on approved leave are not considered for quorum unless they declare, in advance of their departure date for leave 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 department chair has approved an off-campus assignment.

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

D Recommendation from the Committee of the Eligible Faculty

In all votes taken on personnel matters only "yes" and "no" votes are counted. Abstentions are not votes and are strongly discouraged by the department. 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

The eligible faculty will be asked to rank candidates for appointments. Only candidates receiving positive votes from at least half of the eligible faculty will be considered viable. If the top ranked candidate receives a positive vote from less than two-thirds but more than half of the faculty, the Chair in consultation with the Divisional dean will decide whether to make an offer to the top-ranked candidate or to end the search and begin again.

In the case of a joint appointment, the department must seek input from a candidate's joint-appointment TIU prior to his/her/their appointment

2 Reappointment, Promotion and Tenure, and Promotion

A positive recommendation from the eligible faculty for reappointment, promotion and tenure, and promotion is secured when two thirds of the votes cast are positive.

In the case of a joint appointment, the department must seek input from a candidate's joint-appointment TIU prior to his/her/their reappointment, promotion, and/or tenure.

IV. Appointments

A Criteria

The department is committed to making only faculty appointments that enhance or have strong potential to enhance the quality of the department. Important considerations include the 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 department. No offer will be extended in the event that the search process does not yield one or more candidates who would enhance the quality of the department. The search is either cancelled or continued, as appropriate to the circumstances.

The appointment of all compensated tenure-track, teaching, 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. Formal interviews are required for all positions. Appropriate disposition codes for applicants not selected for a position must be entered in [Workday](#) to enable the university to explain why a candidate was not selected and what stage they progressed to before being removed.

1 Tenure Track Faculty

a. Instructor. Appointment at the rank of instructor is made only when the offered appointment is that of assistant professor, but requirements for the terminal degree have not been completed by the candidate at the time of appointment. Procedures for appointment are identical to those for an assistant professor. The department 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 beginning 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 department's eligible faculty, the department chair, the Divisional dean, and the Office of Academic Affairs. Faculty members should carefully consider whether prior service credit is appropriate since prior service credit cannot be revoked 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.

b. Assistant Professor. An earned terminal degree is the minimum requirement for appointment at the rank of assistant professor. Evidence of potential for scholarly productivity, high-quality teaching, and high-quality service to the department and the profession is highly desirable. Appointment at the rank of assistant professor is always probationary, with mandatory tenure review occurring in the sixth year of service. For individuals not recommended for promotion and tenure after the mandatory review, the 7th year will be the final year of employment. Review for tenure prior to the mandatory review year is possible when the Promotion and Tenure Committee determines such a review to be appropriate. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged as it cannot be revoked once granted except through an approved request to exclude time from the probationary period.

c. Associate Professor and Professor. Appointment offers at the rank of Associate Professor with or without tenure, Professor with tenure, and offers of prior service credit require prior approval of the Office of Academic Affairs. Appointment at senior rank requires that the individual, at a minimum, meet the department's criteria in teaching, scholarship, and service for promotion to these ranks.

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

Appointments at the rank of professor without tenure should not occur.

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

2 Teaching Faculty

Except for those appointed at the rank of instructor, for whom a contract is limited to three years, the initial contract for all other teaching faculty must be for a period of five years. The initial contract is probationary, with reappointment considered annually by the department chair. Second and subsequent contracts for assistant and associate teaching professors must be for a period of at least three and no more than five years. Second and subsequent contracts for teaching professors must be for a period of at least three years and no more than eight years. There is no presumption that subsequent appointments will be offered, regardless of performance. The terms of a contract may be re-negotiated at the time of reappointment. For faculty in their second and subsequent appointment terms, the teaching faculty member may be reappointed by the affirmative vote of the eligible faculty as defined in Section III.A.2. These extended appointments are not probationary, and the individual may only be

terminated for cause (see rule [3335-5-04](#) of the Administrative Code) or financial exigency (see rule [3335-5-02.1](#) of the Administrative Code). Tenure is not granted to teaching faculty.

Teaching appointments exist for faculty members who focus principally on the education needs of students in the department or college. Teaching Faculty members are expected to contribute to the department's research and education mission as reflected in undergraduate and graduate program development and teaching. Teaching Faculty appointments are made in accordance with Faculty Rule [3335-7](#). Each new appointment must enhance, or have strong potential to enhance, the quality of the department.

Teaching Instructor. Applicants who have not completed the requirements for a terminal degree can be appointed at the instructor level if the appointee has substantial professional experience and previous successful university-level teaching experience. An appointment at the instructor level is limited to a three-year contract. If the instructor has not completed requirements for promotion to the rank of assistant professor by the end of the penultimate year of the three-year contract period, a new contract will not be considered even if performance is otherwise adequate and the position itself will continue.

Assistant Teaching Professor. An earned terminal degree in Design or a closely related discipline is the minimum requirement for appointment at the rank of assistant teaching professor. Evidence of ability to teach at the university level is also required.

Associate Teaching Professor and Teaching Professor. Appointment at the rank of associate teaching professor or teaching professor requires that the individual have a terminal degree in the relevant field. Appointment at the rank of associate teaching professor requires production and dissemination of scholarly materials pertinent to pedagogy. These materials can include a combination of publications in academic journals or edited collections, conference presentations, authorship of pedagogical resources such as textbooks or web sites, and development of instructional materials for classroom use. Appointment to the rank of teaching professor requires significant production and dissemination of scholarly materials pertinent to pedagogy. These materials can include a combination of publications in academic journals or edited collections, conference presentations, authorship of pedagogical resources such as textbooks or web sites, invited lecture or interviews, teaching awards, and development of instructional materials for classroom use.

3 Associated Faculty

Associated faculty appointments are made for no more than three years at a time. Associated faculty may be reappointed.

a. Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor

Adjunct appointments can be compensated or non-compensated. Adjunct faculty appointments are given to individuals who provide academic service to the department, such as teaching a course, for which a faculty title is appropriate. Adjunct faculty rank is determined by applying the criteria for appointment of tenure track faculty or teaching 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 faculty or teaching faculty, as appropriate to the appointment.

b. 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 or promotion 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.

c. 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.

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

Appointment at tenure-track titles is for individuals at 49% FTE or below, either compensated or uncompensated. 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.

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

Visiting faculty appointments may either be compensated or not compensated. Visiting faculty members on leave from a tenure-track academic appointment at another institution are appointed at the rank held in that position. The rank at which other (non-tenure-track 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. They may not be reappointed for more than three years at 100% FTE.

4 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, teaching, 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 Department Chair outlining academic performance and citizenship. The faculty eligible to conduct promotion reviews within the requestor's appointment type (see Section III.A.1-4) will review the application and make a recommendation to the Chair, who will decide upon the request, and if appropriate submit it to the dean. 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 [3335-5-04](#), emeritus status will not be considered.

See the OAA [Policies and Procedures Handbook](#) Volume 1, Chapter 1, for information

about the types of perquisites that may be offered to emeritus faculty, provided resources are available.

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

5 Courtesy Appointments for Faculty

Occasionally the active academic involvement in this department by a tenure-track faculty member from another department at Ohio State warrants the offer of a 0% FTE (courtesy) appointment in this department. Appropriate active involvement includes research collaboration, graduate student advising, teaching some or all of a course from time to time, or a combination of these. A courtesy appointment is made at the individual's current Ohio State rank, with promotion in rank recognized. Such appointments will be made for up to three years with the option of reappointment.

B Procedures

The appointment of all compensated tenure-track, teaching, 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. Formal interviews are 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:

- 1 recruitment of tenure-track, teaching, and associated faculty
- 2 appointments at senior rank or with prior service credit
- 3 hiring faculty from other institutions after April 30
- 4 appointment of foreign nationals
- 5 Letters of offer

1 Tenure Track Faculty

A national search is required to ensure a wide pool of highly qualified candidates for all tenure track positions. Exceptions to this policy must be approved by the college and the Office of Academic Affairs in advance. Search procedures must entail substantial faculty involvement and be consistent with the OAA [Policy on Faculty Recruitment and Selection](#).

Searches for tenure track faculty proceed as follows:

The Divisional dean of the college provides approval for the department to commence a search process. This approval may or may not be accompanied by constraints with regard to salary, rank, and field of expertise.

The department chair 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 department.

Prior to any search, members of all search committees must undergo the trainings identified in the [SHIFT](#) Framework for faculty recruitment. In addition, all employees/faculty involved

in the hiring and selection process must review and acknowledge the EEO Recruitment and Selection Guidelines in the BuckeyeLearn system.

The [SHIFT](#) Framework serves as a centrally coordinated guideline and toolkit to support the entire process of faculty recruitment with clear engagement from all participating stakeholders involved in the faculty hiring process. This framework is intended to provide faculty engaged in search committees and staff providing support services with the tools and support needed to attract excellent applicant pools, conduct consistent and 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 talent pools to ensure alignment with Equal Employment Opportunity requirements and advance the eminence of the institution.
- “Phase 2 | Preliminary Review of Applicants” focuses on best practices for the application review and candidate screening processes. The guidelines and resources in this section support consistency and fairness in the review, assessment, and selection of candidates moving forward in the recruitment process. This section also outlines how to select a list of candidates for on-campus interviews.
- “Phase 3 | Finalists Interviews & Evaluations” provides guidance and tools for conducting interviews and campus visits, requesting reference letters (if not requested earlier in the application stage), and collecting feedback from everyone who interacted with the candidates. Adherence to the guidelines outlined in this section has a direct impact on enhancing the candidate experience and ensuring a consistent evaluation process. This phase concludes with the submission of a letter from the search committee to the TIU chair/director.
- “Phase 4 | Extend Offer” provides guidance and resources related to effectively selecting the most qualified candidate(s) for the position(s) and successfully negotiating to result in an accepted offer.
- “Phase 5 | Preboard and Onboard” offers resources to help prepare and support new faculty as they transition to Ohio State. The suggestions in this phase focus on creating a seamless transition for incoming faculty and their partners/families, if applicable.
- “Phase 6 | Reflect and Assess the Search” is a process supported by OAA to reflect on the hiring cycle each year and evaluate areas that may need improvement and additional support.

If the offer involves senior rank, the eligible faculty members at or above the rank being considered also vote on the appropriateness of the proposed rank. If the offer may involve prior service credit, the eligible faculty members vote on the appropriateness of such credit. The eligible faculty reports a recommendation on the appropriateness of the proposed rank or the appropriateness of prior service credit to the department chair. Appointment offers at the rank of associate professor, with or without tenure, or professor 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 department chair decides which candidate to approach first, informed by the rankings of the eligible faculty and the recommendation of the search committee. The details of the offer, including compensation, are determined by the department chair. If making a subsequent offer to hire to a second applicant is required, the chair will follow the order of preference recommended by the faculty vote.

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

2 Teaching Faculty

Searches for teaching faculty generally proceed identically as for tenure-track faculty, with the exception that the candidate's presentation during the virtual/on-campus interview is on teaching rather than scholarship. Applicants will demonstrate their strengths in teaching in one of the following ways:

- Provide a presentation to students in an existing course
- Serve as a guest critic or provide feedback to students in an existing course
- Submit a recorded instructional presentation intended for an online audience
- Facilitate a discussion or workshop/activity
- Any more suitable mode of communicating teaching strength/expertise

3 Transfer from the Tenure Track

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

The request for transfer must be initiated by the faculty member in writing and must state clearly how the individual's career goals and activities have changed.

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

4 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 department chair based on recommendation from the search committee. The reappointment of all compensated associated faculty is decided by the department chair in consultation with the Chair's Advisory Committee.

Appointment of uncompensated adjunct or visiting faculty may be proposed by any faculty member in the department. The proposal is considered at a regular faculty meeting and if approved by the faculty, the department chair extends an offer.

Associated faculty appointments are generally made for a period of one year, unless a shorter period is appropriate to the circumstances. All associated appointments expire at the end of the appointment term and must be formally renewed to be continued.

Adjunct appointments may be renewed only when the uncompensated academic service for which the appointment was made continues. Visiting appointments are limited to three years at 100% FTE. Lecturer and senior lecturer appointments are usually made on a semester by semester basis.

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

5 Courtesy Appointments for Faculty

Any department faculty member may propose a 0% FTE (courtesy) appointment for a tenure-track faculty member from another Ohio State department. A proposal that describes the uncompensated academic service to this department justifying the appointment is considered at a regular faculty meeting. If the proposal is approved by the eligible faculty, the department chair extends an offer of appointment. The department chair 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 department follows the requirements for annual performance and merit reviews as set forth in the OAA [Policy on Faculty Annual Review and Reappointment](#), which stipulates that such reviews must include a scheduled opportunity for a face-to-face meeting as well as a written assessment. According to the policy, 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.

The annual performance and merit review of a faculty member is the responsibility of the Department chair.

- Depending on a faculty member's appointment type, the review is based on expected performance in teaching, scholarship, and/or service as set forth in the department's guidelines on faculty duties, responsibilities, and workload; on any additional assignments and goals specific to the individual; and on progress toward promotion where relevant.
- The review of faculty with budgeted joint appointments must include input from the joint appointment TIU head for every annual evaluation cycle. The input should be in the form of a narrative commenting on faculty duties, responsibilities, and workload; on any additional assignments; and on goals specific to the individual in the joint unit.
- Meritorious performance in teaching, scholarship, and service is assessed in accordance with the same criteria that form the basis for promotion decisions.
- Annual performance and merit reviews must include a scheduled opportunity for a face-to-face meeting as well as a written assessment.
- The rating scale categories that will be used in the reviews are "above expectations", "meets expectations", and "does not meet expectations." The department's expected standard for faculty performance is "meets expectations."

The department chair is required (per Faculty Rule [3335-3-35](#)) to include a reminder in the annual review letter that all faculty have the right (per Faculty Rule [3335-5-04](#)) to view their primary personnel file and to provide written comment on any material therein for inclusion in the file.

A Documentation

For their annual performance and merit review, faculty members must submit the following documents to the Department chair no later than the end of week four of the spring semester:

- Office of Academic Affairs dossier outline, [Policies and Procedures Handbook](#), Volume 3 (*required for probationary faculty*) or updated documentation of performance and accomplishments (*non-probationary faculty*)
- updated CV, which will be made available to each faculty member in an accessible place (*all faculty*)

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

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

B Probationary Tenure Track Faculty

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

Every probationary tenure track faculty member is also reviewed annually by the department Promotion and Tenure Committee. The chair also attends Promotion and Tenure Committee meetings, but acts in an advisory capacity, and does not vote on renewal of probationary appointments.

Annual review format with the Promotion and Tenure Committee is as follows. The committee meets with the faculty member who presents a 30 minute summary of their annual achievements. The committee provides feedback on the development of the teaching, research, and service achievements and the full dossier. The Promotion and Tenure Committee Chairperson prepares a written evaluation to the chair that summarizes the comments and recommendations of the Promotion and Tenure Committee regarding the faculty member's performance for the year. Promotion and Tenure Committee review letters of probationary tenure track faculty members will be provided to the faculty member, and will also be kept on file in the Design administrative office, where they will be accessible to the faculty member to whom it is addressed upon request.

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

If the department 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 college for review and the dean 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 the dean (not the department chair) makes the final decision regarding renewal or nonrenewal of the probationary appointment.

External evaluations are only solicited when either the department chair or the eligible faculty determine that they are necessary to conduct the Fourth-Year Review. This may occur when the candidate's scholarship is in an emergent field, is interdisciplinary, or the eligible faculty do not feel otherwise capable of evaluating the scholarship without outside input.

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

The eligible faculty forwards a record of the vote and a written performance review to the department chair, authored by the Chair of the Promotion and Tenure committee. The department chair conducts an independent assessment of performance and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment. At the conclusion of the department review, the formal comments process (per Faculty Rule [3335-6-04](#)) is followed and the case is forwarded to the college for review, regardless of whether the department chair recommends renewal or nonrenewal.

2 Extension of the Tenure Clock

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

C Tenured Faculty

Associate and professors are reviewed annually by the department chair following the submission of an annual report of activities. The department chair meets with the faculty member to discuss his or her performance and future plans and goals, and prepares a written evaluation on these topics. The faculty member may provide written comments on the review.

The annual review of professors is based on their having achieved sustained excellence in the discovery and dissemination of new knowledge relevant to the mission of the tenure initiating unit, as demonstrated by national and international recognition of their scholarship; ongoing excellence in teaching, including their leadership in graduate education in both teaching and mentoring students; and outstanding service to the department, 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 chair's letters of evaluation for Associate professors and Professors will be provided to the faculty member, and will also be kept on file in the Design administrative office, where they will be accessible to the faculty member to whom they are addressed upon request.

D Teaching Faculty

The annual performance and merit review process for probationary and nonprobationary teaching faculty is identical to that for tenure-track probationary and tenured faculty respectively between the chair and the faculty member.

Success in teaching faculty positions will be demonstrated annually by peer and student evaluations and documented contribution to curriculum and/or course development; evidence of which should be submitted to the chair as an annual report.

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

If the position will continue, a formal performance review for reappointment is necessary in the penultimate contract year to determine whether the faculty member will be offered a new contract. This review generally proceeds in the same manner as the Fourth-Year Review procedures for tenure track faculty. There is no presumption of renewal of appointment.

E Associated Faculty

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

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

F Salary Recommendations

The Department Chair makes 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.

In formulating recommendations, the chair consults with other TIU heads in case of joint-appointments, and with the department Business Operations Manager to review impact on department financials. The chair should proactively engage in an annual equity audit of faculty salaries to ensure that they are commensurate both within the department and across the field or fields represented in the department. Salary increases should be based upon these considerations.

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

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

VI Promotion and Tenure and Promotion Reviews

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

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

A Criteria and Evidence that Support Promotion

1 Promotion to Associate Professor with Tenure

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

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

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

The award of tenure is an acknowledgement of excellence and future potential for preeminence. It is therefore essential to evaluate and judge the probability that faculty, once tenured, will continue to develop professionally and contribute to the department's academic

mission at a high level for the duration of their time at the university.

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

Excellence in teaching, scholarship, and service 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](#).

The criteria and evidence listed in the tables below in the areas of teaching, scholarship, and service have been identified by the Department of Design as supporting promotion to associate professor with tenure. In the evaluation of untenured associate professors for tenure, the same criteria apply, along with any others established in writing at the time a senior rank appointment without tenure was offered.

a. Teaching

Regardless of the type of course or the subject matter, the quality of results that students produce is an essential ingredient in the judgment of the success of teaching. Faculty must show evidence of their ability to elicit excellent results from students, encourage development, and demonstrate an understanding of the processes and methodologies of design.

The department considers student and peer evaluations to be an important part of the promotion and tenure process. The goals and procedures for evaluation and teaching improvement are designed in a way that allows teaching improvement to be measured over time by collecting data and opinions from multiple sources and points of view. Actions taken toward developing new teaching techniques and material are as important as correcting deficiencies discovered through evaluation of teaching.

The process should include gathering information to establish individual benchmarks which an instructor can then use for corrective action, identification of teaching opportunities (e.g., integration of technology, interdisciplinary teaching activities, and industry collaborations) and/or teaching improvement and development.

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

TEACHING	
Criteria	Examples of Evidence Demonstrating Impact and Showing Criteria Have Been Met
Provided up-to-date content at an appropriate level in every instructional situation and demonstrated continuing growth in subject matter knowledge.	Candidates may be asked to submit: Syllabi and students' projects

• Demonstrated the ability to organize and present class material effectively with logic, conviction, and enthusiasm. • Demonstrated creativity in the use of various modes of instruction, classroom technology, and other teaching strategies to create an optimal learning environment. • Engaged students actively in the learning process and encouraged independent thought, creativity and appreciation of the knowledge creation process. • Provided appropriate and timely feedback to students throughout the instructional process. • Treated students with respect and courtesy. • Improved curriculum through revision or new development of courses and/or academic programs. • Served as advisor to an appropriate number of graduate students given the department's graduate student/faculty ratio and the faculty member's area(s) of expertise. • Engaged in documentable efforts to improve teaching.	Changes to or development of syllabi, examinations, laboratory exercises, case studies, field trip agenda, problem sets, computer software demonstrate up-to-date thought on subject content Summary of class comments demonstrate instructional content up-to-date Experts in field evaluate and determine syllabi, class evaluation items and class materials up-to-date and appropriate for topic and audience Attended continuing education on topic or focus area and adopted new materials in class Completed Foundations, Impact Teaching through the Drake Institute for Teaching and Learning Completed Teaching at Ohio State through the Drake Institute for Teaching and Learning Awarding of “Endorsement” from Drake Institute of Teaching and Learning
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Teaching effectiveness is measured primarily by peer review and through the analysis of standardized instruments of evaluation completed by students for each scheduled course.

b. Scholarship

The growth of the design field and the sustenance of the educational program are directly dependent upon the creation of new knowledge about design. It is critical that faculty contribute to an ever-growing state of knowledge that explores relationships of design to the world.

In addition to traditional modes of qualitative and/or quantitative modes of research, contributions to a body of creative and research work for a faculty member to be promoted to Associate Professor with tenure may include:

SCHOLARSHIP/CREATIVE WORKS/RESEARCH	
Criteria	Examples of Evidence Demonstrating Impact and Showing Criteria Have Been Met
• Design consulting and professional practice — consulting for the design industry, corporations or public service clients. The stature of the client and/or recognition of the importance of the work	Candidates may be asked to present professional practice or independent design work activities.

are essential for establishing the level of merit. Independent design work — free-lance, creative works done without a client. Outside and peer evaluation is essential for establishing the level of merit.	
- Design research — generation of new information or ways of using new information for designers and/or their clients; investigation aimed at the discovery and interpretation of facts, revision of accepted theories or newer revised theories or concepts of design. The stature of a presentation event and/or publication of the research results, the rigor of the peer review process, and an assessment of the influence of the work on other research activities are essential for establishing the level of merit. - Grants and funded projects – pursuit and success with internal and external funding opportunities. External funding, due to the peer review process involved in grant evaluation, is an important measure of research quality. - All types of research listed in the OAA dossier are acknowledged as pursuits that are encouraged within the Department of Design. - Collaborative and/or interdisciplinary work is encouraged, and acknowledged as essential to some types of design inquiry. Evidence of significant contribution to successful and substantive collaborative research is valued equally to individual research accomplishments. When research is collaborative, the candidate's individual intellectual contributions to this work must be clearly and fairly described to permit accurate assessment.	A body of work in peer reviewed journals, or other journals consistent with the standards of the department and/or conferences of high quality that clearly demonstrates creation of an independent research/scholarship/creative program over time, and contributes substantively to knowledge/outcomes in the area of focus. Publications demonstrate research/scholarship/creative focus. Complete publication record including archival journal papers, conference papers and posters (both refereed and otherwise), monographs, books, book chapters, textbooks based on scholarship, magazine articles and on-line publications, patents and invention disclosures. Sustained grants and contracts, when appropriate for the field, including foundations, federal agencies, major industry, or private sector – may be as Primary Investigator or Co-Investigator with documented focused contribution on multiple grants or projects White papers that can be shown to have influenced policy or practice Creative works pertinent to the candidate's professional focus including, but not limited to, artwork, choreography, collections, compositions, curated exhibits, moving images, multimedia, performances, radio, recitals, recordings, television, and websites Research awards (internal and external) Keynote presentations at international conferences Invited talks at symposia, conferences, other field specific venues that demonstrate the recognition of the thought leadership of the candidate.

c. Service

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

SERVICE	
Criteria	Examples of Evidence Demonstrating Impact and Showing Criteria Have Been Met

made substantive contributions to the governance of the department in a manner that facilitates positive contributions by others.	Contributions and quality indicators of the outcomes of the contributions Recognition (awards and prizes) for service Annual evaluations document excellent service
demonstrated the potential for useful contributions to the profession.	Contributions and quality indicators of the outcomes of the contributions including positive change
demonstrated community-engagement	Activities / quality indicators within the Community

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 rank of Professor is reserved for those senior faculty members who exhibit exceptional and outstanding performance as both a contributor to the design discipline through research and creative activities, and as an exceptional contributor to the education of students as a design teacher.

For promotion to Professor, a faculty member is expected to be a role model for junior and senior faculty, for students, and for the profession. Assessment takes place in relation to specific assigned responsibilities, with exceptional performance in these responsibilities required.

The specific criteria in teaching, research, and service for promotion to Professor are similar to those for promotion to Associate Professor with tenure, with the added expectation of:

- Sustained accomplishment.
- Increasing quality of contributions.
- A record of continuing professional growth.
- Evidence of established national and international reputation in the field.

A distinguished record that warrants such a promotion would be defined as a record of ongoing outstanding achievement influential in determining the course of design education and the design profession in general.

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.

3 Teaching Faculty

Promotion to Associate Teaching Professor

The Department of Design requires that a faculty member have a terminal degree in Design or a closely related field, show convincing evidence of excellence as a teacher and a provider of effective service; display the potential for continuing a program of high-quality teaching and service relevant to the mission of the department; and document production and dissemination of scholarly materials pertinent to pedagogy. Specific criteria in teaching and service for promotion to associate teaching professor are similar to those for promotion to associate professor with tenure but with a focus on a higher proportion of time allocation to teaching responsibilities. Letters from external evaluators of scholarship are not required. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

Promotion to Teaching Professor

The Department of Design 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; provide substantial participation in service to the department and/or to the profession; and document production and dissemination of scholarly materials pertinent to pedagogy. Criteria for promotion in research/creative activity and/or service area will be adjusted to recognize the candidate's predominant time allocation to teaching responsibilities. Letters from external evaluators of scholarship are not required. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

4 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 or teaching faculty, as appropriate to the appointment, above.

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

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

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

B Procedures

The department's procedures for promotion and tenure and promotion reviews are fully consistent with those set forth in Faculty Rule [3335-6-04](#) and the Office of Academic Affairs annually updated procedural guidelines for promotion and tenure reviews found in Volume 3 of the [Policies and Procedures Handbook](#).

1 Tenure-Track and Teaching Faculty

a Candidate Responsibilities

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

- **Dossier**

Every candidate must submit a complete and accurate dossier that follows the Office of Academic Affairs [dossier outline](#). Candidates should not sign the Office of Academic Affairs [Candidate Checklist](#) without ascertaining that they have fully met the requirements set forth in the Office of Academic Affairs core dossier outline including, but not limited to, those highlighted on the checklist.

While the Promotion and Tenure Committee makes reasonable efforts to check the dossier for accuracy and completeness, the candidate bears full responsibility for all parts of the dossier that are to be completed by him/her/they. Any published materials presented for consideration should be in the form of reprints, photocopies of journal articles, or other final form that documents actual publication. An author's manuscript does not substantiate publication.

Teaching

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

Teaching documentation will include:

Cumulative legacy SEI reports and SSLE (computer-generated summaries prepared by the Office of the University Registrar) for every class. Discursive evaluations collected directly from students between the midterm and final meeting of a course are included in addition to or in lieu of SSLE data when a course is too small to generate SSLE data or when SSLE data is not generated.

The discursive comments will be objectively summarized by the department Business Operation Manager.

Peer evaluation of teaching reports as required by the department's peer evaluation of teaching program (details provided in "Procedures for Student and Peer Evaluation of Teaching," below).

Statements from current and former students about the quality of a professor's instruction addressed to the Promotion and Tenure committee may be submitted to supplement or substitute for SSLE and discursive evidence of teaching effectiveness.

Comprehensive syllabi and representative course materials and teaching outcomes for all courses taught.

Teaching activities as listed in the core dossier including;

- Involvement in graduate/professional exams, theses, and dissertations, and undergraduate research.
- Mentoring postdoctoral scholars and researchers.
- Extension and continuing education instruction.
- Involvement in curriculum development.
- Awards and formal recognition of teaching.
- Presentations on pedagogy and teaching at national and international conferences.
- Adoption of teaching materials at other colleges or universities.
- Other relevant documentation of teaching as appropriate.

Scholarship

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

- Copies of all books, articles, and scholarly papers published or accepted for publication. Papers accepted for publication but not yet published must be accompanied by a letter from the publisher stating that the paper has been unequivocally accepted and is in final form, with no further revisions needed.
- Documentation of grants and contracts received.
- Other relevant documentation of research as appropriate (published reviews including publications where one's work is favorably cited, grants and contract proposals that have been submitted).

Scholarship activities as listed in the core dossier including:

- Documentation of dissemination, recognition, exhibition, and/or peer review of creative works pertinent to the candidate's professional focus including but not limited to artwork, choreography, collections, compositions, curated exhibits, installations, moving images, multimedia, performances, radio, recitals, recordings, television, and websites.
- Documentation of inventions, patents, disclosures, options and commercial licenses.
- List of prizes and awards for research, scholarly, or creative work.
- Retrievable documented/recorded interviews or presentations for which invitations to participate serve as an acknowledgement of expertise or scholarly reputation.
- Documentation of research in the form of self-published tangible or digital material such as periodicals, web sites and blogs from which metrics can be drawn to establish impact.
- Evidence of other peer-reviewed or juried activities to capture the faculty member's totality of effort.

Service

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

- Involvement with professional journals and professional societies;
- Consultation activity with industry, education, or government;
- Clinical services;
- Administrative service to department;
- Administrative service to college;
- Administrative service to university and Student Life;
- Advising to student groups and organizations;
 - Awards and prizes for service to profession, university, or department;
 - Any available documentation (e.g. letters from committee chairs) of the quality of service that enhances the list of service activities in the dossier.

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

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

Candidates must indicate the APT document under which they wish to be reviewed. A candidate may be reviewed using the department's current APT document, or they may elect to be reviewed under either (a) the APT document that was in effect on their start date, or (b) the APT document that was in effect on the date of their last promotion (or last reappointment in the case of teaching faculty), whichever of these two latter documents is the more recent. However, for tenure track faculty the current APT document must be used if the letter of offer or last promotion, whichever is more recent, was more than 10 years before April 1 of the review year.

If a candidate wishes to be reviewed under an APT other than the current approved version 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 department.

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

If external evaluations are required, candidates are responsible for reviewing the list of potential external evaluators developed according to department 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 Department Chair decides whether removal is justified.

b Promotion and Tenure Committee Responsibilities

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

- To review this APT document on a regular basis and to recommend proposed revisions to the chair
- To consider annually in the preceding year screening requests from faculty members seeking a non-mandatory review in the following academic year.
 - Screenings will be conducted when requested for the purpose of determining whether it is appropriate for such a review to take place.
 - A screening committee of at least three professors from the Committee of the Eligible Faculty in the department will be formed to conduct requested screenings of cases for promotion to the rank of professor.
 - The outcomes of a screening may be;
 - to deny a formal review in the upcoming year;
 - to recommend that a review in the upcoming year not take place; and
 - to recommend that a formal review in the upcoming year take place. A two-thirds majority of those eligible to conduct a screening must vote affirmatively for the result of the screening to be deemed favorable.
 - The committee bases its decision on assessment of the record as presented in the faculty member's full dossier, statement 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 non-mandatory review in the upcoming year.
 - After eligible members of the Promotion and Tenure committee have screened the dossier and teaching evaluations, a meeting with the faculty member will be held to clarify information and discuss initial perceptions of the case. The final recommendation resulting from the screening will also be provided in writing by the chair of the Promotion and Tenure committee. A copy of the written recommendation will also be provided to the department chair and included in the faculty member's personnel file.
 - In the case of an unfavorable screening outcome, a tenured faculty member may revise and re-submit materials for screening in subsequent years. Screening of an individual should not occur more than once per year.
 - In the case that the outcome of a screening is the denial of a review in the upcoming year, a tenured faculty member may only be denied a formal promotion review for more than one year under Faculty Rule [3335-6-04](#). 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 department chair, or any other party to the review to making a positive recommendation during the review itself.
- The committee provides administrative support annually for the promotion and tenure review process as described below.

From autumn semester preceding the promotion review through spring semester:

Select from among its members a Procedures Oversight Designee who will serve in this role

for the following year. The Procedures Oversight Designee cannot be the same individual who chairs the committee. The Procedures Oversight Designee's responsibilities are described in the Office of Academic Affairs [annual procedural guidelines](#). Review candidates' dossiers for completeness, accuracy (including citations), and consistency with Office of Academic Affairs requirements; and work with candidates to assure that needed revisions are made in the dossier before the formal review process begins.

April-May:

Suggest names of external evaluators to the department chair.

Meet with each candidate for clarification as necessary and to provide the candidate an opportunity to comment on his or her dossier. This meeting is not an occasion to debate the candidate's record.

Draft an analysis of the candidate's performance in teaching, scholarship and service to provide to the full eligible faculty with the dossier; and seek to clarify any inconsistent evidence in the case, where possible. The committee neither votes on cases nor takes a position in presenting its analysis of the record.

Revise the draft analysis of each case following the meeting of the eligible faculty, to include the faculty vote and a summary of the faculty perspectives expressed during the meeting; and forward the completed written evaluation and recommendation to the department chair.

Provide a written response, on behalf of the eligible faculty, to any candidate comments that warrant response, for inclusion in the dossier.

Provide a written evaluation and recommendation to the department chair in the case of joint appointees whose tenure initiating unit is another department. The full eligible faculty does not vote on these cases since the department's recommendation must be provided to the other tenure initiating unit substantially earlier than the Committee begins meeting on this department's cases.

c Eligible Faculty Responsibilities

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

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

d Department Chair Responsibilities

The responsibilities of the department chair are as follows:

- Where relevant, to determine whether a candidate is authorized to work in the United States and whether a candidate now, or in the future, will require sponsorship for an employment visa or immigration status. For tenure-track assistant professors, the Department Chair 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.

- To support the promotion and tenure review process as described below.

May-June:

- To solicit external evaluations from a list including names suggested by the Promotion and Tenure Committee, the chair and the candidate, and submitted for college approval. (Also see External Evaluations below.)
- To review faculty with budgeted joint appointments. The TIU head from the joint appointment unit must provide a letter of evaluation to the primary TIU head. The input should be in the form of a narrative commenting on faculty duties, responsibilities, and workload; on any additional assignments; and on impact of the work of the individual in the field of the joint unit.
- To ensure that the P&T Committee will make each candidate's dossier available in Teams for review by the eligible faculty at least one month before the meeting at which specific cases are to be discussed and voted.
- 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 charge each member of the Eligible Faculty Committee to conduct reviews free of bias and based on criteria.
- To attend the meetings of the eligible faculty at which promotion and tenure matters are discussed and respond to questions raised during the meeting. At the request of the eligible faculty, the chair will leave the meeting to allow open discussion among the eligible faculty members.

September-October:

- 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 department review process:
 - Of the recommendations by the eligible faculty and department chair.
 - Of the availability for review of the written evaluations by the eligible faculty and department chair.
 - Of the opportunity to submit written comments on the above material, within ten days from receipt of the letter from the department chair, for inclusion in the dossier. The letter is accompanied by a form that the candidate returns to the department chair, indicating whether or not he or she expects to submit comments.
- To provide a written response to any candidate comments that warrant response for inclusion in the dossier.
- To forward the completed dossier to the college office by that office's deadline,

except in the case of associated faculty for whom the department chair recommends against promotion. A negative recommendation by the department chair is final in such cases.

- To receive the Promotion and Tenure Committee's written evaluation and recommendation of candidates who are joint appointees from other tenure initiating units, and to forward this material, along with the department chair's independent written evaluation and recommendation, to the department chair of the other tenure initiating unit by the date requested.

2 Procedures for Associated Faculty

Adjunct faculty and associated faculty with tenure-track titles for whom promotion is a possibility follow the promotion guidelines and procedures detailed in Section VI.B above, with the exception that the review does not proceed to the college level if the Department Chair's recommendation is negative (a negative recommendation by the chair is final in such cases), and does not proceed to the executive vice president and provost if the dean's recommendation is negative.

3 External Evaluations

External evaluations of scholarly and creative activity and research are required for all promotion reviews of tenure track faculty. A minimum of five credible and useful evaluations must be obtained.

In keeping with the national standing of The Ohio State University, the Department of Design will ask for evaluations from faculty in programs that are nationally recognized in their field or subfields. Because of the multidisciplinary nature of the design field, and the high focus on instruction for its faculty, a specific list of institutions or even programs cannot be easily done. This department will seek external evaluations predominately from evaluators from the Big Ten Academic Alliance and the Association of American Universities. If the field of research in design requires additional expertise outside of AAU, a request for review and approval will be made to the College.

The following principles will be applied in identifying external reviewers: the external reviewer will be 1) a distinguished expert in their field, as demonstrated by their scholarship credentials: publications; creative work; national and international awards; prominence in professional organizations; and presence on editorial boards of major journals; 2) will be nationally or internationally known in the field related to a candidate's interdisciplinary or transdisciplinary projects; and/or 3) where relevant, will be a distinguished, award-winning scholar or designer who is not affiliated with an academic institution.

Justification will be provided in each case when a suggested evaluator is from a program not included on these lists.

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. External evaluations of scholarly activity and research are not obtained for teaching or associated faculty unless the faculty member has been involved in a significant amount of scholarship. The decision to seek external evaluations for a teaching or associated faculty member will be made by the department chair after consulting with the candidate and the chair of the Promotion and Tenure Committee.

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

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

- Is written by a person highly qualified to judge the candidate's scholarship (or other performance, if relevant) who is not a close personal friend, research collaborator, or former academic advisor or post-doctoral member of the candidate (see description of conflict of interest for external reviewers just above). Qualifications are generally judged on the basis of the evaluator's expertise, record of accomplishments, and institutional affiliation. This department will only solicit evaluations from tenured professors with institutional affiliations predominately in the programs listed above. All persons providing evaluation must be at or above the rank sought by the applicant.
- Provides sufficient analysis of the candidate's performance to add information to the review. A letter's usefulness is defined as the extent to which the letter is analytical as opposed to perfunctory. Under no circumstances will "usefulness" be defined by the perspective taken by an evaluator on the merits of the case.

Since the department cannot control who agrees to write and or the usefulness of the letters received, at least twice as many letters are sought as are required, and they are solicited no later than the second week of June prior to the review year. This timing allows additional letters to be requested should fewer than five useful letters result from the first round of requests.

As described above, a list of potential evaluators is assembled by the Promotion and Tenure Committee, the department chair, and the candidate. The list of potential reviewers must be submitted for college approval before sending letters. If the evaluators suggested by the candidate meet the criteria for credibility, a letter is requested from at least one of those persons. Faculty Rule [3335-6-04](#) requires that no more than half the external evaluation letters in the dossier be written by persons suggested by the candidate. In the event that the person(s) suggested by the candidate do not agree to write, neither the Office of Academic Affairs nor this department requires that the dossier contain letters from evaluators suggested by the candidate.

The department follows the Office of Academic Affairs suggested format for letters requesting external evaluations. A sample letter for tenure-track faculty can be found [here](#). A sample letter for teaching 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 department chair, who will decide what, if any, action is warranted (requesting permission from the Office of Academic Affairs to exclude that letter from the dossier). It is in the candidate's self-interest to assure that there is no ethical or procedural lapse, or the appearance of such a lapse, in the course of the review process.

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

VII Promotion and Tenure and Reappointment Appeals

Only the candidate may appeal a negative tenure, promotion, or reappointment decision.

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

Faculty Rule [3335-6-05](#) sets forth general criteria for appeals of negative promotion and tenure decisions. Appeals alleging improper evaluation are described in Faculty Rule [3335-5-05](#).

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

VIII Seventh-Year Reviews

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

IX Procedures for Student and Peer Evaluation of Teaching

A Student Evaluation of Teaching

Use of the Student Evaluation of Instruction (SEI) online form is required in every course offered in this department. Faculty members should encourage a high completion rate by explaining to the class the significance of the evaluation. When a small proportion of the class completes the evaluation, the resulting information has little value either for improving instruction or for performance evaluation.

B Peer Evaluation of Teaching

The department chair oversees the department's peer evaluation of teaching process.

Annually the department chair appoints a Peer Review of Teaching Committee of a size judged sufficient to meet the volume of peer review activity expected that year, without overburdening any of the members. The term of service is one year, with reappointment possible. Reasonable efforts are made to distribute service among the tenured faculty from year to year in order to support and encourage attention to the quality of teaching in the department. Although there is no presumption that a peer reviewer must be of equal or higher rank than the faculty member being reviewed, such a model will be followed to the extent possible.

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

- To review the teaching of probationary tenure track faculty and teaching faculty at least once a year during the probationary period, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned in the course of the probationary period. When assistant professors are reviewed for tenure and promotion, they are required to have a minimum of five peer evaluations of teaching from the probationary period.
- To review the teaching of tenured associate professors and nonprobationary associate teaching professors at least once every other year, with the goal of assessing teaching at all the levels of instruction over time at rank of associate professors. When associate professors are reviewed for promotion, they are required to have a minimum of four peer evaluations of teaching from their most recent five years of instruction.
- To review the teaching of tenured professors and nonprobationary teaching professors at least once every four years with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned over time.
- To review, upon the department 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 department 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 department chair or the faculty member focus on the specific aspects of instruction requested by the chair or faculty member.

Regularly scheduled peer teaching evaluations (the first three situations listed above) are comprehensive and should include, in addition to class visitation, review of course syllabi and related instruction materials. In the case of peer review for the purposes of promotion and tenure reviews, the class visitation is conducted by one or more senior peers whom the promotion and tenure chair has identified in consultation with the candidate. The peer reviewer should meet with the candidate to establish a time for the visit and to understand the goals of the course and the candidate's teaching philosophy. If possible, the peer reviewer should attend at least one class session during a semester.

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