

**Appointments, Promotion, and Tenure
Criteria and Procedures for
The Ohio State University
at Lima**

Approved by the Faculty Assembly: 12/2025

Approved by the Office of Academic Affairs: 12/3/25

Table of Contents

1	Preamble.....	3
2	The Ohio State Lima Mission.....	3
3	Definitions	4
3.1	Eligible Faculty	4
3.1.1	Tenure-Track Faculty	4
3.1.2	Teaching/Professional Practice Faculty	4
3.1.3	Associated Faculty.....	5
3.2	Procedures	6
3.2.1	Promotion and Tenure Committee	7
3.2.2	Quorum	7
3.2.3	Recommendation from the Eligible Faculty	7
4	Appointments.....	8
4.1	Criteria.....	8
4.1.1	Tenure-track Faculty	8
4.1.2	Teaching/Professional Practice Faculty	9
4.1.3	Associated Faculty	10
4.1.4	Emeritus Faculty	11
4.2	Procedures	12
4.2.1	Tenure-Track Faculty	12
4.2.2	Teaching/Professional Practice Faculty	14
4.2.3	Transfer from the Tenure-Track.....	14
4.2.4	Associated Faculty.....	15
5	Annual Performance and Merit Reviews	15
5.1	Documentation.....	16
5.1.1	Tenure-Track (probationary and tenured and Teaching/Professional Practice (probationary and non-probationary) Faculty	16
5.1.2	Associated Faculty	17
5.2	Probationary Tenure-Track Faculty	17
5.2.1	Fourth-Year Review	18
5.2.2	Extension of the Tenure Clock.....	18
5.3	Tenured Faculty	19
5.4	Teaching/Professional Practice Faculty	19
5.5	Associated Faculty	19
5.6	Salary Recommendations	20
6	Reviews for Promotion & Tenure and for Promotion	21
6.1	Criteria and Evidence that Support Promotion.....	22
6.1.1	Promotion to Associate Professor with Tenure	23
6.1.2	Promotion to Professor	25
6.1.3	Teaching/Professional Practice Faculty	25
6.1.4	Associated Faculty	26
6.2	Procedures	27
6.2.1	Responsibilities of Tenure-Track and Teaching/Professional Practice Faculty Candidates.....	27
6.2.2	Responsibilities of the P&T Committee	28
6.2.3	Responsibilities of the Eligible Faculty	30
6.2.4	Responsibilities of the Dean and Director	30
6.2.5	Procedures for Associated Faculty.....	31
7	Promotion, Tenure, and Reappointment Appeals.....	31

8	Seventh-year Reviews	31
9	Procedures for Student and Peer Evaluation of Teaching	32
9.1	Student Evaluation of Teaching.....	32
9.2	Peer Evaluation of Teaching	32
9.2.1	Probationary Faculty.....	32
9.2.2	Tenured and Non-probationary Faculty	33
9.2.3	Additional Peer Evaluation of Teaching.....	33

1 Preamble

This document is a supplement to Chapters 6 and 7 of the [University Faculty Rules](#); the annually updated procedural guidelines for promotion and tenure reviews in Chapter 3 of the Office of Academic Affairs (OAA) [Policies and Procedures Handbook](#); the governance documents of tenure-initiating units (TIUs); and other policies and procedures of the university to which the Lima campus and its faculty are subject.

Should those rules and policies change, the Lima campus will follow the new rules and policies until such time as it can update this document to reflect the changes. In addition, this document must be reviewed, and either reaffirmed or revised, at least every five years on the appointment or reappointment of the campus Dean and Director (henceforth “the Dean” or “the campus Dean”).

The Dean of the Lima campus and the Office of Academic Affairs must approve this document before it may be implemented. It sets forth the campus’s mission and, in the context of that mission and the mission of the university, the campus’s criteria and procedures for faculty appointments and faculty promotion, tenure, renewal, and rewards, including salary increases. In approving this document, the campus Dean and the Office of Academic Affairs accept the mission and criteria of the campus and delegate to it the responsibility to apply high standards in evaluating current faculty and candidates for faculty positions in relation to the campus’s mission and criteria.

The faculty and the administration are bound by the principles articulated in University Faculty Rule [3335-6-01](#). In particular, all faculty members accept the responsibility to participate fully and knowledgeably in review processes; to exercise the standards established in University Faculty Rule [3335-6-02](#) and other standards specific to this campus and relevant TIUs; 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](#).

2 The Ohio State Lima Mission

The Ohio State University at Lima builds the future of western Ohio by developing leaders and providing access to the resources and strength of the state’s top university. Students interact closely with faculty, both within and beyond the classroom, to pursue intellectual growth and prepare themselves for the future.

Ohio State Lima extends The Ohio State University’s land-grant mission while prioritizing a student-centered approach to teaching and learning. Like the Columbus campus, our faculty are dedicated educators, active scholars, and committed to community service. Guided by the University’s Shared Values, we provide accessible, affordable education to northwest and west central Ohio.

3 Definitions

3.1 Eligible Faculty

The eligible faculty for all appointment (hiring), reappointment, promotion, or promotion and tenure reviews must have their primary appointment on the Lima campus.

The dean and director, assistant and associate deans of the campus, 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.

3.1.1 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 with primary assignments at Ohio State at Lima.
- **Rank Review.** A vote on the appropriateness of the proposed rank must be cast by all tenured faculty with primary assignments at Ohio State at Lima who have equal or higher rank than the position requested. The vote is advisory to the dean and director, who consults with the appropriate TIU head.

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 with primary assignments at Ohio State at Lima.
- For the promotion reviews of associate professors, the eligible faculty consists of all tenured professors with primary assignments at Ohio State at Lima.

3.1.2 Teaching/Professional Practice Faculty

Initial Appointment Reviews

- **Appointment Review.** For an appointment (hiring or appointment change from another faculty type) review of a teaching/professional practice assistant professor, an associate teaching professor or professional practice associate professor; or a teaching professor or professional practice professor, the eligible faculty consists of all tenure-track faculty and all teaching/professional practice faculty with primary assignments at Ohio State at Lima.
- **Rank Review.** A vote on the appropriateness of the proposed rank must be cast by all tenured faculty with primary assignments at Ohio State at Lima who have equal or

higher rank than the position requested, and all non-probationary teaching/professional practice faculty with primary assignments at Ohio State at Lima who have equal or higher rank than the position requested. The vote is advisory to the dean and director, who consults with the appropriate TIU head.

Reappointment and Promotion Reviews

- For the reappointment and promotion reviews of assistant teaching professors and professional practice assistant professors, the eligible faculty consists of all tenured associate professors and professors, all non-probationary associate teaching professors, all non-probationary teaching professors, all non-probationary professional practice associate professors, and all non-probationary professional practice professors with primary assignments at Ohio State at Lima. The vote is advisory to the dean and director, who consults with the appropriate TIU head.
- For the reappointment and promotion reviews of associate teaching professors and professional practice associate professors, and the reappointment reviews of teaching professors and professional practice professors, the eligible faculty consists of all tenured professors, all non-probationary teaching professors, and all non-probationary professional practice professors with primary assignments at Ohio State at Lima. The vote is advisory to the dean and director, who consults with the appropriate TIU head.

3.1.3 Associated Faculty

Initial Appointment and Reappointment

- For the initial appointment (hiring or appointment change from another faculty type) of compensated associated faculty members, the eligible faculty consists of all tenure-track faculty and all teaching/professional practice faculty with primary assignments at Ohio State at Lima.

Initial appointments at senior rank require a vote by the eligible faculty (all non-probationary teaching/professional practice faculty and tenured faculty with primary assignments at Ohio State at Lima who have equal or higher rank than the position requested) and prior approval of the relevant college dean. The vote is advisory to the dean and director, who makes the hiring decision in consultation with the appropriate TIU head.

- For reappointments, the eligible faculty are all those with non-probationary teaching/professional practice titles and tenured faculty members of equal or higher rank than the candidate with primary assignments at Ohio State at Lima. The vote is advisory to the dean and director, who consults with the appropriate TIU head.

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/professional practice faculty, as appropriate to the appointment, as described in Sections 3.1.1 or 3.1.2 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 3.1.1.

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

3.2 Procedures

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.

3.2.1 Promotion and Tenure Committee

The Promotion and Tenure Committee at Ohio State at Lima reviews the promotion, tenure, and reappointment or renewal of faculty and provides an evaluative written assessment and recommendation to the dean and director. The Promotion and Tenure Committee's responsibilities in promotion and/or tenure evaluations are detailed in Section 6.2.2. The committee's assessment and recommendation are advisory to the dean and director.

The Promotion and Tenure Committee consists of six tenured members of the Faculty Assembly, appointed by the dean and director. Members serve two-year terms. The dean and director, in consultation with the Faculty Leadership Committee, appoints the chair and members of the Lima Campus P&T committee based on the recommendations of the associate dean, who serves as administrative liaison to the committee.

3.2.2 Quorum

The quorum required for the campus to discuss and vote on all personnel decisions is 2/3 (two-thirds) of the eligible faculty not on an approved leave of absence. Faculty on approved leave are not considered for quorum unless they declare, in advance and in writing, their intent to participate in all proceedings for which they are eligible during the leave. A member of the eligible faculty on Special Assignment may be excluded from the count for the purposes of determining quorum only if on an approved off-campus assignment.

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

3.2.3 Recommendation from the Eligible Faculty

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

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

3.2.3.1 Appointment

A positive recommendation from the eligible faculty for appointment is secured when more than half of the votes cast are positive.

3.2.3.2 Reappointment, Promotion and Tenure, and Promotion

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

4 Appointments

4.1 Criteria

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

For each type of faculty appointment made on this campus, this APT document describes: (1) the campus's criteria for making such an appointment, (2) the evidence to be provided in support of such an appointment, and (3) the campus's procedures for making such an appointment. It is the expectation of the campus that a faculty appointment will have been made consistent with all relevant policies, procedures, practices, and standards established by the campus, the Rules of the University Faculty, the Office of Academic Affairs, and the Office of Human Resources.

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

4.1.1 Tenure-Track Faculty

Each tenure-initiating unit (TIU) at Ohio State defines a set of criteria, including research and scholarly activity for hiring tenure-track faculty at Ohio State's regional campuses. In addition, Faculty Rule [3335-6-04 D.1](#) notes that "the relative weight of teaching and service is ordinarily greater on regional campuses."

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. Every effort will be made to avoid such appointments. An appointment at the instructor level is limited to three years. Promotion to assistant professor occurs without review the semester following completion of the required credentialing. An instructor must be approved for promotion to assistant professor by the beginning of the third year, or the appointment will not be renewed, and the third year is the terminal year of employment.

Upon promotion to assistant professor, the faculty member may request prior service credit

for time spent as an instructor. This request must be approved by the campus's eligible faculty, the dean and director, the faculty member's TIU head, the college 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 extend the probationary period. In addition, all probationary faculty members have the option to be considered for early promotion.

Assistant Professor. An earned terminal degree is the minimum requirement for appointment at the rank of assistant professor. Evidence of potential for scholarly productivity, high-quality teaching, and high-quality service to Ohio State at Lima, the TIU, 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 under the protocol of the TIU and the consent of the Lima campus dean and director. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged as it cannot be revoked once granted except through an approved request to extend the probationary period.

Associate Professor and Professor. Appointment offers at the rank of associate professor, with or without tenure, professor with tenure, and/or 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 TIU'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 are not possible.

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

4.1.2 Teaching/Professional Practice Faculty

Except for those appointed at the rank of instructor, for whom a contract is limited to three years, the initial contract for all other teaching/professional practice faculty members must be for a period of five years. The initial contract at all ranks is probationary, with reappointment considered annually. Second and subsequent contracts for assistant and associate teaching professors and professional practice assistant and associate professors must be for a period of at least three years and for no more than five

years. Second and subsequent contracts for teaching/professional practice professors must be for a period of at least three years and no more than eight years. Tenure is not granted to teaching/professional practice faculty. There is also no presumption that subsequent contracts will be offered, regardless of performance. Performance expectations are set jointly by the TIU and the Lima campus. The process for reappointment depends on the TIU's policies, which must correspond to the Policy on Faculty Annual Review, Post-Tenure Review, and Reappointment, III, A-G, and the campus provides input into the reappointment process through annual reviews of teaching/professional practice faculty. Reappointments require the approval of the dean and director.

The Lima campus supports teaching and professional practice faculty. These appointments exist for faculty who focus principally on the educational needs of students at the Lima campus. Such faculty are expected to contribute to the campus's mission as reflected in undergraduate and graduate program development and teaching. Teaching/professional practice 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 campus.

Teaching/Professional Practice Instructor. Appointment is normally made at the rank of teaching/professional practice instructor when the appointee has not completed the requirements for the terminal degree. Every effort will be made to avoid such appointments. As noted above, an appointment at the instructor level is limited to a three-year contract. In such cases, if the instructor has not completed requirements for promotion to the rank of assistant professor by the end of the penultimate year of the three-year contract period, a new contract will not be considered even if performance is otherwise adequate and the position itself will continue.

Assistant Teaching Professor and Professional Practice Assistant Professor. In addition to the criteria the TIU requires for appointment at the rank of assistant teaching professor and professional practice assistant professor, the campus requires evidence of high-quality teaching and a commitment to service.

Associate Teaching Professor, Professional Practice Associate Professor, Teaching Professor, and Professional Practice Professor. In addition to the criteria the TIU requires for appointment at the rank of associate teaching professor and professional practice associate professor, or teaching professor and professional practice professor, the campus requires a sustained record of excellent teaching and effective service.

4.1.3 Associated Faculty

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

Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor. Adjunct titles are used to confer faculty status on individuals who have credentials comparable to tenure-track or teaching/professional practice faculty of equivalent rank. The adjunct

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

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

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

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

Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor. Visiting faculty appointments may either be compensated or uncompensated. Visiting faculty members on leave from an academic appointment at another institution are appointed at the rank held in that position. The rank at which other (non-faculty) individuals are appointed is determined by applying the criteria for appointment of tenure-track faculty. Visiting faculty members are not eligible for tenure or promotion. They may not be reappointed for more than three years at 100% FTE.

4.1.4 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/professional practice, 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.

Tenure-track and teaching/professional practice faculty will send a request for emeritus faculty status outlining academic performance and citizenship to their TIU head. The request will be reviewed according to the process specified in the TIU's Appointments, Promotion, and Tenure document.

Associated faculty will send their request to the dean and director, who will decide upon the request in consultation with the associate 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.

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

4.2 Procedures

Decisions to create new positions and fill vacant positions are the responsibility of the dean and director. The Teaching and Academic Practices Committee, a standing committee of the Lima campus Faculty Assembly, is charged with advising the dean and director on such decisions.

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

See the [Policy on Faculty Recruitment and Selection](#) and the [Policy on Faculty Appointments](#) for information on the following topics:

- recruitment of tenure-track, teaching/professional practice, and associated faculty
- appointments at senior rank or with prior service credit
- hiring faculty from other institutions after April 30
- appointment of foreign nationals
- letters of offer

4.2.1. Tenure-Track Faculty

Decisions to search for new tenure-track faculty are the responsibility of the dean and director.

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

exception is for dual career partners, as described in Chapter 5, Section 4.1 of the [Policies and Procedures Handbook](#). Exceptions to this policy must be approved in advance by the Office of Academic Affairs. 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 dean and director, in consultation with the TIU head, appoints a search committee to identify candidates for the position. The committee must include at least one Lima campus representative from the TIU. The committee will also include at least one Columbus campus member from the TIU unless the TIU head declines to recommend such an appointment.

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 Lima campus has primary responsibilities for determining the position description for a tenure-track faculty search, but the dean and director (or designee) consults with the TIU head to reach agreement on the description before the search begins.

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), and establishing a budget, all in collaboration with Columbus campus TIUs and college deans in searches for tenure track and clinical/teaching/professional practice faculty. The steps in this phase provide guidance on forming committees, detail training requirements for search committee members, and innovative approaches to advertising and outreach. This section also includes ideas and resources for developing qualified, talent pools to ensure alignment with the university’s commitment to EEO principles and advance the eminence of the institution.
- “Phase 2 | Preliminary Review of Applicants” focuses on best practices for the application review and candidate screening processes. The guidelines and resources in this section support consistency and fairness in the review, assessment, and selection of candidates moving forward in the recruitment process. This section also outlines how to select a list of candidates for on-campus interviews.
- “Phase 3 | Finalists Interviews & Evaluations” provides guidance and tools for conducting interviews and campus visits, requesting reference letters (if not requested

earlier in the application stage), and collecting feedback from everyone who interacted with the candidates. Adherence to the guidelines outlined in this section has a direct impact on enhancing the candidate experience and ensuring a consistent evaluation process. This phase concludes with the submission of a letter from the search committee to the dean and 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.

Candidates are interviewed by, at a minimum, the regional campus dean and director, TIU head, and TIU representatives.

If an offer involves senior rank, the campus’s eligible faculty members vote on the appropriateness of the proposed rank. If the offer may involve prior service credit, the eligible faculty members vote on the appropriateness of such credit. The eligible faculty reports a recommendation on the appropriateness of the proposed rank or the appropriateness of prior service credit to the dean and director. The dean and director reports the recommendation to the TIU head, who follows the TIU’s procedures for such considerations. Appointment offers at the rank of associate professor with or without tenure or professor with tenure, and/or offers of prior service credit require prior approval of the Office of Academic Affairs.

A hiring decision requires agreement by the TIU head and regional campus dean and director. Upon such agreement, the dean and director can begin negotiations with a candidate. In the event that more than one candidate achieves the level of support required to extend an offer, the TIU head and the dean and director decide which candidate to approach first. The TIU head and the dean and director must agree on the details of the offer, including compensation. The letter of offer must be signed by the TIU head and the regional campus dean and director.

4.2.2 Teaching/Professional Practice Faculty

Searches for teaching/professional practice faculty generally proceed identically as for tenure-track faculty, except that the candidate's presentations during the interviews are on teaching and on practice topics, and not on scholarship.

4.2.3 Transfer from the Tenure-Track

Tenure-track faculty may transfer to a teaching/professional practice appointment if appropriate circumstances exist. Tenure is lost upon transfer, and transfers must be approved by the TIU head, the college dean, the Lima campus dean and director, and the

executive vice president and provost. The request for transfer must be initiated by the faculty member in writing and must state clearly how the individual's career goals and activities have changed. Transfers from a teaching/professional practice appointment to the tenure-track are not permitted. Teaching/professional practice faculty members may apply for tenure-track positions and compete in regular national searches for such positions.

4.2.4 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 4.2 above) and candidate interviews. The appointment is then decided by the dean and director based on recommendation from the search committee and in consultation with the appropriate TIU head.

The reappointment of all compensated associated faculty members is decided by the dean and director in consultation with the appropriate TIU head.

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

Appointment and reappointment of uncompensated adjunct or visiting faculty may be proposed by any faculty member on the campus and are decided by the dean and director in consultation with the academic affairs committee.

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

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

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

5 Annual Performance and Merit Reviews

The Ohio State University at Lima follows the requirements for annual reviews as set forth in the [Policy on Faculty Annual Review, Post-Tenure Review, and Reappointment](#), which stipulates that such reviews must include a scheduled face-to-face meeting for probationary faculty, and a face-to-face meeting for all other compensated faculty members at the request of the dean and director, the TIU head, or the faculty member, 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 dean and director together with the TIU chair conducts an annual review of all tenure-track and teaching/professional practice faculty members. For tenure-track and teaching/professional practice faculty, the dean and director will focus primarily on performance in teaching and service as described in the campus's guidelines on faculty duties, responsibilities, and workload (see Section IX and Appendix A of the Lima campus Pattern of Administration); the TIU bears primary responsibility for assessing performance in scholarship or creative activity as also described in the aforementioned sections of the POA. Together, the dean and director and the TIU chair will write one letter.

For associated faculty, annual reviews focus on summative teaching evaluation and formative self-assessment. The associate dean reviews associated faculty teaching through the student survey of learning experience (SSLE) as well as the Peer Evaluation of Teaching process; all associated faculty with annual contracts and all associated faculty who were rehired after retiring meet with the associate dean annually for a performance review. Associated faculty on term contracts may choose to meet with the associate dean for a performance review.

The time frame for assessing teaching and service is the previous calendar year. The time frame for assessing scholarship or creative activity may be longer, dependent on the TIU; wherever possible, however, the dean and director request that the evaluation reflects the previous three years for scholarship or creative activity in order to attend to longer-term patterns of increasing or declining productivity. The annual review also covers any additional assignments and goals specific to the individual as well as progress toward promotion where relevant.

Meritorious performance in teaching, scholarship, and service is assessed in accordance with the same criteria that form the basis of promotion decisions. Per Faculty Rule [3335-3-35](#), the dean and director is required to include a reminder in the annual review letter that the faculty member has 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.

An annual performance and merit review that leads a dean and director to submit (1) a Report of Non-Renewal of Probationary Appointment of Faculty; (2) the fourth-year review of a probationary faculty member; or (3) a Report of Contract Renewal or Non-Renewal for teaching/professional practice faculty must be assessed by the dean of the faculty member's college. In each of these cases, the decision of the college dean is final.

5.1 Documentation

5.1.1 Tenure-track (probationary and tenured) and Teaching/Professional Practice Faculty (probationary and non-probationary)

Electronic copies of the following documents must be submitted (per instructions by the dean and director) by early February of the calendar year following the year to be reviewed:

- [Dossier outline](#) (*required for probationary faculty*) or updated documentation of performance and accomplishments (*non-probationary faculty*)
- updated CV
- copies (in electronic format, if possible) of pedagogical papers, books, or other teaching-related or service-related materials published or accepted for publication

In order to understand a faculty member's student evaluation of instruction data and peer evaluations in context, the dean may also review a faculty member's grade distributions and drop rates.

TIUs also require tenure-track and teaching/professional practice faculty to submit documentation for annual reviews, and the faculty member bears the responsibility of submitting that documentation to the TIU. To avoid faculty members' duplication of effort, the regional campus and the relevant TIU will pull the research, teaching, and service report from the Interfolio RPT interface.

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.

5.1.2 Associated Faculty

For their annual performance and merit review, associated faculty must submit the Teaching section and, if appropriate to a faculty member's appointment, the Service section of the Office of Academic Affairs [dossier](#) outline, and an updated CV.

5.2 Probationary Tenure-Track Faculty

The Dean and Director, together with the TIU head, jointly conducts the annual review of each probationary tenure-track faculty member. The review focuses on the faculty member's performance and progress in teaching, research/scholarly/creative activity, and service, as well as their plans and goals for the coming year.

Following their joint discussion with the faculty member, the Dean and Director and TIU head prepare a single written evaluation that includes ratings in the three evaluative categories—teaching, research/scholarly/creative activity, and service—using the following scale:

1. Does not meet expectations
2. Meets expectations
3. Exceeds expectations

In preparing the evaluation, the Dean and Director and TIU head may consult with other relevant administrators as appropriate—particularly if the faculty member is involved with graduate students, has taught courses on the Columbus campus, has coordinated or directed programs or initiatives at the Columbus campus, or has served on TIU, college, or university committees.

The joint evaluation letter provides an overall assessment of the faculty member's progress

toward tenure and includes a recommendation regarding renewal of the probationary appointment for another year. The letter is shared with the faculty member, who may submit written comments for inclusion in the record.

In the event of any divergence in perspective during the review process, the Dean and Director and TIU head work together to clarify and reconcile differences so that the faculty member receives consistent assessment and advice.

The joint review letter (along with any comments from the faculty member) is forwarded to the college dean. Annual review letters are also retained as part of the faculty member's cumulative dossier for promotion and tenure consideration.

Faculty should refer to the [Appointments, Promotion, and Tenure documents](#) of their TIUs and colleges for information on review procedures at those levels. If the TIU head recommends renewal of the appointment, the recommendation is final. If the TIU head recommends nonrenewal, then the Fourth-Year Review process is invoked. Following completion of that process, the college dean makes the final decision on renewal or nonrenewal of the probationary appointment.

5.2.1 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 (for the TIU-level review) are optional, and the college dean makes the final decision regarding renewal or nonrenewal of the probationary appointment.

The Lima campus Promotion and Tenure Committee conducts a review of the candidate. At the conclusion of the review, the committee chair sends the committee's evaluation letter to the dean and director, who, after completing an independent review of the faculty member's record and reviewing the letter from the chair of the P&T Committee, sends both their own letter and the committee's letter to the faculty member's TIU head. The letter from the dean and director includes a recommendation regarding whether or not to renew the faculty member's appointment for an additional probationary year.

The review then moves to the TIU, where the TIU's eligible faculty conducts a review of the candidate. On completion of the review, the eligible faculty votes on whether to recommend renewal of the probationary appointment. The eligible faculty forwards a record of the vote and a written performance review to both the dean and director and to the TIU head. The TIU head 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 TIU 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 dean and director or the TIU head recommend renewal or nonrenewal. The college dean makes the final decision regarding renewal or nonrenewal of the probationary appointment.

5.2.2 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 campus's or a TIU's right to recommend nonrenewal of an appointment during an annual review.

5.3 Tenured Faculty

The annual performance and merit review process for tenured faculty members is identical to that for tenure-track probationary faculty, except that a face-to-face meeting with the dean and director may be upon the request of dean and director, the TIU head, or the faculty member.

5.4 Teaching/Professional Practice Faculty

The annual performance and merit review process for teaching/professional practice probationary and non-probationary faculty members is identical to that for tenure-track probationary and tenured faculty, respectively, except that the dean and director does not request that teaching/professional practice faculty members' TIU heads provide a rating for research, scholarly, and creative activity. The dean and director will provide the TIU head a copy of a teaching/professional practice faculty member's annual performance and merit review letter.

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

There is no presumption of renewal of contract.

5.5 Associated Faculty

Compensated associated faculty in their initial appointment must be reviewed before reappointment. Annual reviews of all associated faculty, except visiting faculty, are the responsibility of the associate dean, who meets with the faculty member to discuss the faculty member's performance, plans, and goals, and then sends the faculty member a written evaluation. The decision to renew a compensated associated faculty member's appointment resides with the dean and director, whose decision is final. If the decision is to reappoint, a multi-year appointment may be extended.

Review of visiting faculty members is the responsibility of the dean and director. The dean and director's decision about renewal is final.

Compensated associated faculty on multiple-year appointments are reviewed annually by the associate dean, who meets with the faculty member to discuss their performance, plans,

and goals, and then sends the faculty member a written evaluation. No later than October 15 of the final year of the appointment, the dean and director will decide on whether or not to reappoint. That decision is final.

5.6 Salary Recommendations

Except when the university dictates any type of across-the-board salary increase, all funds for annual salary increases are directed toward rewarding meritorious performance. On occasion, one-time cash payments or other rewards, such as extra travel funds, are made to recognize non-continuing contributions that justify reward but do not justify permanent salary increases. Such payments/rewards are considered at the time of annual salary recommendations.

Under guidance provided by the Annual Merit Compensation Process (AMCP) document each year, the dean and director decides on salary adjustments based on annual performance and merit reviews and on equity considerations. In deciding on merit adjustments, the dean and director considers each faculty member's annual performance ratings in the context of the percentages associated with the faculty member's responsibilities. Merit salary increases for tenured and tenure-track faculty are based as much on qualitative as quantitative contributions in each of the three areas of tenure-track faculty activity: teaching, service, and scholarship or creative activity. Teaching/professional faculty merit increases are based on teaching and service. Associated faculty increases are based on teaching.

The dean and director rates each faculty member's annual performance in teaching and, if applicable, service. The dean and director rates each tenure-track faculty member's annual performance in teaching and service; the dean and director consults with the appropriate TIU head to rate each tenure-track faculty member's performance in scholarship or creative activity. Taken together, these ratings are used to formulate salary increases for meritorious annual performance for tenure-track faculty. The following scale is used to assess each of the three areas of performance:

1. Does not meet expectations
2. Meets expectations
3. Exceeds expectations

The dean and director attempts to prevent salary inequities by consulting with TIU heads about appropriate salaries for initial appointments/new positions, recognizing that there may be legitimate salary differences depending on differences in duties between the Columbus and Lima campuses.

To monitor faculty salaries for inequities during the annual salary setting process, the dean and director will also compare salaries to the median salaries of faculty at the other regional campuses and of Columbus faculty who are in the same TIU and at the same rank including, as possible, time in rank. Developing comparative data may be complicated in cases where the faculty member does not have at least a few Columbus faculty members at the same rank or where significant differences in responsibilities exist. Typically, the dean and director reviews these comparisons every summer. This work will be coordinated with

the senior vice provost for external engagement.

In cases where the faculty member's salary is substantially lower than the comparison group's median, the dean and director may determine that an equity adjustment is needed to correct, or take steps toward correcting, the inequity. Considerations also include performance differences, the TIU's scholarship expectations (if applicable), previous assessments of the faculty member's performance by the dean and director and the TIU head (who may be consulted during this process), and other relevant information. To be eligible for equity adjustments, faculty must have established a record of meeting or exceeding expectations in each of the areas of teaching, scholarship, and service.

Eligible faculty with the largest inequities have first priority for equity adjustments. It may require more than one year to make the desired equity adjustment.

The dean and director may use up to 20% of the regularly available AMCP pool for equity adjustments. More typically, however, the dean and director will ask the executive vice president and provost for permission to use campus funds outside the AMCP pool for equity adjustments. Support for this request is provided via the documentation collected in the assessment process.

Faculty who fail to submit the required documentation for an annual performance and merit review (see Section 5.1 above) 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.

Faculty members may meet with the dean and director to discuss their individual salary determination process, including but not limited to their salary, salary increase, and/or their ratings. A faculty member who wishes to discuss dissatisfaction with their salary increase with the dean and director 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. The regional campuses faculty salary appeals process is described in Chapter 4, Section 2 in the Office of Academic Affairs [*Policies and Procedures Handbook*](#).

6 Reviews for Promotion & Tenure and for Promotion

Promotion and Tenure decisions are the most important decisions a university makes because they ultimately determine the strength of the university's faculty and, thus, the quality of the university. Detailed P&T procedures exist to ensure that P&T decisions are informed and fair.

P&T decisions should uphold and strengthen the institution. P&T criteria must reflect, and decisions must be based upon, the best long-term interests of the institution.

P&T decisions involve faculty peer review and administrative review at many levels. For Lima campus candidates, the process begins with peer review, a vote by the eligible faculty (see Section 3.1), and a recommendation by the Promotion and Tenure Committee, which is made up of six tenured campus faculty members. They are then reviewed by the dean and

director, who forwards the written evaluation and recommendation of the regional campus review to the TIU head. From that point on, the review follows the procedures for the Columbus campus faculty as described below. Faculty need to be aware of the criteria and documentation requirements of the TIU as defined in the TIU's [Appointments, Promotion and Tenure document](#).

Before tenure, a tenure-track faculty member is considered to be on probationary status. Annually, a decision is made as to whether to renew the appointment of a probationary faculty member. A non-renewal decision (unless based upon fiscal or programmatic considerations) must be based on the results of an annual performance review conducted by the Dean using fourth-year review procedures (see Section 5.2.1, above). Non-renewal of a probationary faculty member is not to be confused with dismissal for cause. A high level of performance must be documented for renewal, but even excellent performance does not guarantee renewal and tenure, for the needs of the institution may change.

Each step of this process follows detailed procedures set forth in the P&T documents of the respective academic units. Yet the procedures cannot replace judgment. Both are necessary to ensure that the ultimate decision is both free of bias and in the best interests of the university.

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.

The following procedures are followed in conducting the Lima campus purview of P&T reviews of faculty.

6.1 Criteria and Evidence that Support Promotion

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

A commitment to these values and principles is demonstrated, for example, by participation

in faculty governance and community outreach; activities related to the University's [Shared Values](#); adherence to principles of the responsible conduct of research; constructive conduct and ethical behavior during the discharge of responsibilities and authority; and the exercise of rights and privileges consistent with the [American Association of University Professors' Statement on Professional Ethics](#).

This campus is committed to assessing the practice of these values and principles as part of all performance evaluations. Except when the university dictates any type of across-the-board salary increase, all funds for annual salary increases will be directed toward rewarding meritorious performance and the active promotion of an enriching working and learning environment through collegiality, civility, and openness to diverse ideas and opinions.

6.1.1 Promotion to Associate Professor with Tenure

Faculty Rule [3335-6-02 \(C\)](#) 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 campus' academic mission at a high level for the duration of their time at the University.

Every candidate is held to a high standard of excellence in all aspects of performance. Above all, candidates are held to a very high standard of excellence in the areas central to their responsibilities. If a candidate's primary teaching role is and will continue to be teaching a specific set of courses, then excellence in that area of teaching is required. Mediocre performance in that area would not be adequately counterbalanced by excellent performance in other courses or in other areas that occupy a significantly smaller part of the individual's responsibilities.

Graduate teaching in Columbus constitutes contributions to the faculty member's TIU. Because such courses do not constitute contributions to teaching at Ohio State Lima, the dean and director and the Lima Promotion and Tenure Committee will not evaluate them.

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

Reviews for promotion to associate professor with tenure are conducted first at the Lima campus, with an emphasis on teaching and service, and then at the TIU on the Columbus campus, with an emphasis on research, scholarly/creative activity, and service. Faculty need to be aware of the criteria and documentation requirements of both Ohio State at Lima as defined in this document and the TIU as defined in the TIU's [Appointments, Promotion and Tenure document](#).

Finally, the university's [Workload Guideline](#) clarifies that if TIUs have tenure track faculty on regional campuses, then their workload expectations and APT documents should align to allow faculty to achieve the specific criteria required for promotion, given the higher proportion of time allocated to teaching duties for regional campus faculty, as compared to tenure track faculty on the Columbus campus.

For a favorable P&T recommendation, the Lima campus requires candidates to demonstrate excellence in teaching, to have excellent records of service appropriate to their rank and discipline, and to have adhered to professional standards of ethical behavior. Candidates must also satisfy the scholarship or creative activity expectations their TIUs have established for regional campus faculty (primary responsibility for evaluating scholarship or creative activity productivity rests with the TIU). In rare instances, a decision not to reappoint a probationary faculty member may be based upon fiscal considerations or upon changes in the programmatic needs of the campus.

Teaching

Faculty must consistently provide excellent teaching. In evaluating performance in teaching, documented evidence regarding course and instructor evaluation will be considered. In this regard, student opinions and judgments, appropriately documented and accompanied by interpretive information, are essential. Every student in every classroom course must be provided an opportunity to complete a confidential evaluation of the instruction and the instructor. The standard instrument for all courses at [campus name] is the university's SSLE. The dean and director will consider discursive comments from the SSLEs if they are collected, as well as summaries of Student Discursive Forms (SDFs) if used. For courses delivered via distance-education technology, the dean and director may permit exceptions to the standard form.

Teaching	
Criteria	Type of evidence
Student evaluations	Evaluations generally align with departmental/college averages; demonstrates effective teaching.
Peer reviews of teaching	Peer reviews indicate effective teaching practices and appropriate course design
Professional development	Regular participation in workshops, seminars, or activities focused on improving teaching, developing new curricula, sharing of effective practices
Undergraduate research mentorship (if applicable)	Providing research or project opportunities for students, contribution to

	student presentations or publications
--	---------------------------------------

Service

University rules require faculty members to demonstrate leadership and effective contributions in their service activities. During a faculty member's probationary period, their annual service record should show increasing evidence of leadership and effective contributions to the campus.

Service	
Criterion	Type of evidence
Campus and University service	Participation in committees, task forces, or governance at the campus and/or university level, contribution to institutional priorities
Service to the profession	Providing professional service such as manuscript review, conference organization, society membership, contribution to advancing the profession
Recruitment and retention activities	Participation in recruitment and/or retention activities
Community and outreach engagement	Participation in outreach or community engagement activities

6.1.2 Promotion to Professor

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

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

The specific criteria in teaching and service for promotion to professor are similar to those for promotion to associate professor with tenure, with the added expectation of sustained accomplishment and quality of contributions, and a record of continuing professional growth. The same criteria of excellence in teaching and service apply here as for promotion to associate professor, but judgments of the balance that exists among the criteria should fully recognize the particular talents and assigned duties of the individual concerned, as specified by Faculty Rule [3335-6-02](#).

Reviews for promotion are conducted first at the Lima campus, with an emphasis on teaching and service, and then at the TIU on the Columbus campus, with an emphasis on research, scholarly/creative activity, and service. As with reviews for promotion with tenure, faculty need to be aware of the criteria and documentation requirements of both Ohio State at Lima as defined in this document and the TIU as defined in the TIU's Appointments, Promotion and Tenure document.

6.1.3 Teaching/Professional Practice Faculty

Promotion to Assistant Teaching Professor or Professional Practice Assistant

Professor. For promotion to assistant teaching professor or professional practice assistant professor, a faculty member must complete the terminal degree in their field and meet the required licensure/certification in his or her specialty and be performing satisfactorily in teaching, professional practice, and service. The faculty member's TIU may specify additional criteria. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

Promotion to Associate Teaching Professor or Professional Practice Associate

Professor. For promotion to associate teaching professor or professional practice associate professor, a faculty member must show convincing evidence of excellence as a teacher and a provider of effective service; must have a documented high level of competence in professional practice; and must display the potential for continuing a program of high-quality teaching and service relevant to the mission of Ohio State at Lima. Specific criteria in teaching and service for promotion to associate teaching professor or professional practice associate professor are similar to those for promotion to associate professor with tenure. The faculty member's TIU may specify additional criteria. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

Promotion to Teaching Professor or Professional Practice Professor. For promotion to teaching professor or professional practice professor, a faculty member must have a record of continuing professional growth and increasing quality of contributions, including a sustained record of excellence in teaching and professional practice; leadership in service to Ohio State Lima and to the profession; and production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice. The faculty member's TIU may specify additional criteria. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

6.1.4 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/professional practice 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. Any faculty member, in consultation with the associate dean, may nominate a lecturer for promotion from lecturer to senior lecturer. Self-nominations in consultation with the associate dean are also accepted. Nominations must be submitted to the Senior Lecturer Committee (SLC) through the associate dean. Nominations can be made at any time. A nominated lecturer must notify the associate dean of the intent to submit an application for Promotion to Senior Lecturer by the last Friday in February. A completed application must be received by the associate dean by the first Friday in March.

Criteria for Promotion from Lecturer to Senior Lecturer

Lecturers with a terminal degree in the field (generally a PhD or other doctorate, but in some cases MFA/MSW) must have at least five years of service on the Lima Campus. Lecturers with a Master's degree in the field must have at least ten years of service on the Lima Campus. The required years of service for lecturers with terminal or a Master's degree in the field must be while in a full-time position that includes a significant teaching component (at least a 50% teaching appointment), and with "exceptional contributions to course and/or program development on campus," in addition to demonstrated excellence in teaching, such as indicated by SSLE scores, student discursive evaluations, and teaching awards.

The candidate must have at least three peer evaluations of teaching by tenured members of the faculty or emeritus faculty within the last three years. Although not required for lecturer positions, both scholarship (contributing to professional development) and service (contributing to the campus or community) will be considered as well.

Note: Promotion to senior lecturer is not meant simply as a reward for longevity in the lecturer position. Rather, it is recognition for a distinguished body of work in teaching on the Lima Campus.

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

6.2 Procedures

This section describes only the process of review by The Ohio State University at Lima and is written to supplement the official university guidelines on promotion and tenure as set forth in Faculty Rules [3335-6-04](#) for tenure-track faculty, [3335-7-05](#) for teaching/professional practice faculty, and the Office Academic Affairs annually updated procedural guidelines for promotion and tenure reviews found in Chapter 3 of the [Policies and Procedures Handbook](#).

6.2.1 Responsibilities of Tenure-Track and Teaching/Professional Practice Candidates

6.2.1.1 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 they are to complete. The documentation for promotion and tenure or promotion is described in full in each TIU's Appointments, Promotion, and Tenure document.

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

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

The time period for service documentation to be included in the dossier for probationary faculty is the start date to present. For tenured or non-probationary 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.

6.2.1.2 Appointments, Promotion, and Tenure (APT) Document

Candidates must indicate the APT document under which they wish to be reviewed. Candidates may be reviewed using their regional campus and TIU's current APT documents; or, alternatively, they may elect to be reviewed under either (a) the APT documents that were in effect on their start date, or (b) the APT documents that were in effect on the date of their last promotion (or last reappointment in the case of teaching and professional practice faculty), whichever of these two latter documents is the more recent. However, for tenure-track 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 TIU.

6.2.1.3 External Evaluations

If external evaluations are required, a candidate is responsible for reviewing the list of potential external evaluators developed according to the guidelines of the candidate's TIU. The candidate may add no more than three additional names but is not required to do so. The candidate may request the removal of no more than two names. The TIU head decides whether removal is justified.

6.2.2 Responsibilities of the P&T Committee

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

- To review this APT document annually and recommend proposed revisions to the faculty.
- To 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.
- To meet with each candidate for clarification as necessary and provide the candidate an opportunity to comment on his/her/their dossier. This meeting is not an occasion to debate the candidate's record.
- To draft written evaluations for faculty members being considered for promotion and/or tenure. So that the committee can accomplish its work, it shall request in writing that each faculty member to be evaluated submit information upon which the committee may make its judgments. These might include copies of quantitative and qualitative student evaluations as well as copies of any other course evaluation materials, including letters from peer evaluators, copies of all syllabi, grade distributions, and a self-evaluation. The committee shall interview each candidate to review pertinent data prior to the drafting of the committee's letter of evaluation.
 - The committee shall confine its investigations to an analysis of the faculty member's teaching and service, and to those qualities relevant to teaching and service; however, it may comment on scholarship. Criteria for evaluating teaching, service, and scholarship shall be those given in the University Faculty Rule [3335-6](#).
 - The committee's draft letter shall be available for review by the eligible faculty (see Section 3.1). A meeting of the eligible faculty, called by the chair of the Promotion and Tenure Committee, shall be held to discuss the draft and to vote on the case.
 - Voting takes place by secret ballots that are distributed at the meeting. Faculty members who are not present cannot vote in absentia unless they participate by conference call. All ballots must be returned to the Promotion and Tenure Committee chair at the conclusion of the meeting. The chair tallies the votes.
- To meet following the meeting of the eligible faculty to revise the draft letter using comments and suggestions from that meeting. The eligible faculty vote and a summary of the faculty perspectives expressed during the meeting must be included in the letter.
- To transmit the letter of evaluation and recommendation to the dean and director and to the faculty member's TIU head. In keeping with OAA procedures governing the reviews of regional campus faculty, the Lima Campus P&T committee review letter will focus on the candidate's record of teaching and service, and will include the following paragraph:

We on the Lima Campus Promotion and Tenure Committee understand that it is not our charge to judge the merit of this candidate's scholarship or creative work. We note, however, that scholarship or creative endeavors form a vital component of all tenure-track positions. We value the scholarly achievements of Lima faculty and the opportunities these achievements bring to our students. We defer to our colleagues in this candidate's TIU to judge the merit, in terms of quality and quantity, of the candidate's scholarly and creative work.

6.2.3 Responsibilities of the Eligible Faculty

The responsibilities 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.

6.2.4 Responsibilities of the Dean and Director

The responsibilities of the dean and director are as follows:

- To appoint, in consultation with the Executive Committee, the Procedures Oversight Designee (POD) of the Promotion and Tenure Committee. The Procedures Oversight Designee cannot be the same individual who chairs the committee. The Procedures Oversight Designee's responsibilities are described [here](#).
- To make each candidate's dossier available in an accessible place for review by the eligible faculty at least two weeks before the meeting at which specific cases are to be discussed and voted.
- To charge each member of the eligible faculty to conduct reviews free of bias and based on criteria.
- To remove any member of the eligible faculty from the review of a candidate when the member has a conflict of interest but does not voluntarily withdraw from the review.
- To attend the meetings of the eligible faculty at which promotion and tenure matters are discussed and respond to questions raised during the meeting. At the request of the eligible faculty, the dean and director will leave the meeting to allow open discussion among the eligible faculty members.
- To review the letters prepared by and the recommendations of the Promotion and Tenure Committee and to prepare an independent letter of evaluation. In cases where opinion is sharply divided or conflicts arise, the dean will meet with the promotion committee prior to submitting the dean's letter in order to discuss the case as well as her

or his recommendation. The final recommendations of the dean and the promotion committee need not be the same.

- To forward that letter and the written evaluation and recommendation resulting from the regional campus review to the TIU head, from which point the review follows the procedures described for the Columbus campus faculty in the TIU's Appointments, Promotion, and Tenure document.
 - A request to promote requires agreement by the dean and director and the TIU head.
- When the campus review is complete, to promptly inform the candidate of the outcome and offer the candidate the opportunity to view the letters prepared by the Promotion and Tenure Committee and by the dean and director.
- To notify all members of the Promotion and Tenure Committee of the ultimate disposition of each case.

6.2.5 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 6.2 above. The decision of the dean and director is final.

The promotion of a lecturer to senior lecturer is based on recommendations from the Senior Lecturer Committee. The Senior Lecturer Committee (SLC) is composed of the associate dean, two tenure-track faculty members (at least one of whom is a current member of the Teaching Effectiveness Committee), and one senior lecturer (the most-recently appointed, if possible). The SLC will evaluate Promotion to Senior Lecturer applications. Once the evaluation is completed, if the outcome is in favor of promotion, the materials for the candidate will be forwarded to the dean and director. The dean and director's decision is final.

7 Promotion, Tenure, and Reappointment Appeals

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 and professional practice 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.

8 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.

9 Procedures for Student and Peer Evaluation of Teaching

9.1 Student Evaluation of Teaching

Use of the Survey of Student Learning Experience (SSLE) is required in every course offered on this campus. Handwritten discursive student evaluations may also be used at the discretion of each faculty member if student comments are turned off in the online SSLE for that course. Faculty members should choose a day late in the semester when attendance is likely to be high if they are going to provide in-class time for students to complete the evaluation using a mobile application and/or distribute handwritten evaluations. The faculty member must leave the classroom during the time allotted for completing the evaluation. The faculty member should reiterate to students that the feedback provided in the evaluations is used both for performance reviews and to provide feedback that can be taken into account in future teaching. If handwritten evaluations are used, faculty members should notify Faculty Services in advance; a student should return all handwritten evaluations to Faculty Services, after which they will be sent to the Dean's office for review before being returned to the faculty member.

9.2 Peer Evaluation of Teaching

The Associate Dean and the teaching and academic practices (TAP) committee oversee the campus's peer evaluation of teaching process. The TAP will help in securing evaluators as well. Securing evaluations from a range of evaluators across different campuses is preferred but may not always be practical.

9.2.1 Probationary Faculty

The teaching of probationary tenure track and teaching/professional practice faculty must be reviewed at least once per year during the probationary period, with the goal of adequately assessing teaching at all levels of instruction to which the faculty member is assigned. 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.

Peer evaluations of teaching for probationary faculty are comprehensive and include, in addition to classroom visitation, review of course syllabi, instructional materials, assignments, and exams. Faculty under review should provide peer reviewers with the course syllabus and other materials well in advance of the classroom visit or visits. They should also provide reviewers with a list of preferred visitation dates. In addition to preparing a written report for the faculty member's file, the reviewer should meet with the faculty member following the classroom visitation for a more informal consultation about their teaching effectiveness. Although there is no requirement that a peer reviewer must be of equal or higher rank than the faculty member being reviewed, the campus will attempt to follow such a model to the extent possible.

Written reports of peer evaluation of teaching should focus not only on classroom performance but also on curricular choices, implicit and explicit goals of instruction, quality and effectiveness of testing tools, and engagement with current disciplinary knowledge. Written reports should be completed by the end of the semester of review and submitted to the associate dean for academic affairs, copied to the faculty member. The faculty member may provide written comments on this report and the peer reviewer may respond in writing to those comments. All such comments are appended to the report for inclusion in the faculty member's promotion and tenure dossier.

9.2.2 Tenured and Non-probationary Faculty

The teaching of tenured associate professors and non-probationary associate teaching professors and professional practice associate professors is reviewed at least once every other year, with the goal of assessing teaching at all levels of instruction to which the faculty member is assigned. Reviews follow the format described above for probationary faculty. To be considered for promotion to professor, associate professors must have two peer evaluations of teaching conducted in the year prior to the date of their review.

The teaching of tenured professors and non-probationary teaching/professional practice professors is reviewed at least once every two years, with the goal of assessing teaching at all levels of instruction to which the faculty member is assigned during the year of the review.

9.2.3 Additional Peer Evaluations of Teaching:

Faculty may receive more reviews if required by the TIU, and the TIU is responsible for arranging any reviews that it requires beyond those conducted by the Lima campus. The dean and director may arrange a peer evaluation of the teaching of any faculty member whom the dean and director judges would benefit from review. Typically, such reviews are in response to low or declining student evaluations or other evidence of the need for providing assistance to improve teaching.

Any faculty member may request additional peer evaluation of teaching. Evaluations conducted at the request of the faculty member are considered formative only. The dean and director is informed that the review took place, but the report is given only to the faculty member who requested the review. Faculty seeking formative reviews should also seek the services of the [Michael V. Drake Institute for Teaching and Learning](#).