

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

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I. Preamble

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

Should those rules and policies change, the 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 dean and director. Revisions may be made at any time. All revisions, as well as periodic reaffirmation, are subject to approval by the dean/director and the Office of Academic Affairs. Although the dean/director and faculty attempt to reach consensus on the document, formal faculty acceptance of the document is not required. If consensus or formal faculty approval cannot be achieved, the dean and director may implement the document without such consensus or approval.

This document must be approved by the dean and director and the Office of Academic Affairs 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, its criteria and procedures for faculty appointments and for faculty promotion, tenure and rewards, including salary increases. In approving this document, dean and director 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 faculty candidates in relation to campus 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 campus; 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. Campus Mission and Vision

A. Mission

The mission of The Ohio State University at Marion is to provide an affordable education combining the rigor and opportunities of a leading research university with the support of a small campus to prepare our students for their professions within a global society.

B. Vision

Ohio State Marion's vision is to be the destination of choice for those seeking a university education at a campus recognized for excellence in teaching, research, community outreach, and global citizenship.

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 primary appointment on the Marion campus.

The dean and director, 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.

1. Tenure-track Faculty

Initial Appointment Reviews

- **Appointment Review.** For an appointment (hiring) review of an assistant professor, associate professor, or professor, the appointed search committee recommends the candidate(s) to the dean and director, who consults with the appropriate TIU head.
- **Rank Review.** A vote on the appropriateness of the proposed rank must be cast by all tenured faculty with primary assignments at Ohio State Marion 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 Marion.
- For the promotion reviews of associate professors, the eligible faculty consists of all tenured professors with primary assignments at Ohio State Marion.

2. Clinical and Teaching Faculty

Initial Appointment Reviews

- **Appointment Review.** For an appointment (hiring or appointment change from another faculty type) review of an assistant clinical professor, an assistant teaching professor, an associate clinical professor, an associate teaching professor, a clinical professor, or a teaching professor, the appointed search committee recommends the candidate(s) to the dean/director, who consults with the appropriate TIU head.
- **Rank Review.** A vote on the appropriateness of the proposed rank must be cast by all tenured faculty with primary assignments at Ohio State Marion who have equal or higher rank than the position requested and all nonprobationary clinical and teaching faculty with primary assignments at Ohio State Marion 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 clinical professors and assistant teaching professors, the eligible faculty consists of all tenured associate professors and professors, all non-probationary associate clinical professors and clinical professors, and all non-probationary associate teaching professors and teaching professors with primary assignments at Ohio State Marion. The vote is advisory to the dean and director, who consults with the appropriate TIU head.
- For the reappointment and promotion reviews of associate clinical professors and associate teaching professors, and the reappointment reviews of clinical professors and teaching professors, the eligible faculty consists of all tenured professors, all non-probationary clinical professors, and all non-probationary teaching professors with primary assignments at Ohio State Marion. The vote is advisory to the dean and director, who consults with the appropriate TIU head.

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 appointed search committee recommends the candidate(s) to the dean and director, who consults with the appropriate TIU head.

Initial appointments at senior rank require a vote by the eligible faculty (all tenured faculty with primary assignments at Ohio State Marion 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.

- Reappointments of associated faculty do not require a faculty vote and are decided by the dean and director in consultation with the appropriate TIU head.

Promotion Reviews

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

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

For the promotion review 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.

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.

B Faculty Evaluation Advisory Committee (FEAC) and Professor Advisory Committee (PAC)

The Faculty Evaluation Advisory Committee (the Marion campus equivalent of a promotion and tenure committee), or FEAC, reviews the promotion, tenure and reappointment or renewal of tenure-track assistant professors and assistant teaching professors and provides an evaluative written assessment to the dean/director. The Committee's assessment is advisory to the dean/director. The committee provides all eligible faculty (all tenured associate professors, all tenured professors, all non-probationary associate teaching professors, and all non-probationary teaching professors with primary assignments at Ohio State Marion) with an opportunity to vote regarding promotion and/or tenure of tenure-track assistant professor and assistant teaching professor candidates and ensures that all earlier review processes met written university, campus, college, and tenure initiating units' procedures. The committee's membership is described in the campus Pattern of Administration.

The Professor Advisory Committee (PAC) reviews tenure-track associate professors and associate teaching professors who are seeking promotion to professor and provides an evaluative written assessment to the dean/director. The Committee's assessment is advisory to the dean/director. The committee provides all eligible faculty (all tenured professors and all non-probationary teaching

professors with primary assignments at Ohio State Marion) with an opportunity to vote regarding promotion of professor and teaching professor candidates and ensures that all earlier review processes met written university, campus, college, and tenure initiating units' procedures. The committee's membership is described in the campus Pattern of Administration.

C Quorum

The quorum required for the campus to discuss and vote on all personnel decisions is 50 percent of the eligible faculty. Faculty on approved leave are not considered for quorum unless they declare, in advance and in writing, their intent to participate in all proceedings for which they are eligible during the leave. A member of the eligible faculty on Special Assignment may be excluded from the count for the purposes of determining quorum only if the dean/director has approved an off-campus assignment.

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

D Recommendation from the Committee of the Eligible Faculty

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

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

1 Appointment

A positive recommendation from the eligible faculty to the dean/director for appointment is secured when two-thirds of the votes cast are positive. The final decision regarding the Marion faculty's recommendation remains with the dean/director.

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

IV Appointments

A Criteria

The 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 (tenure-track faculty, associated faculty, and teaching faculty), 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, 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.

1. Tenure-track Faculty

As the mission of the regional campuses emphasizes undergraduate instruction, regional campus criteria for appointment at the rank of assistant professor, associate professor, or professor are similar to those for Columbus campus faculty, but give relatively greater emphasis at each rank to teaching experience and quality. Each tenure-initiating-unit at Ohio State defines a set of criteria, including research and scholarship 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 the 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 that of assistant professor. The campus will make every effort to avoid such appointments. An appointment at the instructor level is limited to three years. Promotion to assistant professor occurs without review the semester following completion of the required credentialing. An instructor must be approved for promotion to assistant professor by the beginning of the third year of appointment, or the appointment will not be renewed and 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 campus's eligible faculty, the dean/director, the 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 high-quality teaching, scholarly productivity, and high-quality service to the campus, 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 unless exclusion of a year from the tenure clock has been granted. 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 campus's Faculty Evaluation Advisory Committee and the TIU's Promotion and Tenure Committee determine 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.

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

Appointment at senior rank requires that the individual, at a minimum, meet the campus and 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.

2. Clinical and Teaching Faculty

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

Performance expectations are set jointly by the TIU and the Marion campus. The process for reappointment depends on the TIU's policies, which must correspond to the [Faculty Annual](#)

[Review and Reappointment Policy, III, A-G](#). Reappointments require the approval of the dean/director.

The campus supports Clinical and Teaching Faculty. These appointments exist for faculty members who focus principally on the education needs of students on the campus. Clinical and Teaching Faculty members are expected to contribute the campus' education mission as reflected in undergraduate program development and teaching. Clinical and 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 campus.

Clinical Instructor and Teaching Instructor. Appointment is normally made at the rank of clinical or teaching instructor when the appointee has not completed the requirements for the terminal degree. The campus will make every effort to avoid such appointments. 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 contract period, a new contract will not be considered even if performance is otherwise adequate and the position itself will continue.

Assistant Clinical Professor and Assistant Teaching Professor. In addition to the criteria the TIU requires for appointment at the rank of assistant clinical professor or assistant teaching professor, this campus requires evidence of high-quality teaching and a commitment to service.

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

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.

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, 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 cannot exceed one year. Second and subsequent contracts for senior lecturers cannot exceed three years.

Assistant Professor, Associate Professor, Professor with FTE below 50%. Appointment at tenure-track titles is for individuals at 49% FTE or below, either compensated (1 – 49% FTE) or

uncompensated (0% FTE). The rank of associated faculty with tenure-track titles is determined by applying the criteria for appointment of tenure-track faculty. Associated faculty members with tenure-track titles are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure-track faculty.

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. 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.

Tenure-track and teaching faculty will send a request for emeritus faculty status to the TIU head outlining academic performance and citizenship. The TIU's established procedures shall determine the process for reviewing the application and making a recommendation to the TIU head and campus dean/director, and submitting the recommendation to the college dean.

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

If the faculty member requesting emeritus status has in the 10 years prior to the application engaged in serious dishonorable conduct in violation of law, rule, or policy and/or caused harm to the university's reputation or is retiring pending a procedure according to Faculty Rule 3335-05-04, emeritus status will not be considered.

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

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.

The SHIFT (Strategic Hiring Initiative for Faculty Talent) Framework was designed to identify and recruit broad, qualified applicant pools of extraordinary scholars who are leaders in their respective fields. Deans, TIU heads, and search committee members work in partnership with the Office of Faculty Affairs and other key stakeholders in adherence to this framework to ensure a thorough, fair, and consistent faculty search process. The framework consists of four distinct phases—each of which

includes a series of core requirements (must-do action steps) and optimal practices (aspirational action steps)—followed by a fifth phase focused on preboarding and onboarding.

This campus adheres in every respect to the Framework requirements as detailed at [SHIFT](#).

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, and associated faculty
- appointments at senior rank or with prior service credit
- hiring faculty from other institutions after April 30
- appointment of foreign nationals
- letters of offer

1 Tenure-track Faculty

Decisions to search for new tenure-track faculty are the responsibility of the dean/director. The Academic Affairs Committee, a standing committee of the Faculty Assembly, is charged with advising the dean/director on such decisions.

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 the policy must be approved by the Office of Academic Affairs in advance. Search procedures must entail substantial faculty involvement and be consistent with the OAA [Policy on Faculty Recruitment and Selection](#).

Searches for tenure-track faculty on the Marion campus proceed as follows:

Following consultation with the Marion Campus Academic Affairs Committee and an advisory recommendation by the Marion campus faculty, the dean/director contacts the TIU head which will be the successful candidate's home department or school, indicating that the campus wishes to undertake a search. The dean/director requests the appointment of at least one Columbus campus faculty member from the TIU to serve on the search committee. The dean/director appoints a search committee consisting of three or more Marion campus faculty who are in the same TIU or from related disciplines, in addition to the faculty member(s) provided by the TIU.

The dean/director and the chair of the search committee, working with the search committee, have primary responsibilities for determining the position description for a tenure track search, but the dean/director consults with the TIU head to reach agreement on the description before the search begins.

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.

Two sets of interviews are held for each candidate, one with Marion colleagues and one with Columbus colleagues. All interviews must include opportunities for interaction with faculty groups, including the search committee, and may include interactions with staff and students, and the dean/director. All candidates make a classroom presentation to the faculty (staff and students also may attend) as part of an actual class or a mock instructional situation. The Columbus interviews must include opportunities for interaction with faculty groups, including the search committee; the TIU head, and the college dean or designee. In addition, all candidates make a presentation to the TIU faculty focused on their scholarship. Candidates may meet with graduate students and staff and may teach a class, either an actual class or a mock instructional situation.

Following completion of the interviews with Columbus colleagues, the TIU implements its selection procedures which may include a meeting of the eligible faculty with the search committee, the search committee chair, or the Columbus campus representative on the search committee. The eligible TIU faculty may vote on each candidate.

Following completion of all interviews and completion of the TIU's assessments, the search committee meets with the eligible Marion faculty to share the TIU's input, discuss perceptions and preferences, and vote (acceptable or unacceptable) on each candidate. The search committee or its chair reports a recommendation on each candidate to the dean/director.

If the offer involves senior rank, the campus's eligible faculty members vote on the appropriateness of the proposed rank. If the offer involves prior service credit, the eligible faculty members vote on the appropriateness of such credit. The search committee or its chair reports a recommendation to the dean/director regarding the appropriateness of the proposed rank or the appropriateness of prior service credit. The dean/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.

According to University rules, hiring can only go forward when the dean/director and the TIU head reach agreement. Until agreement is reached, negotiations with the candidate may not begin. The dean/director and the TIU head consult to review the results and determine next steps which could be an offer to an acceptable candidate, a ranking of acceptable candidates, or a decision that no candidate was acceptable. Details of the offer, including compensation, are determined by the dean/director, in consultation with the TIU head. Upon agreement, the dean/director can begin negotiations with the candidate. The letter of offer must be signed by the dean/director and the TIU head; the college dean also may sign.

2. Clinical and Teaching Faculty

Searches for clinical and teaching faculty generally proceed identically as for tenure-track faculty, with the exception that the candidate's presentation during the virtual or on-campus interview is on teaching topics, rather than on scholarship.

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 dean/director, TIU head, 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 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.

Appointment and reappointment of uncompensated visiting faculty may be proposed by any faculty member on the campus and are decided by the dean/director in consultation with the promotion and tenure committee. Visiting appointments may be made for one term of up to three years or on an annual basis for up to three years.

Lecturer and senior lecturer appointment are made on an annual basis and rarely semester by semester. After the initial appointment, and if the campus' curricular needs warrant it, contracts of up to three years may be offered when a longer contract is useful for long-term planning and retention.

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

V Annual Performance and Merit Review

The campus follows the requirements for the annual performance and merit review as set forth in the [Policy on Faculty Annual Review and Reappointment](#), which stipulates that such reviews must include a scheduled opportunity for a face-to-face meeting for all probationary faculty, and an opportunity for a face-to-face meeting for all other compensated faculty members at the request of the dean/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.

Procedures for the annual performance and merit review of Marion campus faculty members are determined by a faculty member's appointment type and are described in Section V.B-F below. In all cases, accountability for the annual review process resides with the dean/director.

Meritorious performance in teaching, scholarship, and service is assessed in accordance with the same criteria that form the basis for promotion decisions.

Depending on appointment type, the annual performance and merit review of a faculty member is based on expected performance in teaching, scholarship, and/or service as set forth in the campus's guidelines on faculty duties, responsibilities, and workload (see Section IX of the campus's Pattern of Administration); on any additional assignments and goals specific to the individual; and on progress toward promotion where relevant.

The TIU head is required (per Faculty Rule [3335-3-35](#)) to include a reminder in the annual performance and merit 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. The review letter that the dean/director writes also includes such a reminder.

An annual performance review that leads the dean/director or TIU head to submit (1) a Report of NonRenewal 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 faculty or research 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.

A. Documentation

1 Tenure-track (both probationary and tenured) and Clinical and Teaching (both probationary and non-probationary) Faculty

Electronic copies of the following documents must be submitted (per instructions by the dean/director) by January 15 of the calendar year following the year to be reviewed:

- Probationary faculty are required to use the Office of Academic Affairs [dossier outline](#)
- Tenured and non-probationary faculty are required to provide an updated CV on which documentation of performance and accomplishments during the calendar year currently being evaluated are highlighted.
- copies (in electronic format, if possible) of pedagogical papers, books or other teaching-related or service-related materials published or accepted for publication

For annual review, faculty are also expected to provide:

- Summaries of the SEI (Student Evaluation of Instruction) reports and/or other quantitative evaluation forms required by the TIU, and in-class written comments from students.
- Any peer evaluation letters (required of probationary faculty)
- A summary from "[Service Tracker](#)" of service activities during the calendar year currently being evaluated

- [Grade distributions](#) for all courses taught during the calendar year currently being evaluated
- A self-evaluation of performance in teaching, scholarly activity, and service during the calendar year currently being evaluated
- A description of future plans (teaching, scholarly activity, service) to the extent that they are not addressed elsewhere

TIUs also require tenure-track and teaching faculty to submit documentation for annual reviews, and the faculty member bears the responsibility of submitting that documentation 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.

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.

B. Probationary Tenure-track Faculty

The dean/director meets with each probationary tenure-track faculty member to discuss the faculty member's performance and future plans and goals, with a focus on teaching and service.

The dean/director then prepares a written evaluation with preliminary ratings for teaching and service and may consult with the faculty member's TIU head and other relevant administrators, especially if a faculty member is working with graduate students, has taught one or more recent courses on the Columbus campus, has coordinated or directed a program or initiative at the Columbus campus, or has served on TIU, college, or university committees or in other roles.

The dean/director also requests from each faculty member's TIU head a rating for his or her research, scholarly, and creative activity in the context of the teaching and service responsibilities of regional campus faculty. Variation exists among the scoring systems used by each TIU which the dean/director will take into consideration.

The ratings for teaching, service, and research/scholarly/creative activity utilize the following scale:

- 0 Well below expectations
- 1 Somewhat below expectations
- 2 Meeting expectations
- 3 Somewhat above expectations
- 4 Well above expectations

The dean/director sends the written evaluation to the faculty member and a copy of the letter to the TIU head. The evaluation includes a recommendation to the TIU head on whether to renew the probationary appointment for another year. The dean/director then meets with each faculty member's TIU head to discuss the faculty member's progress. The TIU head prepares an independent written

evaluation that also includes a recommendation regarding reappointment. In the event of divergence in performance assessment between the dean/director and the TIU head, the dean/director and the TIU head discuss the matter in an effort to clarify and reconcile the divergence, so that the faculty member receives consistent assessment and advice. The faculty member may provide written comments on the review. The dean/director and TIU head's letters (along with the faculty member's comments, if received) are forwarded to the college dean. In addition, the annual review letters become part of the cumulative dossier for promotion and tenure (along with any comments from the faculty member).

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.

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 decision of the college dean regarding renewal or nonrenewal of the probationary appointment is final.

External evaluations are solicited only when either the TIU head or the unit's 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 Faculty Evaluation Advisory Committee prepares written evaluations for faculty members undergoing fourth year review. The evaluations are discussed by the Marion campus eligible faculty, who then vote to assess the degree to which the eligible faculty members support a recommendation for contract renewal for a fifth year. The eligible faculty in the TIU also conducts a review of the candidate. On completion of the TIU review, the TIU eligible faculty vote by written ballot on whether to recommend renewal of the probationary appointment.

The respective eligible faculties forward a record of the vote and a written performance review to the dean/director and to the TIU head. Normally the review is first conducted on the Marion campus so that the letter from the Marion campus FEAC and the dean/director can inform the deliberations of the TIU. The dean/director and the TIU head conduct independent assessments of performance and prepare written evaluations that include 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/director or the TIU head recommend 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 exclude time from the probationary period. Faculty Rule [3335-6-03](#) (E) does likewise for reducing the probationary period. A faculty member remains on duty regardless of extensions or reductions to the probationary period, and annual reviews are conducted in every

probationary year regardless of time extended or reduced. Approved extensions or reductions do not limit the campus's or a TIU's right to recommend nonrenewal of an appointment during an annual review.

C 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 or designee may be upon the request of dean and director, the TIU head, or the faculty member.

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 campus; ongoing excellence in teaching; and outstanding service to the campus, 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 dean/director prepares a written evaluation of performance against these expectations. The faculty member may provide written comments on the review.

D Clinical and Teaching Faculty

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

Clinical and Teaching faculty at the assistant professor level are also reviewed annually by the Faculty Evaluation Advisory Committee which prepares an assessment letter which is transmitted to the dean/director.

In the penultimate contract year of a teaching faculty member's appointment, the dean/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.

E Associated Faculty

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

written evaluation. The dean/director's recommendation on renewal of the appointment is final. If the recommendation is to renew, the dean/director may extend a multiple year appointment.

Compensated associated faculty members on a multiple year appointment (or hired annually for multiple years) are reviewed annually by the dean/director or designee. The dean/director or designee prepares a written evaluation, meets with the faculty member to discuss his or her performance, future plans, and goals, then sends the faculty member a written evaluation. No later than October 15 of the final year of the appointment, the dean/director shall decide whether or not to reappoint. The dean/director's recommendation on renewal of the appointment is final.

F Salary Recommendations

Under guidance provided by the Annual Merit Compensation Process (AMCP) document each year, the dean/director decides on salary adjustments based on the annual performance and merit reviews and on equity considerations. In deciding on merit adjustments, the dean/director considers each faculty member's annual performance ratings in the context of the percentages associated with the faculty member's responsibilities (i.e., teaching, scholarship, and service), with the initial assessment of scholarship provided by the TIU head.

The dean/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 Marion campuses.

To monitor faculty salaries for inequities during the annual salary setting process, the dean/director compares each faculty member's current salary 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/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/director may determine an equity adjustment is needed to correct, or take steps toward correcting, the inequity. Considerations also include performance differences, the TIU's scholarship expectations, previous assessments of the faculty member's performance by the dean/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/director may use up to 20% of the regularly available AMCP pool for equity adjustments. More typically, however, the dean/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 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 who wish to discuss dissatisfaction with their salary increase with the dean/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](#).

VI Promotion and Tenure and Promotion Reviews

Marion campus faculty are first reviewed by the Marion campus eligible faculty according to the process established on this campus as defined in this document.

They are then reviewed by the dean/director, who forwards the written evaluation and recommendation of the regional campus review to the TIU head, from which point 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.

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

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

A. Criteria and Evidence that Support Promotion

Although institutional citizenship and collegiality are expected, they cannot be used as an independent criterion for promotion or tenure. The Marion 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.

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 TIU's academic mission at a high level for the duration of their time at the university.

Every candidate is held to a high standard of excellence in all aspects of performance. Above all, candidates are held to a very high standard of excellence in the areas central to their responsibilities. For example, if a candidate's primary teaching role is and will continue to be undergraduate teaching, then excellence in undergraduate teaching is required. A mediocre performance in this area would not be adequately counterbalanced by excellent performance in another aspect of teaching that is a significantly smaller part of the individual's responsibilities.

Graduate teaching in Columbus constitutes contributions to the faculty member's TIU. Because such courses do not constitute contributions to teaching at Ohio State at Marion, the dean/director and the Marion campus Faculty Evaluation Advisory Committee will not evaluate them.

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.

Reviews for promotion to associate professor with tenure are conducted first at the Marion 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 the Marion campus 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.

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 SEI. The dean/director will consider discursive comments from the SEIs 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.

The content of the following chart is provided to demonstrate the teaching criteria and evidence that support promotion to associate professor with tenure:

Teaching	
Criteria	Types of Evidence Demonstrating Impact and Showing Criteria Have Been Met
1. Clear and complete syllabi incorporating sound, current subject knowledge and establishing explicit outcomes for student learning	<ul style="list-style-type: none">Syllabi on record
2. Effective instructional techniques and materials appropriate for the objectives and level of the course	<ul style="list-style-type: none">Creation of (or revisions to) syllabi, exams, lab exercises, and other learning tools (e.g., coding exercises, problem sets, computer software) that demonstrate up-to-date thinking on subject content.
3. Efforts to enhance teaching quality through professional development activities.	<p>Instructors may achieve this objective in several ways. Some examples may include:</p> <ul style="list-style-type: none">Completion of Foundations, Impact Teaching through the Michael V. Drake Institute for Teaching and LearningCompleted teaching training programs provided by the campus, professional organizations in the faculty member's discipline, or organizations serving higher learning, such as the Association of Colleges and Universities, the Gardner Institute, etc.
4. Ability to organize and present class material effectively with logic, conviction, and enthusiasm.	<ul style="list-style-type: none">Peer evaluations mention the instructor's effectiveness in these areas.Student evaluations mention the instructor's effectiveness in these areas.If reasonable concerns have been noted in student and/or peer feedback, across courses or course sections, the instructor has taken measures to address these concerns, and these concerns are not widespread in recent courses that the instructor has taught.

5. Efforts to provide appropriate and reasonably timely feedback to students throughout the instructional process.	<ul style="list-style-type: none"> • Student evaluations mention the instructor's effectiveness in these areas. • There is no widespread concern from students about the timing and appropriateness of feedback. • If reasonable concerns have been noted in student feedback across courses or course sections, the instructor has taken measures to address these concerns, and these concerns are not widespread in recent courses that the instructor has taught.
6. Efforts to treat students with respect and courtesy.	<ul style="list-style-type: none"> • Peer evaluations highlight positive interactions between the instructor and their students.
	<ul style="list-style-type: none"> • There is no widespread concern from students about being treated with disrespect and/or a lack of courtesy. • If reasonable concerns have been noted in student and/or peer feedback, across courses or course sections, the instructor has taken measures to address these concerns, and these concerns are not widespread in recent courses that the instructor has taught.
7. Demonstrate creativity in the use of a variety of teaching strategies to create an optimal learning environment.	<ul style="list-style-type: none"> • Peer evaluations favorably discuss creative and/or novel teaching strategies used by the instructor. • Student evaluations favorably discuss creative and/or novel teaching strategies used by the instructor.
8. Efforts to incorporate reasonable student feedback to enhance teaching.	<ul style="list-style-type: none"> • Narrative in the dossier explaining specific steps the instructor has taken to use reasonable feedback from students to enhance their teaching. • Any comment that is discriminatory or inappropriate (e.g., sexually harassing or abusive language) is unacceptable and therefore will not be considered in any evaluation.

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.

The content of the following chart is provided to demonstrate the service criteria and evidence that support promotion to associate professor with tenure:

Service	
Criteria	Types of Evidence Demonstrating Impact and Showing Criteria Have Been Met
1. Efforts to regularly serve the campus.	<ul style="list-style-type: none"> • Service narrative in the dossier provides a detailed, chronological explanation of the candidate's contributions to any campus committees, programs, and other events on which they have served.
2. Efforts to provide service to the profession.	<ul style="list-style-type: none"> • Service narrative in the dossier provides a detailed, chronological explanation of the candidate's contributions to their profession.

3. Regular attendance at Faculty Assembly meetings.

- Faculty member is regularly on the attendance list, unless they have teaching conflicts.

2 Promotion to Professor

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

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

The specific criteria in teaching, scholarship, and service for promotion to professor are similar to those for promotion to associate professor with tenure (see charts in Section VI.A.1), 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 Marion 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 the [campus name] as defined in this document and the TIU as defined in the TIU's Appointments, Promotion and Tenure document.

3 Clinical and Teaching Faculty

Promotion to Assistant Clinical Professor or Assistant Teaching Professor. For promotion to assistant clinical professor or assistant teaching professor, a faculty member must complete his/her doctoral degree and meet any 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 Clinical Professor or Associate Teaching Professor. For promotion to associate clinical professor or associate teaching professor, a faculty member must show convincing evidence of excellence as a teacher and a provider of effective service; as appropriate, 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 Marion. Specific criteria in teaching and service for promotion to associate clinical professor or associate teaching 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 Clinical Professor or Teaching Professor. For promotion to clinical professor or teaching 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 (as appropriate); leadership in service to Ohio State at Marion 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.

4 Associated Faculty

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 for Tenure-Track, Clinical, and Teaching Faculty

This section describes only the process of review by Ohio State at Marion and is written to supplement the official university guidelines on promotion and tenure as set forth in Faculty Rule [3335-6-04](#) for tenure-track faculty, 3335-7-05 for teaching 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](#).

1 Candidate Responsibilities

i 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 Faculty Evaluation Advisory Committee (FEAC), for reviews of tenure-track assistant professors and assistant teaching professors seeking promotion; or the Professor Advisory Committee (PAC), for reviews of tenure-track associate professors and associate teaching professors seeking promotion, makes reasonable efforts to check the dossier for accuracy and completeness, the candidate bears full responsibility for all parts of the dossier that are to be completed by him or her. The 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 nonprobationary faculty it is the date of last promotion, reappointment, or the last five years, whichever is more recent, to present. The eligible faculty may allow a candidate to include information prior to the date of last promotion or reappointment if it believes such information would be relevant to the review. Any such material should be clearly indicated.

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

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

ii Appointments, Promotion, and Tenure (APT) Document

Candidates must indicate the APT 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 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 TIU.

iii External Evaluations

As noted above, if external evaluations are required, candidates are responsible for reviewing the list of potential external evaluators developed according to their TIU's guidelines. The candidate may add no more than three additional names, but is not required to do so. The candidate may request the removal of no more than two names, providing the reasons for the request. The TIU head decides whether removal is justified. For teaching faculty, external letters are not needed unless scholarship is a component of the assigned role.

2 Responsibilities of the Marion Campus Faculty Evaluation Advisory Committee

The Faculty Evaluation Advisory Committee (FEAC) reviews this APT document annually and recommends proposed revisions to the faculty.

The Faculty Evaluation Advisory Committee makes recommendations to the dean/director concerning tenure-track assistant professors and assistant teaching professors being reviewed for promotion and/or tenure. It is a standing committee of the Marion Campus Faculty Assembly.

The committee consists of seven tenured faculty members. No one other than committee members may attend committee meetings except by committee invitation.

The Faculty Evaluation Advisory Committee will select from among its members a Procedures Oversight Designee who will serve in this role for the following year. The Procedures Oversight Designee cannot be the same individual who chairs the committee. The Procedures Oversight Designee's responsibilities are described [here](#). It will 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. It will meet with each candidate for clarification as necessary and provide the candidate an opportunity to comment on his/her/their dossier. This meeting is not an occasion to debate the candidate's record. The committee will draft written evaluations for tenure-track assistant professors and assistant teaching professors being considered for tenure and/or promotion. 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. The faculty member should submit all documentation listed in Section VI.B.1.a, to be organized into a supplemental folder. 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 of evaluation shall be available for review by the eligible faculty. An open meeting of the eligible faculty, called by the chair of the committee, shall be held to discuss a draft of the letter and a vote shall be taken assessing the degree to which the eligible faculty members support a recommendation for tenure and/or promotion. 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 or video link. All ballots must be returned to the committee chair at the conclusion of the meeting. The chair tallies the votes. The committee will meet following the meeting of the eligible faculty to revise the draft letter using comments and suggestions from that meeting. The faculty vote and a summary of the faculty perspectives expressed during the meeting must be included in the letter. The committee will transmit the final version of the letter to the Marion Campus dean/director and to the chair or head of the appropriate TIU.

Following the review, the dean/director consults with the faculty member's TIU head.

3 Responsibilities of the Marion Campus Professor Advisory Committee

The Professor Advisory Committee (FEAC) reviews this document annually and recommends proposed revisions to the faculty.

The Professor Advisory Committee (PAC) makes recommendations to the dean/director concerning tenured associate professors and associate teaching professors being reviewed for promotion. It is a standing committee of the Marion Campus Faculty Assembly. The committee

consists of all professors on the Marion campus. No one other than committee members may attend committee meetings except by committee invitation.

The Professor Advisory Committee will select from among its members a Procedures Oversight Designee who will serve in this role for the following year. The Procedures Oversight Designee cannot be the same individual who chairs the committee. The Procedures Oversight Designee's responsibilities are described [here](#). It will 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. It will meet with each candidate for clarification as necessary and provide the candidate an opportunity to comment on his/her/their dossier. This meeting is not an occasion to debate the candidate's record. The committee will draft written evaluations for faculty members being considered for promotion to professor or teaching professor. So that the committee can accomplish its work, it shall request in writing that each associate professor and associate teaching professor to be evaluated submit information upon which the committee may make its judgments. For the appropriate number of years being considered, the faculty member should submit the documentation listed in Section VI.B.1.a to be organized into a supplemental folder. 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 will draft a letter of evaluation and a vote of the eligible faculty shall be taken assessing the degree to which the committee members support a recommendation for promotion. Voting takes place by secret ballots that are distributed at the meeting. Committee members who are not present cannot vote in absentia unless they participate by conference call or video link. Ballots must be returned to the committee chair, who tallies the votes. The committee will revise the draft letter to contain the committee vote. It will transmit the final version of the letter to the Marion Campus dean/director and to the chair or head of the appropriate TIU.

Following the review, the dean/director consults with the faculty member's TIU head.

4 Responsibilities of Members of the Eligible Faculty on the Marion Campus

Responsibilities of the members of the Marion campus eligible faculty during promotion and tenure reviews 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.

5 Dean/Director's Responsibilities

The responsibilities of the dean/director are as follows:

- To make each candidate's dossier available in an accessible place for review by the eligible faculty at least two weeks prior to meetings at which specific cases are to be discussed and voted.
- To charge each member of the Marion Campus Faculty Evaluation Advisory Committee and Professor Advisory Committee to conduct reviews free of bias and based on criteria.
- To remove any member of the eligible faculty from the review of a candidate when the member has a conflict of interest but does not voluntarily withdraw from the review.
- The Marion campus dean/director reviews the letters prepared by and the recommendations of the Faculty Evaluation Advisory Committee and Professor Advisory Committee of the faculty members being considered for tenure and promotion, or being considered for promotion. The dean/director prepares a letter of evaluation and forwards 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 Appointment, Promotion, and Tenure document. A request to promote requires agreement by the dean/director and the TIU head.

C. Procedures for Associated Faculty

Associated faculty with tenure-track titles for whom promotion is a possibility follow the promotion guidelines and procedures detailed in Section VI.B above. The decision of the dean/director is final.

The dean/director or designee reviews lecturers for whom promotion to senior lecturer is a possibility. The decision of the dean/director (or designee) is final.

VII Promotion and 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 faculty, for securing a reappointment.

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

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

VIII Seventh-Year Reviews

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

IX Procedures for Student and Peer Evaluation of Teaching

A Student Evaluation of Teaching

Use of the Student Evaluation of Instruction (SEI) is required in every course offered on the Marion campus. Faculty members should choose a day late in the semester when attendance is likely to be

high if in-class time will be provided for students to complete the evaluation using a mobile application. The faculty member must leave the classroom during the time allotted for completing the evaluation. The faculty member should reiterate to students that the feedback provided in the evaluations is used both for performance reviews and to provide feedback that can be taken into account in future teaching.

For each course taught, the Marion campus also requires collection of written comments from students regarding the faculty member's teaching. The campus will provide a basic evaluation form, but faculty are free to utilize an evaluation form of their own choosing. While the option to provide written comments exists within the SEI, campus experience indicates that providing an in-class option for students to provide written comments yields more useful feedback. Faculty should choose a day late in the semester when attendance is likely to be high to provide in-class time for students to complete the written 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.

B Peer Evaluation of Teaching

The associate dean of faculty affairs oversees the campus' peer evaluation of teaching process, working with relevant committees to select reviewers. Peer teaching evaluation is comprehensive and includes classroom visits and review of course syllabi, instructional materials, assignments, SEIs, summaries of student discursive forms, or exams. Classroom visit protocol includes completing a form approved by the dean/director and/or submitting a narrative evaluation in the form of a letter or memo to the dean/director. The instructor receives a copy of the evaluation from the evaluator. Faculty members must receive evaluations from other faculty members at Ohio State at Marion.

Peer teaching evaluations may be conducted for two reasons: regularly scheduled reviews to be included in a probationary faculty member's dossier or the dossier of a tenured faculty member seeking promotion to professor, or the upon request of the dean/director or the faculty member. The peer reviewer must be of higher rank than the faculty member being reviewed.

Regularly scheduled peer teaching evaluations are intended for the following purposes:

- to review the teaching of probationary tenure-track and teaching faculty at least once per year with the goal of assessing teaching at all the 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
- to review the teaching of tenured associate professors and non-probationary associate teaching professors at least once every other year, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned over a six year period and of having at least four peer reviews of teaching before the commencement of a promotion review, two of which must have been conducted in the year prior to the date of the review
- to review the teaching of tenured professors and non-probationary teaching professors at least once every two years with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned during the year of the review

Peer teaching evaluations also may be conducted upon the request of the dean/director or the faculty member. These may focus on the specific aspects of instruction requested by the dean/director or

faculty member and may or may not include class visitations. These are intended for the following purposes:

- to review, upon the dean/director'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 dean/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.

Regularly scheduled peer teaching evaluations 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 peers whom the chair of the relevant promotion and tenure committee (FEAC or PAC) has identified in consultation with the candidate. 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. The peer reviewer should meet with the candidate to establish a time for the visit and to understand the goals of the course and the candidate's teaching philosophy. If possible, the peer reviewer should attend two different class sessions over the course of the semester.

In observing the course and reviewing the syllabus and other materials, the peer reviewer should focus on such issues as the appropriateness of the course design given the goals and level of the course, the quality and effectiveness of the instructional materials and assessment tools, and the appropriateness of the approach relative to current disciplinary knowledge. At the conclusion of the class visits, the reviewer meets with the candidate to give feedback and also submits a written report to the dean/director, 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.

For additional information on the peer review process, please contact:

[Michael V. Drake Institute for Teaching and Learning](#) and the [Office of Distance Education and eLearning](#).