

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

Approved by the Faculty Assembly: May 15, 2025

Approved by the Office of Academic Affairs: June 11, 2025

Revision Approved by the Office of Academic Affairs: September 10, 2025

Table of Contents

I.	<i>Preamble</i>	3
II.	<i>Campus Mission and Vision</i>	3
III.	<i>Definitions</i>	3
	A. Eligible Faculty (Promotion and Tenure Committee).....	3
	1. Tenure-track Faculty	4
	2. Clinical/Teaching/Professional Practice Faculty	4
	3. Associated Faculty	5
	4. Conflict of Interest	5
	5. Minimum Composition	6
	B. Promotion and Committee	6
	1. Deliberating Committees	7
	2. Promotion and Tenure subcommittees.....	8
	C. Quorum.....	9
	D. Recommendation from the Promotion and Tenure Committee.....	9
IV.	<i>Appointments</i>	9
	A. Criteria.....	9
	1. Tenure-Track Faculty.....	10
	2. Clinical/Teaching/Professional Practice Faculty	11
	3. Associated Faculty.....	12
	4. Emeritus Faculty.....	13
	B. Procedures	14
	1. Tenure-Track Faculty.....	14
	2. Clinical/Teaching/Professional Practice Faculty	16
	3. Transfer from the Tenure-Track.....	16
	4. Associated Faculty.....	16
V.	<i>Annual Performance and Merit Reviews</i>	17
	A. Documentation	17
	1. Tenure-Track and Clinical/Teaching/Professional Practice Faculty	17
	2. Associated Faculty.....	18
	B. Probationary Tenure-Track Faculty.....	18
	1. Meeting with the Dean/Director	18
	2. Meeting with the TIU Head	19
	3. Fourth-Year Review	19
	4. Extension of the Tenure Clock.....	20
	C. Tenured Faculty.....	20
	1. Expectations for Associate Professors	20
	2. Expectations for Professors	20
	D. Clinical/Teaching/Professional Practice Faculty	20
	E. Associated Faculty.....	21
	F. Salary Recommendations.....	21
	1. Merit Compensation Process.....	21
	2. Salary Inequity Analysis.....	22
	3. Adjustment to Salary Percentages.....	22
VI.	<i>Reviews for Promotion with Tenure, and for Promotion</i>	23
	A. Criteria and Evidence that Support Promotion.....	23
	1. Promotion to Associate Professor with Tenure	23
	2. Promotion to Professor	29
	3. Clinical/Teaching/Professional Practice Faculty	29
	4. Associated Faculty	30
	B. Procedures	30

	1. Responsibilities of Tenure-Track, Clinical/Teaching/Professional Practice Candidates	30
	2. Responsibilities of the Promotion and Tenure Committee	32
	3. Responsibilities of the Dean/Director	33
	4. Procedures for Associated Faculty	34
VII.	<i>Promotion and Tenure and Reappointment Appeals</i>	34
VIII.	<i>Seventh-Year Reviews</i>	34
IX.	<i>Procedures for Student and Peer Evaluation of Teaching</i>	34
	A. Student Evaluation of Teaching	34
	B. Peer Evaluation of Teaching.....	34
	1. Probationary Faculty.....	35
	2. Tenured and Nonprobationary Faculty	36
	3. Additional Evaluations of Teaching	36

I. Preamble

This document is a supplement to Chapter 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 University to which Ohio State Newark and its faculty are subject.

Should those rules and policies change, Ohio State Newark shall 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 appointment or reappointment of the dean/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/director may implement the document without such consensus or approval.

This document must be approved by the dean/director of Ohio State Newark 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, the campus's criteria and procedures for faculty appointments, and faculty promotion, tenure and rewards, including salary increases. In approving this document, the dean/director of Ohio State Newark and the Office of Academic Affairs accept the mission and criteria of the campus and delegate to it the responsibility of applying high standards in evaluating continuing faculty and candidates for faculty positions.

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

Mission: The Newark campus furthers The Ohio State University's land-grant mission by providing access to higher education, preparing citizen leaders, conducting research, and engaging with its communities.

Vision: To be a leader in regional higher education, where students are empowered to achieve their academic and professional goals with the combined support of the faculty, staff, and community.

III. Definitions

A. Eligible Faculty (Promotion and Tenure Committee; see also Section III.B below)

The eligible faculty for all appointment (hiring), reappointment, promotion, or promotion and tenure reviews must have their primary appointment on the Newark campus. The eligible faculty constitutes the campus' Promotion and Tenure Committee.

The dean/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

a) Initial Appointment Reviews

An appointment (hiring) decision is made by the dean/director in consultation with the appropriate TIU head and based on recommendations from the search committee.

b) Rank Reviews

A vote on the appropriateness of the proposed rank must be taken when an appointment is at advanced rank (associate professor, professor). Votes on advanced-rank faculty may be cast only by tenured members of the Promotion and Tenure Committee who have equal or higher rank than the position requested. The vote is advisory to the dean/director, who consults with the appropriate TIU head.

c) Reappointment, Promotion, or Promotion and Tenure Reviews

For the reappointment and promotion and tenure reviews of assistant professors, the Promotion and Tenure Committee consists of all tenured associate professors and professors. The vote is advisory to the dean/director, who consults with the appropriate TIU head.

For the promotion reviews of associate professors, the Promotion and Tenure Committee consists of all tenured professors. The vote is advisory to the dean/director, who consults with the appropriate TIU head.

2. Clinical/Teaching/Professional Practice Faculty

a) Initial Appointment Reviews

An appointment (hiring or appointment change from another appointment type) decision is made by the dean/director in consultation with the appropriate TIU head and based on recommendations from the search committee.

b) Rank Reviews

A vote on the appropriateness of the proposed rank must be taken when an appointment is at advanced rank (associate clinical/teaching professor, clinical/teaching professor, professional practice associate professor, or professional practice professor). Votes on advanced-rank clinical/teaching/professional practice faculty may be cast only by tenured members of the Promotion and Tenure Committee who have equal or higher rank than the position requested, and non-probationary clinical/teaching/professional practice faculty of equal or higher rank than the position requested. The vote is advisory to the dean/director, who consults with the appropriate TIU head.

c) Reappointment and Promotion Reviews

For the reappointment and promotion reviews of assistant clinical/teaching professors and professional practice assistant professors, the Promotion and Tenure Committee consists of all tenured associate professors and professors, all non-probationary associate clinical/teaching professors, all non-probationary clinical/teaching professors all non-probationary professional practice associate professors, and all non-probationary professional practice professors. The vote is advisory to the

dean/director, who consults with the appropriate TIU head.

For the reappointment and promotion reviews for associate clinical/teaching professors and professional practice associate professors, and the reappointment reviews of clinical/teaching professors and professional practice professors, the Promotion and Tenure Committee consists of all tenured professors, all non-probationary clinical/teaching professors, and all non-probationary professional practice professors. The vote is advisory to the dean/director, who consults with the appropriate TIU head.

3. Associated Faculty

a) Initial Appointment and Reappointment

An appointment (hiring or appointment change from another appointment type) decision is made by the dean/director, or the appropriate associate dean at the direction of the dean/director, based on recommendations from the search committee and, if applicable, in consultation with the appropriate TIU head and other relevant faculty members.

Initial appointments at senior rank require a vote by all tenured members of the Promotion and Tenure Committee 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/director, who consults with the appropriate TIU head.

Reappointments of associated faculty do not require a vote and are decided by the appropriate associate dean in consultation with the dean/director and TIU head, if applicable.

b) 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, or lecturer titles.

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

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

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

4. Conflict of Interest

a) Search Committee Conflict of Interest

A member of the 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.

b) Eligible Faculty Conflict of Interest

A member of the eligible faculty has a conflict of interest when 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 personal friendship or romantic relationship, 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 inform the dean/director and withdraw from a promotion review of that candidate.

5. Minimum Composition

In the event that the campus does not have at least six eligible faculty members who can undertake a review, the dean/director, after consulting with the other regional campus deans, will appoint faculty members from the other regional campuses.

B. Promotion and Tenure Committee

The Promotion and Tenure Committee consists of all tenured associate professors and tenured professors with primary assignments at Ohio State Newark. When considering cases involving clinical/teaching/professional practice faculty, the Promotion and Tenure Committee may be augmented by non-probationary clinical/teaching/professional practice faculty members.

The Promotion and Tenure Committee shall have a chair and a vice chair, both of whom are professors. The chair and vice chair shall be determined from the Committee Chair Roster, an ordered list of professors: The chair is the professor at the top of the roster, and the vice chair is next. After the chair has served for one year, the chair's name is moved to the bottom of the roster (typically in early April), the vice chair becomes chair and the professor next on the roster becomes vice chair. Newly appointed professors go to the bottom of the roster, below the chair who has just served, and those with the same date of appointment are listed alphabetically.

If the chair is unable to perform their duties during the autumn semester, the vice chair becomes Acting Chair and the next professor on the Committee Chair Roster becomes Acting Vice Chair until the chair is able to resume their duties. The chair who is unable to perform their duties is

placed second from the top of the roster, below the current chair and above the vice chair. On April 1, the chair's name is moved to the bottom of the roster, the person who was unable to serve as chair the previous year becomes chair and the person who was vice chair continues to serve as vice chair for a second year.

The chair performs the following tasks:

- a) maintain up-to-date information on the Ohio State Newark Promotion and Tenure Committee's role in the promotion and tenure process and to have that information available to candidates and other people involved in the process
- b) act as the contact point for individual faculty members and administrative officers in initiating promotion and tenure reviews
- c) maintains the Committee Chair Roster, which includes the names of all professors, the most recent dates of service as chair and the projected dates of service for each professor's next term
- d) maintains the Associate Professor and Professor Deliberating Committee Roster and the Professor Deliberating Committee Roster (See Section III.B.1)
- e) appoint members to the promotion and tenure subcommittees on notification by an appropriate academic officer, usually the dean/director, and to charge them with their duties
- f) schedule meetings for the Deliberating Committee to hear reports of subcommittees, to vote and to review letters of recommendation for individual promotion and tenure cases
- g) during Deliberating Committee meetings, takes attendance and lists each member as present or absent
- h) assure that letters of review are completed (see template in Appendix A), signed and forwarded to the appropriate official(s) and to the candidates
- i) maintain a copy of the review letter until the review has been completed within the university; the Deliberating Committee copy is then destroyed
- j) inform each Deliberating Committee of the outcome of its vote
- k) submit to the dean/director the attendance records, thus assisting the dean/director in evaluating the service record of faculty on the Deliberating Committee
- l) at the end of the term, submit to the dean/director and all members of the Ohio State Newark Promotion and Tenure committee a report detailing the activities of the chair's term
- m) on or before April 1, gives the following rosters to all members of the Promotion and Tenure Committee:
 - Associate Professor and Professor Deliberating Committee Roster
 - Professor Deliberating Committee Roster
 - Committee Chair Roster
- n) on or before April 1, gives the Committee Chair Roster to the new chair and the dean/director, who will retain the roster and notify the new chair of any changes resulting from the hiring or departure of Ohio State Newark faculty

Each May, the dean/director provides a roster of all assistant professors to the P&T Committee that includes each assistant professor's name, year of appointment, number of years (if any) to be excluded from the tenure clock, expected year of fourth-year review, expected year of sixth-review and the college and division (in the case of faculty in the College of Arts and Sciences) in which each faculty member is appointed.

1. Deliberating Committees

a) The Associate Professor and Professor Deliberating Committee

The Associate Professor and Professor Deliberating Committee consists of all tenured

faculty at the ranks of associate professor and professor. This committee considers all reviews for tenure and promotion to any rank other than professor. The roster must include the names of all tenured associate professors and professors, the faculty member's college, rank, date of promotion to current rank and date of most recent service on a subcommittee as a member of the Associate Professor and Professor Deliberating Committee. In addition, service on the Professor Deliberating Committee must also be considered when determining most recent date of service.

b) The Professor Deliberating Committee

The Professor Deliberating Committee consists of all tenured faculty at the rank of professor. This committee considers cases for promotion to professor. The roster for the committee must include each member's name, college, date of promotion to professor and date of most recent service on a subcommittee as a member of either deliberating committee.

2. Promotion and Tenure Subcommittees

Subcommittees are appointed by the Promotion and Tenure chair on notification by an appropriate academic officer, usually the dean/director. Subcommittees shall ordinarily consist of three tenured faculty drawn from the appropriate Deliberating Committee roster.

To appoint a subcommittee, the chair selects names from the roster of the appropriate Deliberating Committee. The membership of each Deliberating Committee shall be ordered according to length of time since last service on a subcommittee for either deliberating committee, with faculty who have served most recently rotated to the bottom, and alphabetically for those with equal time since last service. New members to each Deliberating Committee are added at the bottom of the roster. Prior to appointing a subcommittee, the Promotion and Tenure chair will put the appropriate roster into current order. Starting at the top of the list, one faculty member in the TIU closest to that of each candidate will be assigned to the candidate's subcommittee. Then the other two members of the subcommittee will be assigned following the roster order, starting at the top, with one exception: any faculty to be on official leave during the tenure of the subcommittee are excused.

Ordinarily, official leave (e.g., a Faculty Professional Leave, medical leave, or an external fellowship) is the only recognized excuse for release from subcommittee service.

The chair of the Ohio State Newark Promotion and Tenure committee will not serve on a subcommittee unless their failure to serve would require bringing in a professor from a different campus. The names of faculty excused will move up each roster just as all other names do. If a subcommittee is appointed and the review is not conducted, the names of the subcommittee members will be returned to the top of the roster in alphabetical order. If fewer than three names are available from the roster, then additions will be made as described below.

If there are more candidates than faculty available in the appropriate Deliberating Committee, then faculty will serve on multiple subcommittees. However, any one faculty member will only be asked to serve on two subcommittees, chairing up to one of those subcommittees, in a given academic year.

The chair of the subcommittee is the senior faculty member on the subcommittee, determined first by rank and then by date of appointment to present rank. If the senior member has already been assigned to chair another subcommittee, then the chairship moves to the next senior member. The chair of the subcommittee is responsible for calling meetings of the

subcommittee and making sure that the work of the subcommittee is completed on time. The chair of the subcommittee acts as a point of contact on all subcommittee matters.

The subcommittee performs the following tasks:

- a) contacting the candidate and receiving appropriate information regarding the Promotion and Tenure case
- b) meeting with the candidate to review the case itself, requesting clarification as necessary, and to provide the candidate an opportunity to comment on their dossier. This meeting is not an occasion to debate the candidate's record
- c) meeting with the dean/director to discuss the candidate's qualifications
- d) investigating anything else the subcommittee believes to be important in making a recommendation
- e) writing the letter of recommendation on behalf of the appropriate Deliberating Committee. So that the committee can accomplish its work, it shall request in writing that the faculty member to be evaluated submit information, in addition to the dossier, 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.
- f) proposing a recommendation for the assembled appropriate Deliberating Committee when it considers the case
- g) leading the discussion of the case at the meetings of the appropriate Deliberating Committee

C. Quorum

The quorum required for the campus to discuss and vote on all personnel decisions is two-thirds of the Deliberating Committee. A faculty member who is officially on leave may participate fully in the promotion and tenure process, but in determining whether or not a quorum is present, the Promotion and Tenure Committee Chair will only count such faculty if they attend the meeting.

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

D. Recommendation from the Promotion and Tenure Committee

In all votes taken on personnel matters, only "yes" and "no" votes are counted. Abstentions are not votes. If a person has a conflict of interest, they should recuse themselves from the deliberation per Section III-4 above. A positive recommendation from the Promotion and Tenure Deliberating Committee for reappointment, promotion and tenure, and promotion is secured when two-thirds of the votes cast are positive.

Meetings and votes are held either in-person or virtually. If virtually, all participants must sign in and be recognized. Absentee and proxy votes are not permitted.

IV. Appointments

A. 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, clinical/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.

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." Ohio State Newark adds to those criteria the following requirements:

- a) A commitment to the campus's role as a point of entry into higher education. Faculty will generally teach some introductory courses to fulfill this commitment.
- b) A commitment to using assessment to guide instruction.
- c) A commitment to campus service and to outreach and engagement in the local community and beyond.

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 Promotion and Tenure Committee, the dean/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 the Newark campus, the TIU and the profession is highly desirable. Service to a community or university related to a faculty member's academic expertise or experience is also 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 Newark campus's dean/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 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/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 of all other clinical/teaching/professional practice faculty 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 clinical/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 clinical/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 clinical/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 Newark 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](#), and the campus provides input into the reappointment process through annual reviews of clinical/teaching/professional practice faculty. Reappointments require the approval of the dean/director.

The Newark campus supports teaching/clinical/professional practice faculty. These appointments exist for faculty who focus principally on supporting the educational mission of the Newark campus. Such faculty are expected to contribute the campus's mission as reflected in undergraduate program development and teaching.

Teaching/clinical/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.

Clinical/Teaching/Professional Practice Instructor. Appointment is normally made at the rank of clinical/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 rank of instructor is limited to a three-year contract. In such cases, if the instructor has not completed requirements for promotion to the rank of assistant professor by the end of the penultimate year of the three-year contract period, a new contract will not be considered even if performance is otherwise adequate and the position itself will continue.

Assistant Clinical/Teaching Professor and Professional Practice Assistant Professor. An earned master's degree, with a doctoral degree being preferred, or appropriate professional accomplishments demonstrating expertise in their areas of specialization and/or the required licensure/certification in their specialty, if applicable, are the minimum requirements for appointment at the rank of assistant clinical/teaching professor or professional practice assistant professor. In addition to the criteria the TIU requires for appointment at the rank of assistant clinical/teaching professor or professional practice assistant professor, the campus requires evidence of high-quality teaching and a commitment to service.

Associate Clinical/Teaching Professor, Professional Practice Associate Professor, Clinical/Teaching Professor, and Professional Practice Professor. Appointment at the rank of associate clinical/teaching professor or professional practice associate professor, or clinical/teaching professor or professional practice professor, requires that the individual have an earned doctorate or appropriate terminal degree and the required licensure/certification in their specialty, if applicable, and meet, at a minimum, the TIU's criteria—in teaching, professional practice and other service, and scholarship—for promotion to these ranks. In addition to the criteria the TIU requires for appointment at the rank of associate clinical/teaching professor and professional practice associate professor, or clinical/teaching professor and professional practice 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.

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 clinical/teaching/professional practice faculty of equivalent rank. The adjunct faculty rank is determined by applying the criteria for appointment of tenure-track, clinical/teaching/professional practice, or research faculty, as appropriate to the appointment. Adjunct appointments may be compensated or uncompensated. Adjunct faculty appointments are given to individuals who give academic service to the campus, such as teaching a course, 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 faculty or clinical/teaching/professional practice faculty, as appropriate to the appointment.

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. 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%. 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).

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

Tenure-track and clinical/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/director, who will decide upon the request in consultation with the appropriate 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.

B. Procedures

The appointment of all compensated tenure-track, clinical/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.

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

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

1. Tenure-Track Faculty

A national search is required to ensure a 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](#). Search procedures must entail substantial faculty involvement and be consistent with the OAA [Policy on Faculty Recruitment and Selection](#).

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. The dean/director requires the approval of the appropriate college dean and TIU head for the campus to commence a search process. This approval may or may not be accompanied by constraints with regard to salary, rank, and field of expertise.

Searches for tenure-track faculty proceed as follows:

The dean/director, in consultation with the head of the TIU, appoints an ad hoc search committee of three or more people who reflect the field of expertise that is the focus of the search (if relevant) as well as other fields within the campus to identify candidates for the position. The committee must include at least one Columbus campus member of the TIU. The dean/director and the chair of the search committee consult with the TIU head to reach agreement on the position 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.

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:

- a) “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.
- b) “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.
- c) “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/director.
- d) “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.
- e) “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.
- f) “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 dean/director, TIU head, and either the regional campus search committee or broader representation of the regional and Columbus faculties. 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.

If the offer involves senior rank, the relevant Deliberating Committee votes on the appropriateness of the proposed rank. If the offer may involve prior service credit, the Deliberating Committee votes on the appropriateness of such credit. The Deliberating Committee reports a recommendation on the appropriateness of the proposed rank or the appropriateness of prior service credit to the dean/director. 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, professor with tenure, and/or offers of prior service credit require prior approval of the Office of Academic Affairs.

Hiring can go forward only when the dean/director and the TIU head reach agreement.

Upon such agreement, the dean/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/director decide which candidate to approach first. The TIU head and the dean/director must agree on the details of the offer, including compensation. The letter of offer must be signed by the TIU head and the dean/director. The offer letter will specify that the candidate has two weeks to reach a decision.

2. Clinical/Teaching/Professional Practice Faculty

Searches for clinical/teaching/professional practice faculty generally proceed identically as for tenure track faculty, with one exception. The candidate's presentations during the interviews are on teaching and on clinical/practice topics, and not on scholarship.

3. Transfer from the Tenure-Track

Tenure-track faculty may transfer to a clinical/teaching/professional practice appointment if appropriate circumstances exist. Tenure or tenure eligibility is lost upon transfer, and transfers must be approved by the TIU head, the college dean, the Newark campus dean/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 clinical/teaching/professional practice appointment to the tenure-track are not permitted. Clinical/teaching/professional practice 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. Compensated associated faculty appointments are generally made for a period of one to three years. The appointment of associated faculty other than lecturers is decided by the dean/director based on recommendation from the search committee and in consultation with the appropriate TIU head.

The associate dean for academic affairs, in consultation with the dean/director, the TIU head, and other relevant faculty members, appoints—following the SHIFT framework—lecturers to teach specific courses. The associate dean for academic affairs obtains approval from the appropriate TIU before extending offers for initial appointments. Initial lecturer and senior lecturer appointments are made on an annual basis and rarely semester to semester. After the initial appointment, and if the campus' curricular needs warrant it, a multiple year appointment may be offered. When considering lecturers for reappointment, the appropriate associate dean consults with the TIU as needed unless more frequent consultation is required by the TIU.

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/director in consultation with the appropriate associate dean, TIU head, and relevant faculty members. Visiting appointments may be made for a single term of up to three years or on an annual basis for up to three years.

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

V. Annual Performance and Merit Reviews

The campus follows the requirements for annual reviews 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 probationary faculty, and an opportunity for a face-to-face meeting for all other compensated faculty members at the request of the dean/director (or for lecturers, the appropriate associate dean), the TIU head, or the faculty member, as well as a written assessment. Procedures for the annual performance and merit review of Newark 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.

Depending on appointment type, the annual performance and merit review covers expected performance over the previous three calendar years in teaching, research, and 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](#) document); any additional assignments and goals specific to the individual; and progress toward promotion where relevant.

- a) The review of faculty with budgeted joint appointments must include input from the joint appointment TIU head for every annual evaluation cycle. The input should be in the form of a narrative commenting on faculty duties, responsibilities, and workload; on any additional assignments; and on goals specific to the individual in the joint unit.
- b) Meritorious performance in teaching, scholarship, and service is assessed in accordance with the same guidelines that form the basis of promotion decisions.
- c) Faculty Rule [3335-3-35](#), TIU heads are required to include a reminder in annual review letters that all faculty have the right (per Faculty Rule [3335-5-04](#)) to view their primary personnel file and to provide written comment on any material therein for inclusion in the file.

In the annual review letter, the dean/director or the associate dean may address performance issues that have occurred after the review period but does not consider those issues in arriving at ratings for the faculty member's performance in teaching and service during the review period.

An annual performance and merit review that leads a TIU 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 clinical/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.

A. Documentation

1. Tenure-track (*both probationary and tenured*) and clinical/teaching/professional practice faculty

For their annual performance and merit review, tenure-track and clinical/teaching/professional practice faculty must submit electronic copies of the following documents to the dean/director by January 15 of the calendar year following the last year of the review period:

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

The dean/director issues instructions regarding where to submit the documents. The

dean/director retrieves additional documentation of teaching performance (e.g. peer evaluations, SEI/SSLE reports, summaries of students' discursive evaluations, etc.) from the faculty member's personnel file or from other university offices.

TIUs require tenure-track and clinical/teaching/professional practice faculty to submit documentation for annual reviews. The faculty member bears the responsibility for submitting the documentation to the TIU. Other documentation for the annual performance and merit review will be the same as that for consideration for promotion and/or tenure. That documentation is described in Section VI of this document. 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.

2. Associated faculty

For their annual performance and merit review, associated faculty must submit the Teaching section and, if requested by the appropriate associate dean, the Service section of the Office of Academic Affairs [dossier outline](#) and an updated CV.

B. Probationary Tenure-Track Faculty

The annual performance and merit review of a probationary tenure-track faculty member is the responsibility of that faculty member's TIU head and the dean/director. The dean/director develops preliminary assessments of the faculty member's teaching and service and then meets or corresponds with the TIU head for the faculty member to evaluate the faculty member's full performance during the review period. The dean/director and TIU head collaboratively assess the faculty member's teaching and service, and the TIU head assesses the faculty member's research and creative activity. Collaborative assessment is especially important in situations in which the faculty member is working with graduate students, has taught courses on the Columbus campus, has coordinated or directed a program or initiative at the Columbus campus, or served on TIU, college, or university committees. In some situations, the dean/director and TIU head may consult with other administrators or faculty with whom a faculty member has worked. In the event of divergence in performance assessment between the regional campus and the TIU, the TIU head and the regional campus dean/director discuss the divergence in an effort to clarify and reconcile it so the faculty member receives consistent assessment and advice.

1. Meeting with the Dean/Director

Every probationary tenure-track faculty member is reviewed annually by the dean/director who meets with each probationary faculty member to discuss the faculty member's performance and future plans and goals. The dean/director sends a written evaluation to the faculty member and provides a copy for the faculty member's TIU head. The faculty member may provide written comments on the review.

The dean/director uses ratings for teaching, service and research that conform to the following scale:

- | | |
|---|-----------------------------|
| 1 | Greatly below expectations |
| 2 | Somewhat below expectations |
| 3 | Meeting expectations |
| 4 | Somewhat above expectations |
| 5 | Greatly above expectations |

Faculty should refer to the APT documents of their TIUs and colleges for information on review procedures at those levels.

2. Meeting with the TIU Head

The dean/director requests a research rating from each faculty member's TIU head and meets with each TIU head to discuss the faculty member's progress. 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 TIU head also prepares an independent written evaluation that includes a recommendation regarding reappointment.

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

If the TIU head recommends nonrenewal, the Fourth-Year Review process (per Faculty Rule [3335-6-03](#)) is invoked. Following completion of the comments process, the complete dossier is forwarded to the college for review and the college dean makes the final decision on renewal or nonrenewal of the probationary appointment.

In the event of divergence in performance assessment between the regional campus and the TIU, the TIU head discusses the matter with the dean/director 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).

3. 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 (not the TIU head) makes the final decision regarding renewal or nonrenewal of the probationary appointment.

Both the Newark campus Promotion and Tenure Committee and the TIU eligible faculty committee conduct reviews of the candidate. On completion of the reviews, committees vote by secret ballot on whether to recommend renewal of the probationary appointment.

Normally, the review is first conducted on the Newark campus so that the letter from the Newark campus Promotion and Tenure Committee can inform the deliberations of the TIU. The Newark campus Promotion and Tenure committee forwards a record of their vote and a written performance review to the dean/director, who conducts an independent assessment of performance and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment. At the conclusion of the campus review, the formal comments process (per Faculty Rule [3335-6-04](#)) is followed. The dean/director then sends the record of the eligible faculty's vote, the faculty's written review, the dean/director's written

review and recommendation, and any candidate comments to the TIU head. The review then follows the TIU's procedures for fourth-year reviews of probationary tenure-track faculty. At the conclusion of the TIU review, the formal comments process is again 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.

4. 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 TIU's right to recommend nonrenewal of an appointment during an annual review.

C. Tenured Faculty

The annual 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/director or designee may be upon the request of the dean/director, the TIU head, or the faculty member.

1. Expectations for Associate Professors

The campus expects associate professors to meet or exceed expectations in teaching, research or creative activity, and service. If an associate professor has an administrative role, their fulfillment of duties in that role and other assignments will be equally anticipated to meet or exceed campus expectations.

2. Expectations for Professors

The campus expects professors to meet or exceed expectations in teaching, including their leadership in both teaching and mentoring students; and in service, including by taking a leading role in service to the campus, the TIU, the college, the university, and/or 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, their fulfillment of duties in that role and other assignments will be equally anticipated to meet or exceed campus expectations.

D. Clinical/Teaching/Professional Practice Faculty

The Newark campus's annual review process for clinical/teaching/professional practice faculty members is identical to that for tenure-track probationary and tenured faculty, except that the dean/director does not request that clinical/teaching/professional practice 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/teaching/professional practice faculty member's annual performance and merit review letter.

In the penultimate contract year of a clinical/teaching/professional practice 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 in their initial year of a full-time appointment must be reviewed before reappointment. The reviews are conducted by the associate dean for academic affairs or the associate dean for natural sciences, mathematics, and engineering, 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 associate dean then decides whether or not to reappoint. If the decision is to reappoint, then the associate dean may extend a multi-year appointment. Compensated associated faculty on one-year appointments who are beyond their first year of full-time employment at the campus and under consideration for reappointment are also reviewed.

Compensated associated faculty on multi-year appointments are reviewed annually by the appropriate associate dean, who meets with the faculty member to discuss their teaching and service performance, plans, and goals, and then sends the faculty member a written evaluation. No later than July 15 of the final year of the appointment, the associate dean will decide on whether or not to reappoint. The associate dean's decision is final.

F. Salary Recommendation

Under guidance provided by the Annual Merit Compensation Process (AMCP) document annually, the dean/director decides on salary adjustments. The dean/director bases the adjustments on the annual performance reviews and on equity considerations. In deciding on adjustments for merit, 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, research, and service). To be eligible for equity adjustments, faculty must have established a record of meeting or exceeding expectations in each of the areas of teaching, service, and, for tenure track faculty only, research.

1. Merit Compensation Process

Meritorious performance in teaching, service, and research/clinical work is assessed in accordance with the same criteria that form the basis for promotion decisions and is the foundation for annual merit compensation decisions. Although the primary means of determining research and scholarly activity progress is the faculty member's TIU evaluation, the dean/director may, if appropriate, adjust the TIU rating to account for potential differences among TIUs in the application of the 1 to 5 point rating scale.

Faculty who fail to submit the required documentation for an annual performance and merit review, or who fail to complete any University required training, 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.

A faculty member who wishes 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 appears in Chapter 4, Section 2 in The Office of Academic Affairs [Policies and Procedures Handbook](#).

2. Salary Inequity Analysis

The dean/director attempts to prevent salary inequities by consulting with TIU heads about appropriate salaries for new positions, setting salaries as close as possible to the starting salaries for Columbus faculty in the TIU (recognizing that substantial differences may be legitimate, depending on differences in duties), and by awarding dollar increases rather than percentage increases.

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 salary for faculty at other regional campuses and for Columbus faculty who are in the same TIU, at the same rank, and whose time in rank is within plus or minus 2 years of the faculty member's time in rank. Developing comparative data may be complicated in cases where the faculty member does not have faculty in their TIU at other regional campuses, or 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 makes the comparisons every summer. This work will be coordinated with the vice provost for regional campuses.

In cases where the faculty member's salary is substantially lower than the comparison group's median (e.g., 10% less than the median), the dean/director may determine that an equity adjustment is needed to correct, or take steps toward correcting, the inequity. Considerations include performance differences, the TIU's research expectations, the TIU head's and dean/director's previous assessments of the faculty member's performance, budget considerations, and so forth. 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. The TIU head may be consulted during this process.

Eligible faculty with the largest inequities have first priority for equity adjustments. The ultimate salary goal may vary depending on differences in a department's research expectations for Columbus campus faculty and its research expectations for faculty at the regional campuses.

Typically, the dean/director will ask the Executive Vice President and Provost for permission to use a pool of campus funds outside the Annual Merit Compensation Process (AMCP) pool for equity adjustments. Support for this request is provided via the documentation collected in the assessment process. If such a pool is unavailable or not approved, then the dean/director may use up to 20% of the AMCP pool for equity adjustments.

3. Adjustment to Salary Percentages

A tenured faculty member seeking an adjustment to their salary percentages and/or workload arrangement should submit a proposal to the dean/director by 11/1, with the following information:

- a) Current percentage distribution across teaching, research, and service
- b) Proposed percentage distribution across teaching, research, and service
- c) The supporting rationale for the proposed changes (max 1 page)

The dean/director will evaluate whether the proposed adjustments to duties and salary percentages are reasonable given the faculty member's previous contributions (if they are expected to continue) or anticipated contributions (if they are expected to start the next year). The dean/director, in consultation with the faculty member and a committee approved by faculty assembly vote, will approve, adjust, or modify the workload arrangements and salary

percentages based in part on the quantity and quality of teaching, service, and research contributions. The changes will take effect from then on, unless: a) the faculty member requests another change to the distributions; b) the project warranting the change in distribution was temporary; or c) the dean/director notices the agreed upon changes are not being fulfilled in an upcoming annual evaluation.

VI. Reviews for Promotion with Tenure, and for Promotion

A. Criteria and Evidence that Support Promotion

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.

Newark faculty candidates for promotion with tenure and for promotion are first reviewed by the Newark Promotion and Tenure Committee and then by the dean/director, with an emphasis on teaching and service. The dean/director forwards the written evaluation and recommendation of the regional campus review to the TIU head. The review in the TIU at the Columbus campus emphasizes research, scholarly/creative activity, and service. 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 Newark campus (defined in this document) and the criteria and documentation requirements of the TIU (defined in the [TIU's Appointments, Promotion and Tenure document](#)).

Although institutional citizenship and collegiality are expected, they cannot be used as an independent criterion for promotion or tenure. Ohio State Newark 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 \(C\)](#) 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 acknowledgment 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'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. 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.

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](#).

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 teaching that meets or exceeds campus expectations. 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 course must be provided an opportunity to complete a confidential evaluation of the instruction and the instructor. Evaluation of teaching should be holistic, taking into account a wide variety of the kinds of evidence of accomplishment in the classroom setting. The following evidence is typically considered: (a) cumulative SEI/SSLE reports (student evaluation of instruction computer generated summaries prepared by the office of the university registrar) for every class taught; (b) peer evaluation of teaching reports as required by the campus's peer evaluation of teaching program; (c) copies of pedagogical papers, books or other materials published, or accepted for publication; (d) examples of pedagogic innovation; and (e) efforts to improve teaching by taking advantage of college or university resources. The dean/director will consider discursive comments from the SEIs/SSLEs if they are collected, as well as summaries of Student Discursive Forms (SDFs) if used in accordance with the procedure established by the associate dean for academic affairs and the dean/director. For courses delivered via distance-education technology, the dean/director may permit exceptions to the standard form.

To earn promotion to associate professor with tenure, or to be eligible for an annual merit increase in salary, faculty must meet the following primary teaching guidelines.

Primary Teaching Guidelines	
Criteria	Suggested Evidence
1. A clear and complete syllabus incorporating sound, current subject knowledge and establishing explicit outcomes for student learning, for each course taught	• Annual submission of syllabi to the University Syllabus Search website • Peer evaluations document clear syllabi with explicit outcomes for student learning • Provision of access to Carmen courses • Dossier (for promotion and/or tenure cases) or annual activity report (for annual reviews) narratives explaining steps taken to meet this criterion
2. Development of new and effective instructional techniques and materials appropriate for the objectives and level of the course	• Documentation of creation of or revisions to syllabi, exams, lab exercises, case studies, field trip activities, problem sets, computer software, etc. • Documentation of attendance at teaching training or continuing education activities. Faculty are encouraged to consult with the associate dean for faculty affairs with any questions regarding appropriateness of potential training opportunities. • Peer evaluations document new and effective instructional techniques and materials • Provision of access to Carmen courses • Dossier (for promotion and/or tenure cases) or annual activity report (for annual reviews) narratives explaining steps taken to meet this criterion
3. Demonstration of continuing efforts to enhance teaching quality through professional development activities. These activities could include efforts to broaden the scope of pedagogy to be accessible to all students. Ideally, such efforts occur regularly (e.g., two hours per year on average). Periods of time in which no training occurs must not exceed three years.	• Documentation of attendance at teaching training or continuing education activities. Faculty are encouraged to consult with the associate dean for faculty affairs with any questions regarding appropriateness of potential training opportunities. • Documentation of self-identified activities to enhance one's pedagogy • Dossier (for promotion and/or tenure cases) or annual activity report (for annual reviews) narratives explaining steps taken to meet this criterion

4. Demonstrated ability to organize and present class material effectively and provide appropriate timely feedback to students throughout the instructional process.	• Peer evaluations document excellence in these areas or show positive trajectories that reach excellence • Student evaluations (SEI, SSLE, SDF, etc) document excellence in these areas or show positive trajectories that reach excellence • Provision of access to Carmen courses
5. Treated students with respect and courtesy	• Peer evaluations document excellence in these areas or show positive trajectories that reach excellence • Student evaluations (SEI, SSLE, SDF, etc) document excellence in these areas or show positive trajectories that reach excellence • Provision of access to Carmen courses
6. Demonstrated creativity in the use of a variety of teaching strategies to create an optimal learning environment.	• Peer evaluations document excellence in this area or show positive trajectories that reach excellence • Student evaluations (SEI, SSLE, SDF, etc) document excellence in these areas or show positive trajectories that reach excellence • Provision of access to Carmen courses • Dossier (for promotion and/or tenure cases) or annual activity report (for annual reviews) narratives explaining steps taken to meet this criterion
7. Demonstrated use of student feedback to enhance teaching.	• Peer evaluations document excellence in this area or show positive trajectories that reach excellence • Student evaluations (SEI, SSLE, SDF, etc) document excellence in these areas or show positive trajectories that reach excellence • Dossier (for promotion and/or tenure cases) or annual activity report (for annual reviews) narratives explaining steps taken to meet this criterion

Meeting or exceeding expectations for campus teaching, as listed above, are the primary basis for decisions regarding annual reviews and promotion. However, the campus recognizes that faculty engage in other teaching-related activities outside these primary expectations. If a faculty member consistently meets the teaching guidelines listed above and attains teaching achievements beyond those criteria, then the campus will recognize additional, optional achievements as evidence that the faculty member has exceeded the campus's teaching standards for purposes of annual reviews. Such achievements include but are not limited to the following:

Secondary Teaching Guidelines and Documentation

- a) Successfully mentoring undergraduate or graduate students
- b) Disseminating intellectual contributions related to teaching by publishing any of the

following (material accepted for publication but not yet published must be accompanied by a letter from the publisher stating that the work has been unequivocally accepted and is in final form with no further revisions needed):

- Textbooks
- Chapters in books used as texts or readers
- Literature reviews
- Pedagogical papers
- Peer-evaluated scholarly publications designed primarily to communicate with other educators (e.g., journal articles on curricula, pedagogical innovations, teaching strategies, etc.)
- c) Obtaining external funding and/or other resources for instruction, course creation or development, or learning opportunities for students
- d) Developing instructional materials, courses, and curricula for use in university and non-university settings
- e) Working to improve the curriculum by developing new programs
- f) Delivering presentations on pedagogy and teaching at national or international conferences
- g) Producing teaching materials that are adopted by other colleges or universities
- h) Teaching in ways that engage the community
- i) Mentoring a STEP cohort
- j) Participating substantially in a learning community
- k) Obtaining exceptional STEP Mentor evaluations
- l) Mentoring students in an EXP course
- m) Obtaining exceptional Drake Institute Mentor evaluations
- n) Engaging in extensive or intensive pedagogical-development activity that goes well beyond the minimum requirement
 - o) Providing community-engaged teaching or outreach education, including any of the following
 - Materials or resources for K-12 schools, other colleges, or other universities
 - Programs for public audiences
- p) Earning awards or other forms of formal recognition for one's teaching or mentoring
- q) Frequently earning SEI/SSLE individual item scores equal to or greater than the campus average

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. To earn promotion to associate professor with tenure, or to be eligible for an annual merit increase in salary, faculty must meet the following service guidelines.

Primary Service Guidelines	
Criteria	Suggested Evidence
1. Demonstrated excellence in service to the campus	Documentation of service activities to the campus, TIU, college, university, profession, or community. Documentation should include a detailed, chronological explanation of the individual's specific contributions to each service activity.

	• Documentation of active engagement in at least one campus committee. • Documentation of active engagement in service to the students of Ohio State, such as through actively advising student clubs/organizations or participation in multiple student events including graduation, commencement, convocation, etc.
2. Demonstrated leadership, engagement, or initiative in service to the campus, university, or profession	• Documentation of service activities to the campus, TIU, college, university, profession, or community. Documentation should include a detailed, chronological explanation of the individual's specific contributions to each service activity. • Documentation of active engagement in at least one campus committee. • Documentation of active engagement in service to the students of Ohio State, such as through actively advising student clubs/organizations or participation in multiple student events including graduation, commencement, convocation, etc.
3. Regular attendance at Faculty Assembly meetings	• Documentation of attendance at Faculty Assembly meetings

Meeting or exceeding expectations for campus service, as listed above, are the primary basis for decisions regarding annual reviews and promotion. However, the campus recognizes that faculty engage in other service activities outside these primary expectations. If a faculty member consistently meets the service guidelines listed, then the campus will recognize the additional, optional achievements as evidence that the faculty member has exceeded the campus's service standards for purposes of annual reviews. Such achievements include but are not limited to the following:

Secondary Service Guidelines and Documentation

- a) Mentoring of junior faculty
- b) Awards and formal recognition of service
- c) Demonstrated service to one's profession or field
 - Document contributions and quality indicators of the outcomes of the contributions
 - Involvement with professional journals (journal editorships, reviewer) and professional societies (offices or committees)
 - Professional conference organization
 - Consultation activity with industry, professional discipline education development, other universities, or government
 - Awards and prizes for service to profession
 - Any available documentation of the quality of service that enhances the list of service activities in the dossier
 - Evidence of professional expertise to public and private entities as a reviewer for funding proposals, study sections, external examiner, member of panels and commissions, professional consultant to industry, government, and education

organization

- d) Extraordinary number of memberships on campus committees, subcommittees, or task forces
- e) Demonstrated leadership in campus-level service, including chairing a subcommittee, committee, or the faculty assembly
- f) TIU-level service
- g) College-level service
- h) University-level service
- i) Talks on campus
- j) Demonstrated community engagement
 - o Evidence of activities and quality indicators within the community setting

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, a record of continuing professional growth, and full participation on the campus's P&T Committee.

In addition, as further specified by Faculty Rule [3335-6-02](#), assessment is in relation to specific assigned responsibilities with reasonable flexibility being exercised in order to balance, where the case requires, heavier responsibilities and commitment in one area against lighter ones in another. Promotion should reflect the reality that (a) not all faculty members have the same distribution of assignments (b) not all faculty members will be able to contribute excellence equally in all evaluation dimensions; and (c) there is a multi-faceted institutional responsibility that must be achieved by the skills of the faculty collectively. Promotion to professor should be awarded not only to those faculty who have demonstrated impact in their scholarship of research and creative inquiry, teaching and learning, and service, but also to those who have exhibited excellence in leadership to make visible and demonstrable impact upon the mission of the campus, TIU, college and university.

Reviews for promotion are conducted first at the Newark campus, with an emphasis on teaching and service, and then with the TIU at 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 Newark campus as defined in this document and the TIU as defined in the [TIU's Appointments, Promotion and Tenure document](#).

3. Clinical/Teaching/Professional Practice Faculty

Promotion to Assistant Clinical/Teaching Professor or Professional Practice Assistant Professor. For promotion to assistant clinical/teaching professor or professional practice assistant professor, a faculty member must complete their master's degree, or preferably doctoral degree, and meet the required licensure/certification in their 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/Teaching Professor or Professional Practice Associate Professor. For promotion to associate clinical/teaching professor or professional practice associate professor, a faculty member must show convincing evidence of excellence as a teacher and a provider of effective service; must have a documented high level of competence in professional practice; and must display the potential for continuing a program of high-quality teaching and service relevant to the mission of the Newark campus. Specific criteria in teaching and service for promotion to associate clinical/teaching professor and to professional practice associate professor are similar to those for promotion to associate professor with tenure. 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/Teaching Professor or Professional Practice Professor. For promotion to clinical/teaching professor or professional practice professor, a faculty member must have a record of continuing professional growth and increasing quality of contributions, including a sustained record of excellence in teaching and professional practice; leadership in service to the Newark campus 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 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 clinical/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. Lecturers may be promoted to senior lecturer if they meet the criteria for appointment at that rank as described in Section IV.A.3.

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

B. Procedures

This section describes only the process of promotion review by The Ohio State University at Newark Promotion and Tenure Committee and is written to supplement the official university guidelines on promotion and tenure as set forth in Faculty Rule [3335-6-04](#) and the Office Academic Affairs annually updated procedural guidelines for promotion and tenure reviews found in Chapter 3 of the *Policies and Procedures Handbook*. In the event of conflict, university guidelines and procedures have precedence.

1. Responsibilities of Tenure Track and Clinical/Teaching/Professional Practice Candidates

a. Dossier

Every candidate must provide a complete and accurate dossier that follows the Office of Academic Affairs dossier outline and make it available electronically in a destination identified by the campus administration. The administration makes the dossier available to the members of the Deliberating Committee. 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 tenure or nonprobationary faculty it is the date of last promotion, reappointment, or the last five years, whichever is more recent, to present. The Promotion and Tenure Committee 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 each candidate, the associate dean for faculty affairs will make peer evaluations of classroom teaching available for the Promotion and Tenure Committee to review.

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 Promotion and Tenure Committee 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.

b. 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 clinical/teaching/professional practice 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 campus and TIU.

c 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.

2. Responsibilities of the Promotion and Tenure Committee

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

- a) As circumstances change, to review this APT document and recommend proposed revisions to the faculty at the December meeting of the Faculty Assembly.
- b) To 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](#).
- c) To review candidates' dossiers for completeness 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.
- d) A meeting, called by the chair of the Promotion and Tenure Committee, shall be held to discuss the letter drafted by the candidate's subcommittee (see Section III.C above) and to vote on the case. Members will attend all committee meetings except when circumstances beyond their control prevent attendance. They are expected to participate in discussion of every case and to vote. The committee shall confine its investigation to an analysis of the faculty member's teaching and service, and to those qualities relevant to teaching and service. Criteria for evaluating teaching, service, and scholarship shall be those given in the University [Faculty Rule 3335-6](#).
- e) Following the committee meeting, to revise the draft letter using comments and suggestions from that meeting. The committee's vote and a summary of the perspectives expressed during the meeting must be included in the letter.
- f) To transmit the letter of evaluation and recommendation to the dean/director.

The Deliberating Committee for the case under review will be defined to be those members comprising the appropriate roster for the case as previously discussed.

A template for the P&T Letters is created and updated by the Promotion and Tenure Committee, with the document maintained by the Promotion and Tenure Committee Chair.

Each P&T case will typically be heard at one meeting. No later than six weeks prior to the beginning of the academic year, and preferably in the Spring of the previous academic year, the chair of the P&T Committee will announce the dates of all P&T meetings to be held during the upcoming academic year.

Prior to the P&T Committee's meeting to hear a case, and as specified in Section III.C above, the subcommittee drafts the letter in which the subcommittee presents its findings and recommendations regarding the case. Prior to the meeting, each subcommittee provides a copy of the letter to distribute electronically. At the meeting, a copy of the draft letter is displayed on a screen while members of the Deliberating Committee discuss its contents, raise questions and make general suggestions for modifying the letter. Members of the Deliberating Committee are encouraged to make suggestions and may submit written changes to the Chair of the subcommittee up to 24 hours following the meeting. Each subcommittee's presentation should last about 30 minutes.

Votes are cast by secret ballots distributed at in-person meetings, or by anonymous

electronic survey if held virtually. Faculty cannot vote if they have not been present in the meeting, either in-person or virtually. The subcommittee chair and P&T chair verify together the vote tally.

The subcommittee chair revises the letter using comments and suggestions from the meeting, consulting with the subcommittee if necessary. The vote must be included in the letter. If the vote is not consistent with the original recommendation of the subcommittee, or if the chair of the Promotion and Tenure Committee and chair of the subcommittee agree that the entire Deliberating Committee should be consulted before the letter is sent, a second meeting is called. At least two days' notice must be given, and a quorum is not required for this second meeting.

Any faculty member who is not able to attend a Promotion and Tenure meeting should notify the chair at least two days prior to the meeting. Faculty with an approved absence (e.g., Faculty Professional Leave, sick leave, etc.), a conflict of interest, or a scheduled class meeting are excused and not counted as part of the quorum. A faculty member on a Special Assignment is not excused from P&T meetings.

3. Responsibilities of the Dean/Director

The responsibilities of the dean/director are as follows:

- a) To determine whether a candidate is authorized to work in the United States and whether a candidate now, or in the future, will require sponsorship for an employment visa or immigration status. For tenure-track assistant professors, dean/directors are to confirm that candidates are eligible to work in the U.S. Candidates who are not U.S. citizens or nationals, permanent residents, asylees, or refugees will be required to sign an MOU at the time of promotion with tenure.
- b) To make each candidate's dossier available in an accessible place for review by the eligible faculty in August prior to the academic year in which the review occurs.
- c) To charge each member of the eligible faculty to conduct reviews free of bias and based on criteria.
- d) To meet with subcommittees to discuss each candidate's case.
- e) 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.
- f) 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/director will leave the meeting to allow open discussion among the eligible faculty members.
- g) **By the last day of Spring semester classes in the previous academic year:** To provide to the Promotion and Tenure Committee chair a list of candidates for mandatory and non-mandatory promotion or promotion and tenure reviews.
- h) **By September 10 of the academic year in which the review occurs:** To review the letters prepared by and the recommendations of the Promotion and Tenure Committee and to prepare an independent letter of evaluation.
 - o 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.
 - o To meet with the eligible faculty to explain any recommendations contrary to the recommendation of the committee.
 - o To inform each candidate in writing after completion of the campus-level review process of the recommendations by the eligible faculty and the dean/director.

- A request to promote requires agreement by the dean/director and the TIU head.

4. Procedures for Associated Faculty

Adjunct faculty and associated faculty with tenure-track titles for whom promotion is a possibility follow the promotion guidelines and procedures detailed in Section VI.B above. The decision of the dean/director is final. Procedures for lecturers are described in Section IV.A.3.

VII. Promotion and Tenure and Reappointment Appeals

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

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

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

Disagreement with a negative decision is not grounds for appeal. In pursuing an appeal, the faculty member is required to document the failure of one or more parties in 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

Ohio State Newark values excellence in teaching across disciplines and at all levels of instruction. Student and peer evaluations of teaching provide tools for assessing faculty teaching effectiveness and for providing faculty with regular opportunities for improvement.

A. Student Evaluation of Teaching

Use of the electronic Student Evaluation of Instruction (SEI) or Student Survey of Learning Experience (SSLE) form is required in courses offered on this campus. 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. 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.

Student evaluation of teaching using discursive comments will be considered if they are submitted either by SEIs/SSLEs, departmental instruments, or the discursive options available through the Ohio State Newark Student Discursive Feedback Instrument.

B. Peer Evaluation of Teaching

The associate deans oversee the campus's peer evaluation of teaching process. Peer teaching evaluation is comprehensive and must include one or more classroom visits (virtual or in person), with flexibility for courses taught in an asynchronous online format. The evaluations can include review of course syllabi, access to the Carmen course or other online materials, instructional materials, assignments, or exams. Classroom-visit protocol includes submitting a narrative evaluation in the form of a letter or memo to the associate dean for faculty affairs (for tenure-track and clinical/teaching/professional practice faculty) or associate dean for academic affairs or associate dean for natural sciences, mathematics, and engineering (for associated faculty). The instructor receives a copy of the evaluation from the evaluator. Faculty members must receive evaluations from other faculty members at Ohio State Newark and the faculty's TIU, if the TIU requires this to occur.

The associate deans make a reasonable effort to distribute service among the tenured faculty and senior lecturers from year to year to support and encourage attention to the quality of teaching at the campus. Although there is no presumption that a peer reviewer must be of equal or higher rank than the faculty member being reviewed, such a model will be followed to the extent possible. The associate deans assign tenured faculty and senior lecturers to do the following:

- a) review the teaching of probationary tenure-track, clinical/teaching/professional practice, and associated 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.
- b) review the teaching of tenured associate professors and nonprobationary assistant clinical/teaching professors, nonprobationary associate clinical/teaching professors, nonprobationary professional practice assistant professors, and nonprobationary professional practice associate professors at least once every other year, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned over a six year period and of having at least two peer reviews of teaching in the year before the commencement of a promotion review.
- c) review the teaching of tenured professors and nonprobationary clinical/teaching professors and nonprobationary professional practice professors at least once every four years with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned during the year of the review.
- d) 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.
- e) 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.

In the case of peer review for the purposes of promotion and tenure reviews, the class visitation is conducted by one or more senior peers whom the promotion and tenure chair has identified in consultation with the candidate. The peer reviewer should meet with the candidate to establish a time for the visit and to understand the goals of the course and the candidate's teaching philosophy.

1. Probationary Faculty

The teaching of probationary tenure track and clinical/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.

Faculty under review should provide peer reviewers with the course syllabus, Carmen access, 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.

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 appropriate associate dean, 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 if they wish. All such comments are appended to the report for inclusion in the faculty member's promotion and tenure dossier, unless the faculty member requests the comments be excluded.

2. Tenured and Nonprobationary Faculty

The teaching of tenured associate professors and non-probationary clinical/teaching/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. Reviews follow the format described above for probationary faculty.

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

The teaching of lecturers and senior lecturers 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.

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 Newark campus.