

Appointments, Promotion, and Tenure

Criteria and Procedures for The Ohio State University

Department of Political Science

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Preamble

This document is a supplement to Chapter 6 of the [Rules of the University Faculty](#), the Office of Academic Affairs' annual procedural guidelines for promotion and tenure reviews that appear on the OAA website, and any additional policies of the College and the University. These rules and policies take precedence over departmental practices and should they change, the Department shall follow those new rules and policies until such time as it can update this document to reflect the changes. In addition, this section must be reviewed, and either reaffirmed or revised, at least every four years on appointment or reappointment of the Department Chair.

Departmental decisions regarding faculty appointment, reappointment, and promotion and tenure are made in accordance with the Department's mission as set out in section II of this document. In addition, the faculty and the administration are bound by the principles articulated in Faculty Rule [3335-6-01](#). In particular, the foundation for these decisions is peer review of the documented performance of faculty. All faculty members accept the responsibility to participate fully and knowledgeably in review processes; to exercise the standards established in Faculty Rule [3335-6-02](#) and other standards specific to this Department and the College of Arts and Sciences; and to make negative recommendations when these are warranted in order to maintain and improve the quality of the faculty. Unless otherwise stated, the criteria and procedures described below apply equally to Columbus and regional campus faculty.

As required by Ohio Revised Code section 3345.0216, Ohio State will: educate students by means of free, open and rigorous intellectual inquiry to seek the truth; equip students with the opportunity to develop intellectual skills to reach their own, informed conclusions; not require, favor, disfavor or prohibit speech or lawful assembly; create a community dedicated to an ethic of civil and free inquiry, which respects the autonomy of each member, supports individual capacities for growth and tolerates differences in opinion; treat all faculty, staff and students as individuals, hold them to equal standards and provide equality of opportunity with regard to race, ethnicity, religion, sex, sexual orientation, gender identity or gender expression.

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

I Department Mission

The mission of the Department of Political Science is to achieve excellence in scholarly research, teaching, and service commensurate with its standing as one of the nation's leading political science departments and with its goal of maintaining and continually improving its quality. Research is the cornerstone of its mission, inspiring its teaching and service. Excellence in research means attainment of national and international recognition, as evidenced by comparative rankings, external funding, awards, and honors in research in political science and related areas. Excellence in teaching means providing its undergraduate and graduate students the opportunity to realize their full capabilities for learning in political science, including offering the most capable and motivated students an enhanced learning experience. Excellence in service means making available a high level of professional expertise and experience to the public, including the University, Columbus community, state of Ohio, the nation, and internationally, as well as the profession.

The department embraces the university's [shared values](#). We are committed to academic freedom, to ensuring responsible research practices, to building a productive culture, and to fostering an ethic of care and mutual respect.

II Definitions

A. Committee of the Eligible Faculty

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

The Department Chair, the Dean and the Divisional, Assistant, and Associate Deans of the College, the Executive Vice President and Provost, and the President may not participate as eligible faculty members in reviews for appointment, reappointment, promotion, promotion and tenure, or contract renewal.

1. Tenure-track Faculty

Initial Appointment Reviews

- For an appointment (hiring) review of an assistant professor, the eligible faculty consists of all tenure-track faculty in the Department.
- For appointment (hiring) at senior rank (associate professor or professor), a review is performed and a second vote cast by all tenured faculty of equal or higher rank than the position requested.

Reappointment, Promotion, or Promotion and Tenure Reviews

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

2. Teaching Faculty

Initial Appointment Reviews

- For an appointment (hiring or appointment change from another faculty type) review of an assistant teaching professor, an associate teaching professor, or a teaching professor, the eligible faculty consists of all tenure-track faculty and all teaching faculty in the Department.
- For an appointment (hiring or appointment change from another faculty type) at senior rank (associate teaching professor or teaching professor), a review is performed and a second vote cast by all tenured faculty of equal or higher rank than the position requested and all nonprobationary teaching faculty of equal or higher rank than the position requested.

Reappointment and Promotion Reviews

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

3. Conflict of Interest

A conflict of interest exists when an eligible faculty member is related to a candidate or has a comparable close interpersonal relationship, has substantive financial ties with the candidate, is dependent in some way on the candidate's services, has a close professional relationship with the candidate (dissertation advisor), or has collaborated so extensively with the candidate that an objective review of the candidate's work is not possible. Generally, faculty members who have collaborated with a candidate on at least 50% of the candidate's published work since the last promotion will be expected to withdraw from a promotion review of that candidate.

4. Minimum Composition

In the event that the department does not have at least three eligible faculty members who can undertake a review, the department chair, after consulting with the dean, will appoint one or more faculty members from another department within the college so that the minimum number of three is reached.

B. Quorum

The quorum required to discuss and vote on all personnel decisions is a simple majority of the eligible faculty not on an approved leave of absence. A member of the eligible faculty on Special Assignment may be excluded from the count for the purposes of determining a quorum only if the department chair has approved an off-campus assignment.

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

C. Recommendation from the Committee of the Eligible Faculty

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

Absentee ballots and proxy votes are not permitted.

1. Appointment

Decisions are taken by secret ballot after a faculty meeting to discuss the appointment. A simple majority of votes cast is required for a positive recommendation.

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

Decisions are taken by secret ballot in the meeting of the committee of the eligible faculty members. A simple majority of votes cast is required for a positive recommendation.

III Guidelines for Appointments

A. Criteria

1. Tenure Track Faculty

The Department is committed to making only faculty appointments that enhance, or have strong potential to enhance, departmental quality. The key criteria for each appointment are as follows: (i) At the senior levels, high research productivity and professional reputation must be clearly evidenced in publications, research grants, and other indicators of professional stature for an appointment to be made. Senior faculty hired from outside the University should be at least as qualified as their counterparts in the Department. (ii) At the assistant professor level, evidence of research potential of a caliber likely to lead to grants and, especially, to high-quality scholarly publications is required. New untenured faculty are hired with the expectation that they will have a Ph.D. in political science or a related discipline by the beginning of their appointment -- or will have successfully defended their Ph.D. dissertation before the date on which classes begin in their first year and will receive the Ph.D. degree at their university's first commencement thereafter. Failure to satisfy this expectation necessitates appointment as an instructor and a reduction in their salary by 10%. (iii) In all cases, evidence of substantial peer

support from outside reviewers, of a record of or the potential for high quality teaching, and of commitment to the mission of the Department are important considerations.

Appointments to the rank of instructor and assistant professor are probationary and require annual reappointment for continuation. Instructor appointments may not exceed three years.

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

Assistant Professor. Assistant professor appointments may not exceed six years, including prior service credit but not counting time that is excludable under University rules. Approval by the Dean of the College of Arts and Sciences is required for the reappointment of an assistant professor as a tenure-track faculty member for the fifth year. An assistant professor is reviewed for promotion and tenure no later than the sixth year (not counting exclusions) of appointment as an assistant professor and is informed by the end of the sixth year as to whether promotion and tenure will be granted at the beginning of the seventh year. For individuals not recommended for promotion and tenure after the mandatory review, the 7th year will be the final year of employment.

Review for tenure prior to the mandatory review year is possible when the Committee of Eligible Faculty determines such a review to be appropriate. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged as it cannot be revoked once granted.

Part-time appointments are possible (no less than 50%) in accord with University rules. Probationary tenure-track faculty on less than full-time service may request an extension of the probationary period, in accord with Faculty Rule [3335-6-03\(D\)\(c\)](#).

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

Appointment at senior rank requires that the individual, at a minimum, meet the department's criteria in teaching, scholarship, and service for promotion to these ranks. Appointment at senior rank normally entails tenure. A probationary appointment at senior rank 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.

Criteria for appointment offers at the rank of associate professor with tenure include:

- National recognition for a high-quality body of scholarship
- Demonstrated excellence in teaching undergraduate and graduate students
- Demonstrated excellence in service/outreach to their profession and field as well as locally to the university.
- Strong potential to advance to the rank of professor in a timely fashion.

Criteria for appointment offers at the rank of professor with tenure include:

- An established national or international reputation as a leading scholar in their field with an outstanding body of scholarship
- Demonstrated excellence in teaching at graduate and undergraduate levels
- Demonstrated record of high-quality service to their field and institution.

Foreign nationals who lack permanent residency status may be appointed to a senior rank and approved for

tenure, if appropriate, but the university will not grant tenure in the absence of permanent residency. Offers to foreign national require prior consultation with the Office of International Affairs.

2. Tenure Track Faculty – Regional Campus

Because the primary mission of the regional campuses is to provide high quality undergraduate instruction and to serve the academic needs of their communities, excellence in teaching and service ordinarily will be given relatively more weight in hiring regional campus faculty. Nevertheless, regional campus faculty members are expected to publish high quality scholarship in respected outlets even if not with the same frequency as the faculty on the Columbus campus. The expectation is that regional campus faculty members will publish in journals and presses similar in quality and impact to those the Columbus faculty members publish in even if these are not always the exact same outlets as the Columbus faculty members typically publish in.

3. Teaching Faculty

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

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

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

Assistant Teaching Professor. An earned doctorate and the required licensure/certification in his/her/their specialty are the minimum requirements for appointment at the rank of assistant teaching professor. Evidence of ability to teach is highly desirable.

Associate Teaching Professor and Teaching Professor. Appointment at the rank of associate teaching professor or teaching professor requires that the individual have an earned doctorate and the required licensure/certification in his/her/their specialty, and meet, at a minimum, the Department's criteria—in teaching, professional practice and other service, and scholarship—for promotion to these ranks. Appointment at the rank of teaching professor requires production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice.

4. Associated Faculty

Associated faculty appointments may be as short as a couple 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. Appointments of all associated faculty must be reviewed and approved by the College of Arts and Sciences.

3a. Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor

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

3b. 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 and evidence of ability to provide high-quality instruction. 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.

3c. Senior Lecturer

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

3d. Assistant Professor, Associate Professor, Professor with FTE below 50%

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

3e. Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor

Visiting faculty appointments may either be compensated or not compensated. Visiting faculty members on leave from 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 consecutive years at 100% FTE.

5. Emeritus Faculty

Emeritus faculty status is an honor given in recognition of sustained academic contributions to the university as described in Faculty Rule [3335-5-36](#). Full-time tenure track, clinical/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.

Faculty will send a request for emeritus faculty status to the Department Chair (regional campus dean for associated faculty on regional campuses) outlining academic performance and citizenship. The Committee of Eligible faculty will review the application and make a recommendation to the Department Chair. The Chair will decide upon the request, and if appropriate submit it to the Dean. If the faculty member requesting emeritus status has in the 10 years prior to the application engaged in serious dishonorable conduct in violation of law, rule, or policy and/or caused harm to the university's reputation or is retiring pending a procedure according to Faculty Rule, emeritus status will not be considered.

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

6. Courtesy Appointments for Faculty

Courtesy appointments may be offered to tenure-track faculty in another department at Ohio State who are expected to contribute regularly and significantly, on an uncompensated basis, to the Department's research, teaching, or service mission. Involvement in the departmental program and/or visibility in the Political Science discipline are normally required. A courtesy appointment is made at the individual's current Ohio State rank, with promotion in rank recognized.

B. Procedures for Appointments

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

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

Decisions on extending offers to join the faculty are collegial. The Chair is primarily responsible for designating the positions and keeping the recruiting process moving when openings occur. A Department meeting will be held each spring semester to discuss hiring priorities for the following year within the context of the Department's budget situation. The Department Chair appoints a search committee or committees to recruit candidates for all faculty vacancies. Search committees report to the Chair. The Chair, in consultation with the search committee(s), prepares each position description and submits it to the American Political Science Association's *eJobs listing of jobs in Political Science*, which ensures that the position will be advertised widely throughout the discipline. If there is any likelihood that the applicant pool will include qualified foreign nationals, the chair must advertise the position using at least one 30-day online ad in a national professional journal. From the pool of applicants, the search committee develops a short list of candidates. The committee also consults with faculty members in the subfield most closely affiliated with the search. All faculty members have access to the application files and can encourage the committee to look at files they find especially attractive. The committee then recommends candidates for visits to the Chair, who schedules and coordinates their visits. After candidates have visited, the Chair solicits *anonymous* evaluations of the candidates from all faculty members in the Department and also from students who have interacted with the candidates. A faculty meeting will be held in advance of the solicitation of individual faculty evaluations to discuss the candidates. All tenure track faculty can provide input on the candidates in the form of a vote and the results of this poll of opinion will be available to the search committee members. It will also be available to faculty members not on the search committee if they ask to see it. Once the results of the poll are in-hand, the Chair will meet with the search committee and decide whether to make an offer and to whom. If an offer is justified in the judgment of the Chair, he/she will propose the terms of the offer to the Dean of the College and, if the Dean approves an offer, will handle the negotiations with the candidate. If it is not clear whether an offer is justified, further consultation and discussion and perhaps visits by additional candidates will occur. If necessary, the Chair will call a Department meeting to discuss the final recruiting decision.

Potential appointment of a foreign national who lacks permanent residency must be discussed with the Office of International Affairs. The university does not grant tenure in the absence of permanent residency status. The department will therefore be cautious in making such appointments and vigilant in assuring that the appointee seeks residency status promptly and diligently.

2. Tenure Track Faculty—Regional Campuses

Because the Columbus Department must concur in the appointment of regional campus faculty, it is involved in the search process for positions there. The Chair appoints at least one member to the regional campus search committee for a position in Political Science on that campus. Candidates for the regional campus position are required to present a colloquium on the Columbus campus and to meet with faculty from the Department there. After candidates have visited, the Chair will solicit evaluations from all faculty members in the Department on the candidate's record and potential as a scholar, for which the Columbus Department has the primary responsibility. If an offer is justified in the judgment of the Chair, he/she will make appropriate recommendations to the regional campus dean. If it is not clear whether an offer is justified, further consultation and discussion and perhaps visits by additional candidates will occur. If necessary, the Chair will call a Department meeting to discuss this recruiting decision. A decision to hire requires agreement on the part of the Chair of the Columbus Department and the Dean/Director of the relevant regional campus.

3. Teaching Faculty

Searches for teaching faculty generally proceed identically as for tenure-track faculty, with the exception that the candidate's presentation during the interview is on teaching rather than scholarship. Exceptions are made only as provided for in the rules of the faculty or the APT document of the College of Arts and Sciences.

4. Associated Faculty

Any tenure-track departmental faculty member may make recommendations of associated faculty appointments to the Chair. Associated faculty are appointed by the Chair, with the approval of the Office of Academic Affairs, for only one up to three years at a time and require formal renewal for continuation. The Chair may make appointments of lecturers and senior lecturers semester-by-semester to fill short-term departmental teaching needs. Continuous appointments for more than a single semester require the consent of the Department's Executive Committee. Initial appointments of adjunct professors and visiting faculty may be made by the Chair only with the consent of a majority of the faculty. Reappointment may be made by the Chair, except that appointments for visiting faculty may not exceed three continuous years by University rules.

Associated faculty for whom promotion is a possibility follow the promotion guidelines and procedures for tenure-track faculty (see Promotion and Tenure and Promotion Reviews below), with the exception that the review does not proceed to the college level if the Department Chair's recommendation is negative, and does not proceed to the university level if the Dean's recommendation is negative.

5. Courtesy Appointments for Faculty

Any tenure-track departmental faculty member may nominate tenure-earning or tenured faculty from another OSU department for a courtesy faculty appointment in Political Science. After reviewing the candidate's qualifications, and with the consent of a majority of the faculty and the approval of the divisional dean, the Chair may make a courtesy faculty appointment for a five-year period. Such appointments may be renewed by the Chair with the approval of the Department's Executive Committee. Courtesy faculty may be listed as Political Science faculty, but they do not hold separate Graduate Faculty status or voting rights in the Department.

IV. Annual Performance and Merit Review Procedures

This Department follows the requirements for the annual performance and merit review as set forth in the [Policy on Faculty Annual Review and Reappointment](#), which stipulates that such reviews must include a scheduled

opportunity for a face-to-face meeting as well as a written assessment. According to the policy, the purposes of the review are to:

- Assist faculty in improving professional productivity through candid and constructive feedback and through the establishment of professional development plans;
- Establish the goals against which a faculty member's performance will be assessed in the foreseeable future; and
- Document faculty performance in the achievement of stated goals in order to determine salary increases and other resource allocations, progress toward promotion, and, in the event of poor performance, the need for remedial steps.

The annual performance and merit review of every faculty member is based on expected performance in teaching, scholarship, and service as set forth in the Department's guidelines on faculty duties and responsibilities; on any additional assignments and goals specific to the individual; and on progress toward promotion where relevant. Meritorious performance in teaching, scholarship, and service is assessed in accordance with the same criteria that form the basis for promotion decisions.

Annual review letters should not merely be descriptive summaries of activities but should evaluate performance in relation to the unit's mission and the faculty member's assigned workload and previously articulated goals and expectations for the year. The annual review should also describe, when appropriate, actions the unit or its head will undertake to support the faculty member in achieving goals. When relevant, annual review letters should recognize engagement with partners beyond the university, which may take the form of research/creative work, teaching, or service. The department chair may also comment upon and/or recognize ways in which individual faculty members exemplify and reinforce the university's shared values in carrying out their teaching, scholarship, and service activities, including creating unit cultures that are inclusive, supportive, and characterized by civility and mutual respect. The full range of activities assigned to a faculty member should be formally recognized and, when done well, rewarded. Annual review letters should describe each faculty member's workload allocation for the upcoming year in accordance with the university's faculty workload guideline.

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

A Documentation

For their annual performance and merit review, by January 20 of each year faculty members, including regional campus faculty members for whom the Department is the tenure-initiating unit, must submit the following documents to the Department Chair:

- Office of Academic Affairs [dossier outline](#); this is required for probationary faculty, each of whom should meet to discuss preparation of the dossier with two senior faculty members, designated for this purpose by the Chair or Field Coordinator in consultation with the candidate; use of the dossier outline is also recommended for associate professors
- an annual report focusing on research and publication, teaching, and service for the previous calendar year; this is required of all faculty
- an updated CV, which will be made available to all faculty in an accessible place; this is required of all faculty

Departmental faculty must have all of their regular courses evaluated using the e-SEI instrument and SEI reports for all courses taught in the preceding calendar year should be contained in the annual report. In addition to University requirements for the dossier, the nature of the refereeing process for books and book chapters, the faculty member's contributions (in both substantive and percentage terms) to multiply-authored works, and the number of citations by others to her/his work should be clearly indicated. It also is the responsibility of each faculty member, especially assistant and associate professors, to make sure that copies of all scholarly manuscripts written or published in the

preceding calendar year and syllabi and other relevant material for each course taught during the same period are available in their “reading file” in the Department office. Faculty members can provide any additional information at this time that they deem pertinent to the annual review of their performance. They may also be requested to provide additional information at other times and in other formats, as departmental needs require.

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

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

An assistant professor that wishes not to undergo an annual review must provide a written letter of resignation to the Chair by January 31 in order to prevent or terminate the review.

B Probationary Tenure-track Faculty

1a. Columbus Campus faculty

The annual review of probationary tenure-track faculty begins with an evaluation of all probationary faculty by the tenured faculty at a meeting (or meetings) moderated by the Chair. This review focuses on research, teaching, and service. For this meeting, the tenured faculty members are provided with copies of each instructor’s and assistant professor’s annual report and updated dossier. They also consult the candidate’s reading file for research manuscripts and additional teaching material. Letters from absent tenured faculty may be read at the meeting. The results of this review and the Chair’s own evaluation are summarized in an annually occurring private meeting between each untenured faculty member and the Chair. At this meeting the Chair discusses the faculty member’s performance, future plans, and goals. After this meeting, the Chair prepares a written evaluation of his/her performance and professional development with sufficient detail for meaningful feedback, which includes a recommendation on whether to renew the probationary appointment. Probationary faculty are subject to non-renewal in any year prior to their formal promotion and tenure review when it is apparent that the candidate’s likelihood of meeting expectations for promotion and tenure is poor.

If the Department Chair recommends renewal of the probationary appointment, this recommendation is final. The Department Chair’s annual review letter to the faculty member renews the probationary appointment for another year and includes content on future plans and goals. The faculty member may provide written comments on the review and the department chair may respond in writing. The Department Chair’s letter (along with the written comments, if received) is forwarded to the Divisional 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 the Department Chair recommends nonrenewal, the Fourth-Year Review process (per Faculty Rule [3335-6-03](#)) is invoked. Following completion of the comments process, the complete dossier is forwarded to the College for review by the College Promotion and Tenure Committee and the Dean. The Dean makes the final decision on renewal or nonrenewal of the probationary appointment.

1b. Regional Campus Faculty

The Columbus Department has primary responsibility for the evaluation of the research performance of its regional campus faculty. For purposes of annual review, this evaluation will be conducted following the same procedures as for Columbus campus faculty, except that special allowances will be made (in accordance with University rules) for inputs from the regional campus and for the greater emphasis on teaching and service on the regional campuses.

Annual review of the probationary faculty member is first conducted on the regional campus, with a focus on

teaching and service. The review then moves to the department and proceeds as described above. In the event of divergence in performance assessment between the regional campus and the department, the department chair discusses the matter with the regional campus dean/director in an effort to clarify and reconcile the divergence, so that the faculty member receives consistent assessment and advice.

1c. Fourth-year Reviews

During the fourth year of the probationary period the annual review follows the same procedures as the mandatory tenure review, with the exception that external evaluations are optional and the Dean makes the final decision regarding renewal or nonrenewal of the probationary appointment.

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

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

The eligible faculty forwards a record of the vote and a written performance review to the Department Chair, 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 departmental review, the formal comments process (per Faculty Rule [3335-6-04](#)) is followed and the case is forwarded to the College for review, regardless of whether the Department Chair recommends renewal or nonrenewal. A probationary faculty member cannot be reappointed for the fifth year without the Dean's approval.

1d. Exclusion of Time from Probationary Period

Faculty Rule (D), <https://trustees.osu.edu/bylaws-and-rules/3335-6>, sets forth the conditions under which a probationary tenure-track faculty member may exclude time from the probationary period. Additional procedures and guidelines can be found in the Office of Academic Affairs *Policies and Procedures Handbook*.

C Procedures for Tenured Faculty

Every associate professor and professor is reviewed each year following procedures consistent with Office of Academic Affairs' policies. These reviews are primarily for the purposes of giving feedback to faculty on their performance and evaluating it for the purposes of merit salary increases and (for associate professors) promotion.

1. Associate Professors

For associate professors, the annual review begins with an evaluation by the professors at a meeting (or meetings) moderated by the Chair. For this meeting, the professors are provided with copies of every associate professor's annual report and updated dossier or curriculum vitae. They also consult the individual's reading file for research manuscripts and additional teaching material. Letters from absent professors may be read at the meeting. The results of this review and the Chair's own evaluation are summarized in a private meeting between each associate professor and the Chair. After this meeting, the Chair will provide associate professors with a written assessment of their performance and professional development, a copy of which goes to the Dean. This letter becomes a part of the dossier for subsequent annual reviews, including the promotion review. Under University policy, the faculty member being reviewed may submit a written comment to this letter (following the comments process described below), which also becomes a part of the dossier. The department chair may respond to these comments in writing.

2. Professors

Professors are reviewed annually by the Department Chair, who meets with the faculty member to discuss his or

her performance and future plans and goals. The annual review of professors is based on their having achieved sustained excellence in the discovery and dissemination of new knowledge relevant to the mission of the tenure initiating unit, as demonstrated by national and international recognition of their scholarship; ongoing excellence in teaching, including their leadership in graduate education in both teaching and mentoring students; and outstanding service to the Department, the University, and their profession, including their support for the professional development of assistant and associate professors. Professors are expected to be role models in their academic work, interaction with colleagues and students, and in the recruitment and retention of junior colleagues. As the highest ranking members of the faculty, the expectations for academic leadership and mentoring for professors exceed those for all other members of the faculty.

If a professor has an administrative role, the impact of that role and other assignments will be considered in the annual review. The Department Chair prepares a written evaluation of performance against these expectations. The faculty member may provide written comments on the review and the department chair may reply in writing.

3. Tenured faculty—Regional Campus

The annual performance and merit review of the tenured faculty member is first conducted on the regional campus, with a focus on teaching and service. The review then moves to the Department and proceeds as described above. In the event of divergence in performance assessment between the regional campus and the Department, the Department Chair discusses the matter with the regional campus dean/director in an effort to clarify and reconcile the divergence, so that the faculty member receives consistent assessment and advice.

D Procedures: Teaching Faculty

The annual performance and merit review process for teaching probationary and nonprobationary faculty is identical to that for tenure-track probationary and tenured faculty respectively, except that non-probationary teaching faculty may participate in the review of teaching faculty of lower rank. The annual review process will be carried out by the relevant committee of the eligible faculty (see Section II.A.2), and will be advisory to the chair who carries out this annual review independently.

The annual review of teaching faculty will emphasize teaching and service obligations in proportion to those laid out for distribution of effort in the hiring contract. Metrics for evaluating teaching effectiveness can include, but are not limited to: numerical scores from the university's Student Evaluation of Instruction (SEIs) and ratings from department student evaluation forms; open-ended student comments and feedback provided on SEIs and department course evaluation forms; peer evaluations of syllabi, course assessments, and in-person observation using a department-approved rubric; student accomplishments related to teaching or advising; involvement in and contributions to department or college curriculum development; and effective mentoring of undergraduate students.

In the penultimate contract year of a teaching faculty member's appointment, the annual review by the Chair will be complemented by an annual review by the Committee of Eligible Faculty (see Section II.A.2). This review generally proceeds in the same manner as the Fourth-Year Review procedures for tenure-track faculty. On the basis of these reviews, the Department Chair will determine whether the position held by the teaching faculty member will be continued for another contractual period. 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.

All reappointment decisions are at the discretion of the college dean. There is no presumption of renewal of appointment.

E Procedures: Associated Faculty

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

appointment.

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

F Salary Recommendations

The Department Chair makes annual salary recommendations to the Divisional Dean, who may modify them. The recommendations are based on the current annual performance and merit review as well as on the performance and merit reviews of the preceding 24 months.

The College of Arts and Sciences requires that units:

- adopt procedures for the distribution of merit salary and other rewards that recognize the importance of qualitative rather than merely quantitative contributions in each area of faculty activity.
- guard against rigid formulas or weightings of research, teaching, and service that might limit recognition of extraordinary one-time commitments in one or more areas of variations in workload, or of shifts in responsibilities at different stages of professional development.
- Make recommendations for merit salary increases and other rewards that are consistent with that TIU's APT document and other relevant policies, procedures, practices, and standards established by: (1) the college, (2) the Faculty Rules, (3) the Office of Academic Affairs, and (4) the Office of Human Resources.

In formulating recommendations, the Department Chair consults with the Salary Committee. As a general approach to formulating salary recommendations, the Department Chair divides faculty into at least four groups based on continuing productivity (high, average, low, and unsatisfactory) and considers market and internal equity issues. Salary increases should be based upon these considerations.

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

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

V. Reviews for Promotion and Tenure and for Promotion

A. Criteria

Although institutional citizenship and collegiality are expected, they cannot be used as an independent criterion for promotion or tenure. The department 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 department is committed to assessing the practice of these values and principles as part of all performance evaluations.

1. Promotion to Rank of 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 Department and University.

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

The award of tenure is a commitment of lifetime employment. It is therefore essential to evaluate and judge the probability that faculty, once tenured, will continue to develop professionally and contribute to the Department's academic mission at a high level for the duration of their time at the university.

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

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

Excellence in teaching in the Department means providing to all students, undergraduate and graduate, the opportunity to realize their full capabilities for learning in political science and providing to the most capable and motivated students an enhanced learning experience. Excellence in scholarship means attainment of a national reputation as a scholar based on high-quality original research published in refereed journals and/or books. In evaluating scholarly attainment, the Department considers publications across the faculty member's career with special emphasis on their productivity since their time of hire at Ohio State. Excellence in service means making available a high level of professional expertise and experience to one or more publics – including the Department, the University, the Columbus community, the state of Ohio, the nation, and the profession. Service not tied to a faculty member's professional expertise is not relevant for promotion and tenure reviews. Excellence in both teaching and scholarship and valuable contributions to the Department's program are required for promotion to associate professor in the Department. Excellence or the potential for excellence in service also is highly desirable. The substantial probability that a high rate of quality research/creative work and excellence in teaching and service will continue needs to be established. The claim that awarding tenure to the candidate will improve the overall quality and standing of the unit needs to be supported.

2. Promotion to 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. Excellence in teaching and scholarship and leadership in service since promotion to associate professor must be demonstrated. Although the department considers publications across the faculty member's career, for promotion it focuses on publications since promotion to associate professor and sends these to external reviewers. For promotion, the candidate must be recognized as a scholarly leader in her or his field based on high-quality original research in refereed journals and/or books.

The specific criteria in teaching, scholarship, and service for promotion to professor are similar to those for promotion to associate professor with tenure, with the added expectation of sustained accomplishment and quality of contributions, a record of continuing professional growth, and evidence of established national distinction as a scholar, an emerging international reputation in the field, and excellence in service to one or more publics, including the university, the Columbus community, the State of Ohio, and professional organizations.

When assessing a candidate's national and international reputation in the field, a national and international reputation for the scholarship of teaching may be counted as either teaching or scholarship.

Promotion to professor in the College of Arts and Sciences takes the pursuit of research and creative excellence as our core value. The college also recognizes that a career may consist of various phases in which a concentration on research/creative work, teaching, or service creates a composite professional life. Promotion to professor typically requires excellence in scholarship/creative work. Where a candidate has made truly extraordinary contributions in the areas of teaching or service, that record may warrant promotion in combination with a less extensive, though excellent, record of continued productivity in research/creative work.

In addition, as 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 the scholarship of leadership to make visible and demonstrable impact upon the mission of the Department, College and University.

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

3. Regional Campus Faculty

Expectations for regional campus faculty differ somewhat from those for faculty on the Columbus campus for initial appointment, annual reviews, and promotion and tenure. The primary mission of the regional campuses is to provide high quality undergraduate instruction and to serve the academic needs of their communities. The relative emphasis on teaching and service expected of regional campus faculty will, therefore, ordinarily be greater. While the Department expects regional campus faculty to establish a program of high-quality scholarship and publication, it recognizes that greater teaching and service commitments and less access to research resources for regional campus faculty require different research expectations. The expectation is that regional campus faculty members will publish in journals and presses similar in quality and impact to those the Columbus faculty members publish in even if these are not always the exact same outlets as the Columbus faculty members typically publish.

4. Teaching Faculty

Promotion to Assistant Teaching Professor. For promotion to assistant teaching professor, a faculty member must complete his/her/their doctoral degree and meet the required licensure/certification in his/her/their specialty and be performing satisfactorily in teaching, professional practice, and service. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

Promotion to Associate Teaching and Teaching Professor. Candidates for promotion to Associate Professor or Professor of Teaching must hold a doctoral degree and must most critically demonstrate excellence in teaching over a sustained period as measured by (but not limited to): numerical scores from the university's Student Evaluation of Instruction (SEIs) and summative ratings from department student evaluation forms; open-ended student comments and feedback provided on SEIs and department course evaluation forms SEI's; peer evaluations of syllabi, course assessments, and in-person observation using a department-adopted rubric; student accomplishments; involvement in and contributions to department or college curriculum activities; and effective advising in students. Candidates must also demonstrate a record of service to the department, university, and/or community. The relevant weight of teaching and service with respect to promotion is as defined in the hiring document. In addition, research and grant productivity is not required for promotion, but can be considered as a positive contribution to a promotion case.

For promotion to teaching professor, a faculty member must hold a doctoral degree and 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 this Department and to the profession; and production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice.

Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

B. Procedures

The department's procedures for promotion and tenure and promotion reviews are fully consistent with those set forth in Faculty Rule [3335-6-04](#) and the Office Academic Affairs annually updated procedural guidelines for promotion and tenure reviews found in Chapter 3 of the *Policies and Procedures Handbook*. The following sections, which state the responsibilities of each party to the review process, apply to all faculty tracks in the department.

1. Candidate Responsibilities

Candidates are responsible for submitting a complete, accurate dossier fully consistent with Office of Academic Affairs [dossier outline](#). Candidates are fully responsible for the contents of the dossier and should not sign the Office of Academic Affairs 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.

Candidates are also responsible for submitting a copy of the department's APT Document under which they wish to be reviewed. Candidates may submit the Department's current APT document; or, alternatively, they may elect to be reviewed under either (a) the APT document that was in effect on their start date, or (b) the APT document that was in effect on the date of their last promotion, whichever of these two latter documents is the more recent. However, the current APT document must be used if the letter of offer or last promotion, whichever is more recent, was more than 10 years before April 1 of the review year. This must be submitted when the dossier is submitted to the department.

If external evaluations are required candidates are responsible for reviewing the list of potential external evaluators developed by the department chair and the Committee of the Eligible Faculty. The candidate may add no more than three additional names, but is not required to do so. The candidate may request the removal of no more than two names, providing the reasons for the request. The department chair decides whether removal is justified. (Also see External Evaluations below.)

2. Eligible Faculty Responsibilities

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

- To review this document annually and to recommend proposed revisions to the faculty.
- To consider annually, in spring semester, requests from faculty members seeking a non-mandatory review in the following academic year and to decide whether it is appropriate for such a review to take place. Only professors on the committee may consider promotion review requests to the rank of professor. A two-thirds majority of those eligible to vote on a request must vote affirmatively for the review to proceed.
 - The committee bases its decision on assessment of the record as presented in the faculty member's CV and on a determination of the availability of all required documentation for a full review (student and peer evaluations of teaching). Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.
 - A tenured faculty member may be denied a formal promotion review under Faculty Rule

[3335-6-04A\(3\)](#) only once. Faculty Rule [3335-7-08](#) makes the same provision for nonprobationary teaching faculty. If the denial is based on lack of required documentation and the faculty member insists that the review go forward in the following year despite incomplete documentation, the individual should be advised that such a review is unlikely to be successful.

- A decision by the committee to permit a review to take place in no way commits the eligible faculty, the department chair, or any other party to the review to making a positive recommendation during the review itself.
- Annually, in late spring through early autumn semester, to provide administrative support for the promotion and tenure review process as described below.

- **Late Spring:** Suggest names of external evaluators to the department chair.

Autumn: The Procedures Oversight Designee acting for the eligible faculty will review candidates' dossiers for completeness, accuracy (including citations), and consistency with Office of Academic Affairs requirements; and work with candidates to assure that needed revisions are made in the dossier before the formal review process begins.

- The Procedures Oversight Designee (see Department Chair responsibilities below) acting for the eligible faculty will meet with each candidate for clarification as necessary and to provide the candidate an opportunity to comment on his or her dossier. This meeting is not an occasion to debate the candidate's record.
- All eligible faculty members are to review thoroughly and objectively every candidate's dossier in advance of the meeting at which the candidate's case will be discussed.
- All eligible faculty members are to attend all eligible faculty meetings except when circumstances beyond one's control prevent attendance; to participate in discussion of every case; and to vote. Only eligible faculty members attending the review meeting either in person or via videoconference are allowed to vote.
 - A reporter appointed by the department chair will compose a letter following the faculty meeting, to include the faculty vote, each of the department's criteria in teaching, scholarship, and service and a summary of the faculty perspectives expressed during the meeting on whether the candidate has met each criterion including the sources of evidence in the dossier on which these perspectives are based. This letter will be circulated to the eligible faculty members who attended the meeting for their approval. Once the reporter has the consent of those at the meeting that the letter is a good summary, the reporter forwards the letter to the department chair.
 - The reporter also provides a written response, on behalf of the eligible faculty, to any candidate comments that warrant response, for inclusion in the dossier. This response is also circulated to the eligible faculty attending the meeting of eligible faculty held to decide if a comment is warranted.
 - Provide a written evaluation and recommendation to the department chair in the case of joint appointees whose tenure-initiating unit is another department. The full eligible faculty does not vote on these cases since the department's recommendation must be provided to the other tenure- initiating unit substantially earlier than the committee begins meeting on this department's cases.

3. Department Chair Responsibilities

The responsibilities of the department chair are as follows:

- To charge each member of the Eligible Faculty Committee to conduct reviews free of bias and based on criteria.
- To determine whether a candidate is authorized to work in the United States and whether a candidate now, or in the future, will require sponsorship for an employment visa or immigration status. For tenure-track assistant professors, the Chair will confirm that candidates are eligible to work in the U.S. Candidates who are not U.S. citizens or nationals, permanent residents, asylees, or refugees will be required to sign an [MOU](#) at the time of promotion with tenure.
- **Late Spring Semester:** To solicit external evaluations from a list including names suggested by the Committee of the Eligible Faculty and the candidate. (Also see External Evaluations below.)
- To appoint 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 responsibilities are described in the Office of Academic Affairs annual procedural guidelines.
- To make adequate copies of each candidate's dossier available in an accessible place for review by the eligible faculty at least two weeks before the meeting at which specific cases are to be discussed and voted.
- To remove any member of the eligible faculty from the review of a candidate when the member has a conflict of interest but does not voluntarily withdraw from the review.
- To attend the meetings of the eligible faculty at which promotion and tenure matters are discussed and respond to questions raised during the meeting. The Department Chair will leave the meeting to allow open discussion among the eligible faculty members.
- **Mid-Autumn Semester:** To provide an independent written evaluation and recommendation for each candidate, following receipt of the eligible faculty's completed evaluation and recommendation.
- To meet with the eligible faculty to explain any recommendations contrary to the recommendation of the committee.
- To inform each candidate in writing after completion of the department review process:
 - of the recommendations by the eligible faculty and department chair
 - of the availability for review of the written evaluations by the eligible faculty and department chair
 - of the opportunity to submit written comments on the above material, within ten calendar days from receipt of the letter from the department chair, for inclusion in the dossier. In this notification the Chair informs the candidate that they must provide written confirmation within ten days that they do not intend to make a comment if that is their decision. If they do make a comment that is also due in ten calendar days.
- To provide a written response to any candidate comments that warrant response for inclusion in the dossier.
- To forward the completed dossier to the college office by that office's deadline, except in the case of associated faculty for whom the department chair recommends against promotion. A negative

recommendation by the department chair is final in such cases.

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

4. Procedures for Regional Campus Faculty

Regional campus faculty are first reviewed by the regional campus faculty according to the process established on that campus and then by the regional campus dean/director. The regional campus review focuses on teaching and service. The regional campus dean/director forwards the written evaluation and recommendation of the regional campus review to the department chair, from which point the review follows the procedures described for the Columbus campus faculty.

5. External Evaluations

External evaluations of scholarly activity and research are obtained for all promotion reviews in which scholarship must be assessed. These include all tenure-track faculty promotion and tenure or promotion reviews, and all teaching faculty promotion reviews to the level of Teaching Professor.

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

- Is written by a person highly qualified to judge the candidate's scholarship (or other performance, if relevant) who is not a close personal friend, research collaborator, or former academic advisor or post-doctoral mentor of the candidate. Qualifications are generally judged on the basis of the evaluator's expertise, record of accomplishments, and institutional affiliation. This department will only solicit evaluations from professors at institutions comparable to Ohio State. In the case of an assistant professor seeking promotion to associate professor with tenure, a minority of the evaluations may come from associate professors.
- Provides sufficient analysis of the candidate's performance to add information to the review. A letter's usefulness is defined as the extent to which the letter is analytical as opposed to perfunctory. Under no circumstances will "usefulness" be defined by the perspective taken by an evaluator on the merits of the case.

Since the department cannot control who agrees to write and or the usefulness of the letters received, more letters are sought as are required, and they are solicited no later than the end of May in the spring prior to the commencement of the review. This timing allows additional letters to be requested should fewer than five useful letters result from the first round of requests.

As described above, a list of potential evaluators is assembled by the Committee of the Eligible Faculty, the department chair, and the candidate. If the evaluators suggested by the candidate meet the criteria for credibility, at least one of those persons is included in the chair's list. The chair submits his/her list to the Divisional College Dean, or the Dean's designee, and with the dean's approval seeks letters from those on the approved list. Faculty Rule [3335-6-04](#) requires that no more than half the external evaluation letters in the dossier be written by persons suggested by the candidate. In the event that the person(s) suggested by the candidate do not agree to write, neither the Office of Academic Affairs nor this department requires that the dossier contain letters from evaluators suggested by the candidate.

The department follows the Office of Academic Affairs suggested format for letters requesting external evaluations. A sample letter for tenure-track faculty can be found [here](#). A sample letter for teaching faculty can be found [here](#).

Under no circumstances may a candidate solicit external evaluations or initiate contact in any way with external

evaluators for any purpose related to the promotion review. If an external evaluator should initiate contact with the candidate regarding the review, the candidate must inform the evaluator that such communication is inappropriate and report the occurrence to the department chair, who will decide what, if any, action is warranted (requesting permission from the Office of Academic Affairs to exclude that letter from the dossier). It is in the candidate's self-interest to assure that there is no ethical or procedural lapse, or the appearance of such a lapse, in the course of the review process.

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

6. Dossier

As noted above under Candidate Responsibilities, every candidate must submit a complete and accurate dossier that follows the Office of Academic Affairs dossier outline. While the Committee of Eligible Faculty makes reasonable efforts to check the dossier for accuracy and completeness, the candidate bears full responsibility for all parts of the dossier that are to be completed by him or her.

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

The time period for teaching documentation to be included in the dossier for probationary faculty is the start date to present. For tenured or nonprobationary faculty it is the date of last promotion or the last five years, whichever is less, to present.

The time period for scholarship 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 to present. All scholarship outcomes will be reviewed for increasing independence over time. There should also be an increasing trajectory of significant scholarly outcomes over time.

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 to present.

a. Teaching

Excellence in teaching is demonstrated through a variety of indicators: student evaluations; honors received in departmental, University, or external competitions; syllabi and other teaching materials; dissertations and theses supervised; participation in oral exams; and contributions to the professional practice of teaching. Faculty members are required to have SEI evaluations administered as indicated in section IX below and to include all SEI reports in their Promotion and Tenure Dossier. In interpreting them, the departmental P & T Committee and the Chair will look for patterns of student evaluation across both items and courses, taking into account the level and enrollment of the course because these two factors are known to affect evaluations independent of the instructor. Syllabi and other materials (e.g., handouts, examinations) from all courses should be contained in the candidate's departmental reading file for peer review by the P & T Committee members. First-hand peer knowledge of the candidate's performance as an oral examiner, a dissertation or thesis supervisor, and an advisor by committee members also may be used in evaluating teaching, but only if previously included in the dossier (e.g., in annual review letters). Other internal evidence of teaching quality from students and peers may be obtained by the Chair through systematic and objective procedures. The importance of the faculty member for the Department's graduate and undergraduate teaching programs, including the number of students served, is an important indicator as well. All of these various matters and considerations, including the previous annual peer reviews of teaching are weighed in the peer review of the candidate's teaching.

b. Scholarship

Excellence in research is demonstrated through publication in political science and related fields in professional journals and books, presentation of scholarly papers at professional meetings, external research grants to support research, and recognition from other scholars in their fields of study and in the Department. Faculty members are expected to publish regularly in well-respected refereed journals and/or books in the discipline and in their areas of disciplinary specialization. Although the outlets for publication naturally will vary across fields and subfields, original works producing new knowledge for professional social science audiences and published in the top refereed journals and leading university or scholarly-oriented commercial presses generally are the most highly valued of all research accomplishments. The aforementioned indicators are but signs, albeit typically reliable signs, of scholarly excellence. Critical to their review of research is the eligible faculty's and Chair's professional judgment of the quality and significance of the candidate's scholarly work.

c. Service

Evidence of service excellence is provided through peer evaluation, where peers have first-hand knowledge of service contributions, and through external letters and other external sources. Peer evaluations must always be transmitted to the faculty member, and they must be provided with an opportunity to respond to them. The service contribution of assistant professors during the probationary period is limited by design; nevertheless, it should include service on department and possibly university committees and service to the profession that includes reviewing manuscripts for journals and/or presses. The most important judgment in evaluating a candidate's service is that the candidate has the potential to achieve excellence in service in the future.

VII Appeals

General criteria for appeals of negative promotion and tenure decisions are contained in Faculty Rule [3335-6-05](#) (A) and details on appeals alleging improper evaluation are found in Faculty Rule [3335-5-05](#).

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

VIII Seventh Year Reviews

Faculty Rule [3335-6-05](#) (B) 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 review.

IX. Procedures for Student and Peer Evaluation of Teaching

The College of Arts and Sciences 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.

Evaluation of teaching should be holistic, considering a variety of evidence of accomplishment in the classroom: for example, student evaluations (quantitative and narrative), peer evaluations, examples of curricular or pedagogic innovation, and efforts to improve teaching by taking advantage of college or university resources.

In no case should the evaluation of teaching rely exclusively on quantitative instruments (such as the SEI), which have been shown to be unreliable indicators of overall performance in the classroom.

Evaluation of teaching should also be contextual, taking into account the particular challenges of teaching different kinds of material to different kinds of audiences, and situating each year's performance in relation to previous years and to goals set by the department.

A. Procedures for Student Evaluation of Teaching

Use of the Student Evaluation of Instruction (SEI) is required in every course offered in this department. Faculty should choose a day late in the semester when attendance is likely to be high if she or he is going to provide in-class time for students to complete the evaluation using a mobile application. The faculty member should encourage a high completion rate by explaining to the class the significance of the evaluation. When a small proportion of the class completes the evaluation, the resulting information has little value either for improving instruction or for performance evaluation.

B. Procedures for Peer Evaluation of Teaching

Peer evaluation of teaching is required for all faculty members in the College of Arts and Sciences. Peer evaluation should fulfill two basic goals: 1) provide constructive feedback to faculty on both the content and the quality of their instruction, and 2) help faculty to continually improve the overall effectiveness of their teaching at all levels. The department chair oversees the department's peer evaluation of teaching process.

At least once annually probationary tenure-track and teaching faculty have their teaching reviewed. This is done by a tenured faculty member or non-probationary teaching faculty of higher rank and includes classroom visitation and results in a written report to the chair. At least once every two years, tenured associate professors and nonprobationary assistant teaching professors and nonprobationary associate professors have their teaching reviewed in the same fashion by a professor or a non-probationary teaching professor.

When assistant professors are reviewed for tenure and promotion and when probationary teaching faculty are reviewed for reappointment or promotion, they are required to have at least five peer reviews of teaching. No more than two evaluations should be prepared by the same colleague. When tenured associate professors are reviewed for promotion and when nonprobationary assistant teaching professors and nonprobationary associate teaching professors are reviewed for promotion or reappointment, they must have at least three peer reviews of teaching since the last promotion or reappointment review.

The teaching of tenured professors and nonprobationary teaching professors should be reviewed at least once every four years. When nonprobationary teaching professors are reviewed for reappointment, they are required to have a minimum of two peer evaluations of instruction since last promotion.

For all peer teaching evaluations, the chair of the department selects the faculty members who will do the peer-reviews for each colleague being reviewed. In addition, to these peer reviews, at the annual review meetings of assistant and associate professors, the faculty members in attendance discuss the Student Evaluation of Instruction (SEI) results as well as course syllabi and other course materials for each colleague being reviewed. The annual review discussion also includes an evaluation of the faculty member's work with students on honors theses, master's theses, dissertations, and general examination committees. The senior faculty members in the candidate's field(s) play the leading role in conducting the peer review, but senior faculty from all fields participate.

Upon the Department Chair's request, the teaching of any faculty member not currently scheduled for review may be reviewed. Such reviews are normally triggered by low or declining student evaluations or other evidence of the need for providing assistance in improving teaching.

Upon the request of a faculty member not currently scheduled for review, the teaching of that faculty member may be reviewed, to the extent that time permits. Reviews conducted at the request of the faculty member are considered formative only. The Department Chair is informed that the review took place, but the report is given only to the faculty member who requested the review. Faculty seeking formative reviews should also seek the services of the [Michael V. Drake Institute for Teaching and Learning](#).

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

Regularly scheduled peer teaching evaluations (those described in the first paragraph above) are comprehensive and should include, in addition to class visitation, review of course syllabi and related instruction materials.

In the case of peer review for the purposes of promotion and tenure reviews, the peer reviewer should meet with the candidate to establish a time for the visit and to understand the goals of the course and the candidate's teaching philosophy. If possible, the peer reviewer should attend two different class sessions over the course of the semester. In observing the course and reviewing the syllabus and other materials, the peer reviewer should focus on such issues as the appropriateness of the course design given the goals and level of the course, the quality and effectiveness of the instructional materials and assessment tools, and the appropriateness of the approach relative to current disciplinary knowledge. At the conclusion of the class visits, the reviewer meets with the candidate to give feedback and also submits a written report to the Department Chair, copied to the candidate. The report will 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. The candidate may provide written comments on this report and the reviewer may respond if he/she wishes. The reports are included in the candidate's promotion and tenure dossier.