Appointments, Promotion, and Tenure
Criteria and Procedures for
for
The Ohio State University
College of Veterinary Medicine

Approved by the Faculty: July 27, 2022

Approved by the Office of Academic Affairs: August 29, 2022

Revision Approved by the Office of Academic Affairs: November 19, 2025

Table of Contents

I	Preamble	4
II	Mission, Vision, and Values of the College of Veterinary Medicine.....	4
III	Definitions.....	5
	A. Committee of the Eligible Faculty.....	5
	1 Tenure-track Faculty	5
	2 Clinical Faculty	5
	3 Research Faculty	6
	4 Associated Faculty	7
	5 Conflict of Interest	8
	6 Minimum Composition	8
	B. College Promotion and Tenure Committee.....	9
	C. Quorum.....	10
	D. Recommendations from the Committee of the Eligible Faculty.....	11
	1 Appointment	11
	2 Reappointment, Promotion & Tenure, Promotion, and Contract Renewal	11
IV	Appointments.....	11
	A. Criteria.....	11
	1 Tenure-Track Faculty.....	12
	2 Clinical Faculty.....	13
	3 Research Faculty.....	14
	4 Associated Faculty.....	15
	5 Emeritus /Retired Faculty.....	17
	6 Courtesy Appointments for Faculty.....	17
	B. Procedures.....	18
	1 Tenure-Track Faculty.....	18
	2 Clinical Faculty.....	20
	3 Research Faculty.....	20
	4 Transfer from the Tenure Track	20
	5 Associated Faculty.....	21
	6 Courtesy Appointments for Faculty.....	22
V	Annual Performance and Merit Review Procedures	22
	A. Documentation	23
	B. Probationary Tenure-Track Faculty	23
	1 Fourth-Year Review.....	24
	2 Exclusion of Time from Probationary Period	25
	3 Probationary Tenure-Track Associate Professors	25
	C. Tenured Faculty.....	25
	D. Clinical Faculty.....	25
	E. Research Faculty.....	26
	F. Associated Faculty.....	26
	G. Salary Recommendations	27
VI	Promotion and Tenure and Promotion Reviews.....	28
	A. Criteria	31
	B. Criteria within Promotion and Tenure or Promotion Actions	35

	1 Promotion to Associate Professor with Tenure……..	36
	2 Promotion to Professor …….	38
	3 Clinical Faculty……	39
	4 Research Faculty……..	41
	5 Associated Faculty …….	41
	C. Procedures……	44
	1 Tenure-Track, Clinical, Research, and Clinical Practice Faculty ……..	44
	a. Candidate Responsibilities……	44
	b. Department Eligible Faculty Responsibilities ……	46
	c. Department P&T Committee /CEF Responsibilities ……	47
	d. Department Chair Responsibilities……..	48
	e. College P&T Committee Responsibilities ……	50
	f. Dean's Responsibilities ……	51
	2 Procedures for All Other Associated Faculty ……..	51
	3 External Evaluations ……	52
VII	Appeals……..	53
VIII	Seventh-Year Reviews ……	53
IX	Procedures for Student and Peer Evaluation of Teaching ……..	53
	A. Student Evaluation of Teaching ……	53
	B. Peer Evaluation of Teaching ……	54

I Preamble

This document is a supplement to Chapters 6 and 7 of the Rules of the University Faculty; the annually updated procedural guidelines for promotion and tenure reviews in Volume 3 of the Office of Academic Affairs *Policies and Procedures Handbook*; and other policies and procedures of the college and university to which the college and its faculty are subject.

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

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

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

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

II. Mission, Vision, and Values of the College of Veterinary Medicine

A. **Mission:** To benefit society and enhance the health and well-being of animals, people, and the ecosystem through innovation in education, research, patient care, outreach, and service.

Discovery. Outreach. Education. Service.
Creating a healthy and sustainable world for animals and people.

B. **Vision:** The College of Veterinary Medicine will be the leading national and global learning community for veterinary and comparative medicine where:

- We prepare students for careers of excellence;
- We promote interdisciplinary collaboration through partnerships with the agricultural and biomedical communities;
- Faculty and staff work collaboratively to study and solve problems of significance, create and share new knowledge, and advance both veterinary and human medicine;
- We deploy a team-based health care system as the model for tertiary care for animals;
- We collectively advance the understanding of the power of the human-animal

relationship and its health benefits for people and animals alike; and,

- Alumni and trainees become the next generation of global leaders who also understand the importance of civic responsibility and the role of veterinarians in the community.

Values: Shared values are the commitments made by the college's community regarding how work will be conducted. Our values are in line with The Ohio State University's Shared Values.

III Definitions

A Committee of the Eligible Faculty

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

The department chair, the dean and 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

- In the College of Veterinary Medicine, the responsibility for appointment recommendations for tenure-track faculty is typically charged to the search committee who provides these recommendations to the department chair.

- An appointment (hiring or appointment change from another faculty type) review at senior rank (associate professor or professor), requires a vote 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, the eligible faculty consists of:
    - All tenured professors

2 Clinical Faculty

Initial Appointment Reviews

- In the College of Veterinary Medicine, the responsibility for appointment recommendations for clinical faculty is typically charged to the search committee who provides these recommendations to the department chair.

- An appointment (hiring or appointment change from another faculty type) review at senior rank (associate clinical professor, clinical professor), requires a vote by all tenured and non-probationary clinical faculty of equal or higher rank than the position requested.

Reappointment, Contract Renewal, and Promotion Reviews

- For the reappointment, contract renewal, and promotion reviews of assistant clinical professors, the eligible faculty consists of:
    - All tenured associate professors and professors
    - All non-probationary associate clinical professors and non-probationary clinical professors

- For the reappointment, contract renewal, and promotion reviews of associate clinical professors, the eligible faculty consists of:
    - All tenured professors
    - All non-probationary clinical professors

3 Research Faculty

Initial Appointment Reviews

- In the College of Veterinary Medicine, research faculty candidates are typically identified through a targeted search, which may occur in consultation with relevant department faculty or advisory bodies. Occasionally, these may be charged to a search committee.

- An appointment (hiring or appointment change from another faculty type) review at senior rank (research associate professor or research professor), requires a vote by all tenured and non-probationary research faculty of equal or higher rank than the position requested.

Reappointment, Contract Renewal, and Promotion Reviews

- For the reappointment, contract renewal, and promotion reviews of research assistant professors, the eligible faculty consists of:
    - All tenured associate professors and professors
    - All non-probationary research associate professors and professors

- For the reappointment, contract renewal, and promotion reviews of research associate professors and the reappointment and contract renewal reviews of research professors, the eligible faculty consists of:
    - All tenured professors

- All non-probationary research professors

4 Associated Faculty

Associated faculty include variable titles (see POA Section IV. Faculty), appointments, contract types, and review procedures. This section will focus on compensated associated faculty hires with a clinical practice title.

Initial Appointment, Reappointment, and Contract Renewal

Clinical Practice Faculty

- In the College of Veterinary Medicine, the responsibility for review of associated clinical practice candidates is typically charged to the search committee who provides recommendations to the department chair. Occasionally, a candidate may be identified through a targeted process.

- An appointment (hiring or appointment change from another faculty type) review at senior rank (clinical associate professor of practice or clinical professor of practice), requires a vote by all tenured, non-probationary clinical faculty, and non-probationary clinical practice faculty of equal or higher rank than the position requested and prior approval of the college dean.

All Other Associated Faculty

- Initial appointment (hiring or appointment change from another faculty type), reappointment, and contract renewal of associated faculty members are decided by the department chair in consultation with the department's relevant advisory body.

- Initial appointments at senior rank require a vote by the eligible faculty as follows and prior approval of the college dean.

    - For associated faculty with tenure-track titles, the eligible faculty shall be the same as for tenure-track faculty as described in Section III.A.1.

    - For associated clinical faculty, the eligible faculty shall be the same as for clinical faculty as described in Section III.A.2.

    - An appointment to senior lecturer is decided by the department chair in consultation with the department's relevant advisory body.

Reappointment, Contract Renewal, and 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, clinical practice titles, and lecturer titles.

Clinical Practice Faculty

- For the reappointment, contract renewal, and promotion reviews of clinical associate professors of practice, the eligible faculty consists of:
  - All tenured associate professors and professors
  - All non-probationary associate clinical professors and non-probationary clinical professors
  - All non-probationary clinical associate professors of practice and non-probationary clinical professors of practice

- For the reappointment, contract renewal, and promotion reviews of clinical professors of practice, the eligible faculty consists of:
  - All tenured professors
  - All non-probationary clinical professors
  - All non-probationary clinical professors of practice

All Other Associated Faculty

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

- For the promotion reviews of associated clinical faculty, the eligible faculty shall be the same as for clinical faculty as described in Section III.A.2.

- The promotion of a lecturer to senior lecturer is decided by the department chair in consultation with the department's relevant advisory body.

5 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 or success for their own success, 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 or reappointment review of that candidate.

When there is a question about potential conflicts, open discussion, and professional judgment are required in determining whether it is appropriate for the faculty member to withdraw from a particular review. However, in situations without consensus, it is the responsibility of the department chair 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.

6 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 college dean, will appoint a faculty member from another department within the college.

B College Promotion and Tenure (P&T) Committee

The College Promotion and Tenure Committee reviews the promotion, tenure, and reappointment or renewal of college faculty and provides an evaluative written assessment to the dean. The committee's assessment is advisory to the dean. The college committee provides a vote regarding reappointment, promotion, and/or tenure and consensus that all earlier review processes met written university, college, and department procedures.

1 College P&T Committee Composition

The College P&T Committee consists of two tenured professors from each department. The members must have primary tenured appointments in the department they represent.

When considering cases involving clinical faculty, one non-probationary clinical faculty member of appropriate rank for the review from the two departments other than the candidate's home department will be appointed to serve on the committee. If a department does not have a non-probationary clinical faculty of appropriate rank for the review, the committee may proceed with one clinical faculty, may appoint a second clinical faculty from within the college (excluding the candidate's home department), or may request an appointment from another college.

When considering cases involving associated faculty holding a clinical practice title, one non-probationary clinical faculty member of appropriate rank for the review from the two departments other than the candidate's home department will be appointed to serve on the committee and up to one associated faculty of clinical practice title of appropriate rank from each of the departments other than the candidate's home department may be appointed to serve on the committee. If no associated faculty holding a clinical practice title are available for the review, the review will proceed with tenured faculty and non-probationary clinical faculty of appropriate rank for the review.

When considering cases involving research faculty, up to one research faculty of appropriate rank from each of the departments other than the candidate's home department may be appointed to serve on the committee. If no research faculty are available for the review, the review will proceed with tenured faculty of appropriate rank for the review.

One member from each department is appointed or re-appointed for a three-year term starting on July 1 with a staggered schedule to avoid filling more than one position from each department each year. If one of the members from a department is not available, one additional faculty member from that department may be appointed to serve as an alternate on the committee.

The dean will make the appointments after consultation with the department chairs. The dean will designate one of the members to serve as committee chair for the year. The chair of the promotion and tenure committee or the dean will designate one of the members to serve as vice-chair for the year. The vice-chair will be from a different department than the chair and will oversee review of candidates from the department of the committee chair. Committee members will not participate in review of candidates from their own departments.

2 Procedural Oversight Designee

One primary procedural oversight designee (POD) and one secondary POD for the year (July 1 - June 30) will be appointed from the continuing members of the committee by the committee chair and the vice chair. The primary POD will be assigned responsibility for oversight of the review of candidates from the two departments other than their home department. The secondary POD will be assigned responsibility for oversight of the review of candidates from the department of the primary POD. The responsibilities of the POD are described in Volume 3 of the Office of Academic Affairs Policies and Procedures Handbook.

3 Operation of the Committee

The committee will review and discuss the dossier of each candidate before conducting a secret ballot. The committee chair, vice chair, or assigned member as appropriate, will submit a written report of the committee's assessment and vote for each candidate. If the vote is divided, contrary to the departmental assessment, or if a clear or consistent recommendation was not made at the lower levels of review, an assessment of strengths and weaknesses and a judgment as to where the weight of the evidence lies must be included in the report to the dean.

The committee will meet annually with the dean or designee (executive associate dean or associate dean) to discuss issues to be considered for possible revision or clarification in the standards, policies, and procedures for review of candidates for promotion and tenure at the departmental and college levels. The college promotion and tenure standards, policies, and procedures will be reviewed and either reaffirmed or revised with broad faculty input, at least every five years on appointment or reappointment of the dean.

4 College P&T Committee Conflict of Interest Considerations

Conflict of interest is defined as for eligible faculty (section III. A. 5).

5 College P&T Committee Quorum and Voting

Quorum for a College P&T Committee recommendation is two-thirds of the committee members eligible to review and vote on a candidate.

A positive recommendation from the eligible committee members is secured when a simple majority of the votes cast are positive/affirmative. 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. Participating fully in discussions and voting via remote two-way electronic connection are allowed.

C Quorum

The quorum required to discuss and vote on all personnel decisions is two-thirds of the eligible faculty not on approved leave of absence. A member of the eligible faculty on Special Assignment may be excluded from the count for the purposes of determining quorum only if the department

chair has approved an off-campus assignment. Faculty on approved leave or Special Assignment are not considered for quorum unless they declare, in advance, in writing, their intent to participate in all proceedings. Attendance may be accomplished through digital forums such as videolinks or teleconferences. Faculty members who recuse themselves because of a conflict of interest and faculty on approved leave of absence or Special Assignment who do not declare in advance their intent to participate in all proceedings are not counted when determining quorum.

D Recommendations 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. Participating fully in discussions and voting via remote two-way electronic connection are allowed.

1 Appointment

A positive recommendation from the eligible faculty is secured when a simple majority of the votes cast are positive/affirmative.

In the case of joint appointments, the TIU of a jointly appointed candidate must seek input from the joint-appointment TIU prior to the appointment of that candidate.

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

A positive recommendation from the eligible faculty for reappointment, promotion and tenure, promotion, and contract renewal is secured when a simple majority of the votes cast are positive/affirmative.

In the case of joint appointments, the TIU of a jointly appointed candidate must seek input from the joint-appointment TIU prior to the reappointment, promotion and/or tenure, or contract renewal of that candidate.

IV Appointments

A Criteria

The college is committed to making faculty appointments that enhance or have strong potential to enhance the quality of the college. Important considerations include:

- The individual's record to date in teaching, research, clinical practice, extension/outreach, and administrative service;
- The potential to develop national/international recognition for significant contribution in one or more areas of responsibilities;
- The potential for professional growth in the areas of assigned responsibilities; and
- The potential for interacting with colleagues and students in a way that will enhance academic work and attract other outstanding faculty and students to the college.

No offer will be extended if the search process does not yield one or more candidates who would enhance the quality of the college. The search is either cancelled or continued, as appropriate to the circumstances.

For each type of faculty appointment, a department's APT document must describe: (1) the department's criteria for making such an appointment, (2) the evidence to be provided in support of such an appointment, and (3) the department's procedures for making such an appointment. It is the expectation of the college that a faculty appointment forwarded from a department for approval by the college or a courtesy faculty appointment made by a department will have been made consistent with that department's APT document, and other relevant policies, procedures, practices, and standards established by the College of Veterinary Medicine, the Rules of the University Faculty, the Office of Academic Affairs, and the Office of Human Resources.

1 Tenure-track Faculty

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 (e.g. DVM or equivalent, or PhD) have not been completed by the candidate at the time of appointment. Procedures for appointment are identical to that of assistant professor. A department will make every effort to avoid such appointments. An appointment at the instructor level is limited to three years. Promotion to assistant professor occurs without review the semester following completion of the required credentialing. When an instructor has not completed requirements for promotion to the rank of assistant professor by the end of the third year of appointment, the third year is a terminal year of employment.

Upon promotion to assistant professor, the faculty member may request prior service credit for time spent as an instructor. This request must be approved by the department's eligible faculty, the department chair, the dean, and the Office of Academic Affairs. Faculty members should carefully consider whether prior service credit is appropriate since prior service credit cannot be revoked once granted except through an approved request to exclude time from the probationary period. In addition, all probationary faculty members have the option to be considered for early promotion.

Assistant Professor. Criteria for appointment at the rank of assistant professor are: 1) an earned professional degree (DVM or equivalent), doctorate (PhD) or both; 2) relevant specialty clinical training if appropriate; and, 3) evidence of potential for sustained high quality scholarly productivity, research, teaching, clinical service and administrative service to the college and profession as appropriate.

Appointment at the rank of assistant professor is always probationary, with mandatory tenure review occurring in the sixth year of service. Review for tenure prior to the mandatory review year is possible when the department's Promotion and Tenure Committee determines such a review to be appropriate. If the sixth-year review is negative, the seventh year is a terminal appointment. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged as it cannot be revoked once granted except through an approved request to exclude time from the probationary period.

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

Appointment at senior rank requires that the individual, at a minimum, meet the college's criteria in teaching, research, clinical practice, extension/outreach, and administrative service as appropriate for promotion to these ranks. However, care must be taken to apply criteria with sufficient flexibility as the requirements for appointment at senior rank will vary dependent on the candidate's proposed position description as well as the candidate's prior experience and responsibilities.

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

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

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

2 Clinical Faculty

Except for those appointed at the rank of instructor, for whom a contract is limited to three years, the initial appointment of clinical faculty entails a five-year contract. The initial contract is probationary with reappointment considered annually. Review by the committee of eligible faculty is required in the penultimate year.

Second and subsequent contracts for assistant and associate clinical professors must be for a period of at least three years and for no more than five years. Second and subsequent contracts for clinical professors must be for a period of at least three years and no more than eight years. The reappointment decision from the department chair will be final unless a more formal review is otherwise set forth in the department APT document.

In the majority of circumstances, clinical faculty being considered for promotion should also be considered for reappointment regardless of the timing of the last reappointment.

Tenure is not granted to clinical faculty. There is also no presumption that subsequent contracts will be offered, regardless of performance. For more information, see Faculty Rule 3335-7.

Clinical faculty members are essential to the mission of the college and have teaching (clinical, diagnostic, extension), patient care, clinical and diagnostic practice, core service support, and program development and implementation responsibilities. Scholarship activity is expected, as is participation in administrative service, at a level relevant to rank, other responsibilities, and distribution of time and effort. Clinical faculty are expected to have a professional degree (DVM or equivalent) as well as specialty certification, where appropriate.

Individuals appointed as clinical faculty may participate in all governance and committee functions at the service, department, college, and university levels, except where restricted by university rules. Clinical faculty may be nominated for and serve if elected on the University Senate as representatives of the college, see Faculty Rule 3335-7-11 (approved by the faculty of the College of Veterinary Medicine, July 6, 2016). Principal investigator status is automatically granted for clinical faculty having at least a 50% appointment. Clinical faculty may qualify for participation as graduate school advisors and committee members consistent with graduate school guidelines.

Clinical Instructor. The criteria for appointment to clinical instructor are a DVM or equivalent degree and strong potential to attain reappointment and advance through the faculty ranks. Appointment is normally made at the rank of clinical instructor only when the appointee has not obtained the required licensure or certification at the time of appointment or when other circumstances warrant such appointment. If licensure or certification is not obtained by the beginning of the penultimate year of the contract period, a new contract will not be considered even if performance is otherwise adequate and the position itself will continue.

Assistant Clinical Professor. The criteria for appointment to assistant clinical professor are a DVM or equivalent degree, medical specialty training with advancement toward appropriate specialty licensure or certification or equivalent experience, and strong potential to attain reappointment and advance through the faculty ranks. Evidence of ability to teach and provide excellent clinical service is highly desirable.

Associate Clinical Professor and Clinical Professor. The criteria for appointment to associate clinical professor and clinical professor are that the candidate meets the criteria for appointment to assistant clinical professor, has appropriate medical specialty licensure or certification or equivalent experience, and meets, at a minimum, the college's criteria in teaching, research, clinical practice, extension/outreach, and administrative service, depending on appointment and assigned responsibilities, for promotion to these ranks.

3 Research Faculty

Appointment of research faculty entails one- to five-year appointments. The initial appointment is probationary, with reappointment considered annually. Tenure is not granted to research faculty. There is also no presumption that subsequent appointments will be offered, regardless of performance. Departments may determine the process for reappointment according to procedures set forth in the Faculty Annual Review and Reappointment Policy, III, A-G.

External appointees at the research associate professor or research professor level will demonstrate the same accomplishments in research and service as persons promoted within the department.

Research Assistant Professor. Appointment at the rank of research assistant professor requires that the individual have a doctorate and a record of high-quality publications that strongly indicate the ability to sustain an independent, externally funded research program.

Research Associate Professor and Research Professor. Appointment at the rank of research associate professor or research professor requires that the individual have a doctorate and meet, at a minimum, the department's criteria for promotion to these ranks. A sustained record of excellence in research and scholarship as documented by continuous success in obtaining external research support, publication of high-quality scientific manuscripts, and attainment of both national and international recognition is expected.

4 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. Faculty with tenure-track, clinical, or research titles may not hold concurrent associated titles. Associated faculty may be reappointed. Associated faculty are subject to formal annual review prior to renewal.

Clinical Instructor of Practice, Clinical Assistant Professor of Practice, Clinical Associate Professor of Practice, Clinical Professor of Practice. Clinical practice appointments may either be compensated or uncompensated. Uncompensated appointments are given to individuals who volunteer uncompensated academic service to a department, for which a faculty title is appropriate. Compensated clinical faculty of practice appointments typically entail a one- to three-year appointment. Clinical practice faculty members are eligible for promotion (but not tenure).

Clinical Practice appointments are typically heavily weighted with a distribution of effort in clinical service. For those clinical practice faculty with primary teaching, research, and/or extension responsibilities, the criteria shall be similar to those for clinical faculty, dependent upon roles and percent effort and should be detailed in departmental APT.

> **Clinical Instructor of Practice.** The criteria for appointment to clinical instructor of practice is a DVM or equivalent degree. Appointment is normally made at the rank of Instructor-Practice for short-term programmatic needs, and is typically made for a one-year term, which may or may not be renewable.
>
> For those clinical instructors of practice with primary teaching, research, and/or extension responsibilities, the criteria shall be similar to those for clinical instructor.
>
> **Clinical Assistant Professor of Practice.** The criteria for appointment to clinical assistant professor of practice are a DVM or equivalent degree, internship or private practice experience, and strong potential to attain reappointment and advance through the faculty ranks. Evidence of ability to provide excellent clinical service is required and evidence of ability to teach and mentor students in clinical settings is strongly desired.
>
> For those clinical assistant professors of practice with primary teaching, research, and/or extension responsibilities, the criteria shall be similar to those for assistant clinical professor.
>
> **Clinical Associate Professor of Practice and Clinical Professor of Practice.** The criteria for appointment to clinical associate professor of practice and clinical professor of

practice are that the candidate meets the criteria for appointment to clinical assistant professor of practice and, depending on appointment and assigned responsibilities, meets at a minimum, the department's criteria for excellence in clinical practice and clinical teaching for promotion to these ranks.

For those clinical associate professors of practice or clinical professors of practice with primary teaching, research, and/or extension responsibilities, the criteria shall be similar to those for associate clinical professor and clinical professor.

Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor. Adjunct appointments are not compensated. Adjunct faculty appointments are given to individuals who volunteer considerable uncompensated academic service to the college, for which a faculty title is appropriate. Adjunct appointments may be either non-university employees or university employees compensated on a non-instructional budget; faculty with tenure-track, clinical, or research titles may not concurrently hold adjunct titles within The Ohio State University. 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.

Assistant Professor, Associate Professor, Professor with FTE below 50%. Appointment at tenure-track 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 is determined by applying the criteria for appointment of tenure-track. Associated faculty members with tenure-track are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure-track.

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

Lecturer. Appointment as lecturer requires that the individual have, at a minimum, a Master's degree in a field appropriate to the subject matter to be taught and have credentials comparable to faculty at the assistant professor level. 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 should generally not exceed one year.

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 have credentials comparable to faculty at the associate professor and professor levels. Senior lecturers are not eligible for tenure or promotion. The initial appointment for a senior lecturer should generally not exceed one year.

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. Visiting faculty appointments may be renewed annually for only three consecutive years.

5 Emeritus/Retired 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, 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 members are recommended for emeritus status by department chairs, the dean, and the executive vice president and provost. Emeritus faculty may not vote at any level of governance and may not participate in promotion and tenure matters, but may have such other privileges as the departments, college or office of human resources may provide. If the faculty member requesting emeritus status has in the 10 years prior to the application engaged in serious dishonorable conduct in violation of law, rule, or policy and/or caused harm to the university's reputation or is retiring pending a procedure according to Faculty Rule 3335-05-04, emeritus status will not be considered.

The relationship of emeritus and retired faculty members who wish to teach, provide clinical service, or perform research in the college shall be governed by a written memorandum of agreement. This agreement will describe the mutually beneficial activities to be completed by the emeritus or retired faculty member with approval of the department chair and dean (or designee). This agreement will establish any financial arrangements for compensation or cost of the emeritus or retired faculty member for participation in teaching, clinical service or research and use of facilities should they be needed, which must be approved by the dean (or designee) and the Office of Academic Affairs. No compensation of the emeritus or retired faculty member by the department, college, or university will be allowed outside of the memorandum of agreement. Retired and emeritus faculty with an agreement for teaching, clinical service, and/or research, must follow all university rules and policies and submit annual conflict of interest statements and external consulting agreements (as applicable).

See the OAA *Policies and Procedures Handbook* Volume 1, Chapter 1, for information about the types of perquisites that may be offered to emeritus faculty, provided resources are available.

6 Courtesy Appointments for Faculty

Occasionally the active academic involvement in the college by a tenure-track, clinical, or research faculty member from another TIU at Ohio State warrants the offer of a 0% FTE (courtesy) appointment. Appropriate active involvement includes research collaboration, graduate student advising, teaching some or all of a course from time to time, or a combination of these. A courtesy appointment is made at the individual's current Ohio State rank, with promotion in rank recognized.

B Procedures

The appointment of all compensated tenure-track, clinical, research, and associated faculty, irrespective of rank, must be based on a formal search process following the SHIFT Framework for faculty recruitment.

All faculty positions must be posted in Workday, the university's system of record for faculty and staff. A formal review and selection process, including interviews using pre-designed evaluation rubrics, is required for all positions. Appropriate disposition codes for applicants not selected for a position must be entered in Workday to enable the university to explain why a candidate was not selected and what stage they progressed to before being removed.

See the Policy on Faculty Recruitment and Selection and the Policy on Faculty Appointments for information on the following topics:

- Recruitment of tenure-track, 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. Exceptions to this policy must be approved by the dean and requested from 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.

Within all departments of the college, searches for tenure-track faculty proceed as follows:

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

The department chair appoints a search committee consisting of three or more faculty who reflect the field of expertise that is the focus of the search (if relevant), as well as other fields within the department, college, university, and external constituents.

The search committee:

- Develops a search announcement for internal posting in the University Job Postings through the Office of Human Resources and external advertising, subject to the department chair's approval. The announcement will be no more specific than is necessary to accomplish the goals of the search, since an offer cannot be made that is contrary to the content of the announcement with respect to rank, field, credentials, salary. In addition, timing for the receipt of applications will be stated as a preferred date, not a precise closing date, in order to allow consideration of any applications that arrive before the conclusion of the search.

- Develops and implements a plan for external advertising and direct solicitation of nominations and applications. Identifies, in advance of advertisement placement and review of applications and candidates, the criteria that define excellence and are of critical importance for this position within the college. Develops, in advance of advertisement placement, an approved rubric for assessment of applications based on the criteria in the position description and advertisement.

- Screens applications and presents to the appropriate department chair a summary of those applicants judged worthy of interview. Virtual or on-campus interviews of selected candidates are arranged by the department chair's office. Letters of reference are solicited for candidates to be interviewed.

- Virtual or on-campus interviews with candidates must include opportunities for interaction with faculty groups, including the search committee; key staff members; house officers and/or graduate students; the department chair; and the dean or designee. The search committee will develop and utilize a standardized set of questions for its meeting with each candidate. In addition, all candidates make a presentation to the faculty and graduate students / house officers on their scholarship. If relevant for the roles of the position, a chalk talk is strongly recommended. All candidates interviewing for a particular position must follow the same interview format, and relevant accommodations for disability/impairment should be provided.

- After completion of virtual/on-campus interviews, the search committee meets to review each candidate. The search committee determines which candidates are acceptable and forwards an unranked list of acceptable candidates to the relevant department chair.

In the event that more than one candidate achieves the level of support required to extend an offer, the department chair, in consultation with the executive associate dean, makes a recommendation to the dean regarding which candidate to approach first. The details of the offer, including compensation, are determined by the department chair, in consultation with the dean or, as designated by the dean, the executive associate dean, who has final approval. All letters of offer must currently be coordinated with the College of Veterinary Medicine's human resources representatives.

No offer will be extended in the event that the search process fails to yield one or more candidates who have the potential to enhance the quality of the college's programs. The search may be either cancelled or continued, as appropriate to the circumstances.

If the offer involves conferring senior rank, the eligible faculty members vote on the appropriateness of the proposed rank. The candidate will be reviewed following the same procedure used for review for promotion and tenure, with the exceptions that a formal dossier is not required (a curriculum vitae may be substituted). While teaching evaluations are not required, the curriculum vitae or other documentation for those candidates being considered for appointments with a teaching expectation should provide adequate information to assess the level and quality of teaching activity. The department chair should communicate as early as possible to the chair of the Promotion & Tenure Committee / Committee of Eligible Faculty of the potential need for a time sensitive review for the recruitment process. The eligible voting faculty members of the relevant department review the candidate's application and vote on the

appropriateness of the proposed rank. If the offer involves prior service credit, the eligible faculty members vote on the appropriateness of such credit. The eligible faculty reports a recommendation on the appropriateness of the proposed rank and service credit to the department chair. Appointment offers at the rank of associate professor or professor, with or without tenure, and/or offers of prior service credit require prior approval of the Office of Academic Affairs.

Departments are advised to discuss potential appointment of a candidate requiring sponsorship for permanent residence or nonimmigrant work-authorized status with the Office of International Affairs. The university will not grant tenure unless an individual is (1) a U.S. citizen or national; (2) a permanent resident ("green card" holder); (3) an asylee or refugee; or (4) an individual otherwise described as a "protected individual" pursuant to Title 8 U.S. Code Section 1324b(a)(3)(b). Departments will therefore be cautious in making such appointments and vigilant in seeking residency status for the appointee promptly and diligently.

2 Clinical Faculty

Searches for clinical faculty generally proceed identically as for tenure-track faculty, with the exception that the candidate's presentation during the virtual/on-campus interview may be on a topic related to clinical practice or teaching rather than research.

A national search is preferred to ensure a pool of highly qualified candidates for all clinical faculty positions. Highly qualified clinical faculty candidates occasionally may be considered for appointment without a national search, but only when there is reasonable likelihood that a national search would not identify a more highly qualified group of candidates. Exceptions to a national search must be approved by the dean.

The details of the offer, including compensation and the length of the initial contract, are determined by the department chair, in consultation with the dean or, as designated by the dean, the executive associate dean, who has final approval. The initial appointment is for five years. All letters of offer must currently be coordinated with the College of Veterinary Medicine's human resources representatives.

3 Research Faculty

In the College of Veterinary Medicine, research faculty candidates are typically identified through a targeted search, which may occur in consultation with relevant department faculty or advisory bodies. Occasionally, these may be charged to a search committee.

Research faculty shall undergo a review by the eligible faculty starting in the third year of employment, using a similar timeline as for reviews for five-year contracts (clinical faculty) and fourth year reviews (tenure-track faculty), to help position them for career progression and promotion.

4 Transfer from the Tenure Track

Tenure-track faculty may transfer to a clinical or research appointment if appropriate with the mission and programmatic needs of the college as well as the career goals of the faculty

member. Tenure or tenure eligibility is lost upon transfer, and transfers must be approved by the department chair, the dean, and the executive vice president and provost.

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

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

5 Associated Faculty

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

Clinical Practice Faculty

- In the College of Veterinary Medicine, the responsibility for appointment recommendations of associated clinical practice candidates is typically charged to the search committee who provides recommendations to the department chair. Occasionally, a candidate may be identified through a targeted process.

- Clinical Practice Faculty appointments may be made for one to three years. Clinical Practice Faculty shall undergo a review by the eligible faculty starting in the third year of employment, using a similar timeline as for reviews for five-year contracts (clinical faculty) and fourth year reviews (tenure-track faculty), to help position them for career progression and promotion.

All Other Associated Faculty

- The appointment, reappointment, and contract renewal of all other compensated associated faculty are decided by the department chair in consultation with the department's relevant advisory body and in consultation with the dean or, as designated by the dean, the executive associate dean, who has final approval.

- Compensated associated appointments are generally made for a period of one to three years, unless a shorter or longer period is appropriate to the circumstances.

- Appointment and reappointment of uncompensated adjunct or visiting faculty may be proposed by any faculty member in the unit and are decided by the department chair in consultation with the department's relevant advisory body.

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

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

6 Courtesy Appointments for Faculty

Any faculty member within a department may propose a 0% FTE (courtesy) appointment for a tenure-track, clinical, or research faculty member from another Ohio State TIU. A proposal describing the uncompensated academic service that justifies the appointment is considered at a regular faculty meeting of the relevant department's faculty. If the proposal is approved by the eligible faculty, the appointment, review, and reappointment of all courtesy appointments must be approved by the dean or, as designated by the dean, the executive associate dean, who has final approval. The department chair extends an offer of appointment. In consultation with the dean or the executive associate dean, department chairs review all courtesy appointments annually to determine their continued justification, and takes recommendations for renewal before the faculty for consideration.

V Annual Performance and Merit Review

The annual performance and merit review of a faculty member is the responsibility of that faculty member's department chair.

- The review is based on expected performance in teaching, scholarship, clinical practice, research, extension/outreach, and administrative service according to assigned distribution of effort; on any additional assignments and goals specific to the individual faculty member; on professional behavior; and on progress toward promotion where relevant.
- Meritorious performance in teaching, scholarship, clinical practice, research, extension/outreach, and administrative service is assessed in accordance with the same criteria that form the basis for promotion decisions.
- Annual performance and merit reviews must include a scheduled opportunity for a face-to-face meeting as well as a written assessment.
- Per Faculty Rule 3335-3-35, department chairs 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.

All departments within the college must follow the requirements for annual performance and merit reviews as set forth in the Policy on Faculty Annual Review and Reappointment. It is the expectation of the college that annual performance and merit reviews will also be consistent with a department's APT document and other relevant policies, procedures, practices, and standards established by the: (1) college, (2) Faculty Rules, (3) OAA, and (4) Office of Human Resources.

The dean must assess an annual performance and merit review when a department has submitted (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 faculty or research faculty. In each of these cases, the decision of the dean is final.

A. Documentation

For their annual performance and merit review, the college requires faculty members to submit the following documents to their department chair by the specified deadline (typically the end of January each year):

- Required for probationary faculty and those at the rank of assistant professor (tenure-track, clinical, research, or clinical practice)
    - Office of Academic Affairs dossier outline, *Policies and Procedures Handbook*, Volume 3
    - Additional documentation as required for all faculty

- Required for all faculty
    - Updated faculty annual report for the previous calendar year
    - Updated CV
    - Copies of peer evaluation of teaching
    - Copies of student evaluation of teaching if not part of the professional DVM program (Professional Programs Support provides DVM program teaching evaluation to the relevant department)
    - Other items as specified by individual departments

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

B Probationary Tenure-track Faculty

Every probationary tenure-track faculty member is reviewed annually by the department chair, who meets with the faculty member to discuss performance, future plans, and goals; and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment. The role of any other faculty member in the annual review of probationary faculty must be described in the relevant department's APT document and must be consistent with college and university rules.

If the department chair recommends renewal of the appointment, this recommendation is final. The department chair's annual review letter to the faculty member renews the probationary appointment for another year and includes content on future plans and goals. The faculty member may provide written comments on the review. The department chair's letter (along with the faculty member's comments, if received) is forwarded to the dean. 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 department chair recommends nonrenewal, the Fourth-Year Review process (per Faculty Rule 3335-6-03) is invoked. Following completion of the comments process, the complete dossier is forwarded to the college for review and the dean makes the final decision on renewal or nonrenewal of the probationary appointment.

1 Fourth-Year Review

During the fourth year of the probationary period the annual review follows the same procedures as the mandatory tenure review, with the exception that external evaluations are optional, and the dean (not the department chair) makes the final decision regarding renewal or nonrenewal of the probationary appointment.

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

The 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 department review, the formal comments process (per Faculty Rule 3335-6-04) is followed and the case is forwarded to the college for review, regardless of whether the department chair recommends renewal or nonrenewal.

All faculty members undergoing fourth-year review and mandatory or non-mandatory promotion and/or tenure reviews will be reviewed using the department's current APT document excepting the following:

- Tenure-track faculty members may choose to be reviewed under the document that was in effect on their start date or on the date of their last promotion, whichever is more recent. The current 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.
- Clinical faculty members may choose to be reviewed for promotion under the document that was in effect on their start date or on the date of their last reappointment, whichever is more recent. The current 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.

A faculty member who chooses to use an earlier document shall notify their department chair of this intent by submitting the APT document that was in effect on their start date or on the date of last promotion when submitting their dossier and other materials for review. The deadline for doing so will be the department's regular deadline for receiving the dossier and other materials for the review in question.

2 Exclusion of Time from Probationary Period

Faculty Rule 3335-6-03 (D) sets forth the conditions under which a probationary tenure-track faculty member may exclude time from the probationary period. Additional procedures and guidelines can be found in the Office of Academic Affairs *Policies and Procedures Handbook*.

3 Probationary Tenure-Track Associate Professors

Tenure may be acquired following a successful probationary period at the rank of associate professor. The criteria to be considered for awarding tenure are those detailed in following sections for the assessment of the rank with tenure.

C Tenured Faculty

Associate professors are reviewed annually by the department chair. The department chair conducts an independent assessment; meets with the faculty member to discuss the faculty member's performance and future plans and goals; and prepares a written evaluation on these topics. The faculty member may provide written comments on the review.

Professors are reviewed annually by the department chair, who meets with the faculty member to discuss the faculty member's performance and future plans and goals. The annual review of professors is based on their having achieved sustained excellence and ongoing outcomes in the discovery and dissemination of new knowledge relevant to the mission of the department, as demonstrated by ongoing national and international recognition of their scholarship; ongoing excellence in teaching, including their leadership in graduate education in both teaching and mentoring students; and ongoing 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.

For faculty with administrative roles, the impact of that role and other assignments will be considered in the annual review. The primary supervisor (e.g. dean or department chair) prepares a written evaluation of performance against these expectations. The faculty member may provide written comments on the review.

D Clinical Faculty

The initial appointment of all clinical faculty is probationary regardless of academic rank at hire. The annual performance and merit review process for clinical probationary and non-probationary faculty is similar to that for tenure-track probationary and tenured faculty respectively, and includes, for probationary faculty, a review in the penultimate contract year by the departmental eligible faculty.

The college has defined the process for reappointment according to procedures set forth in the Faculty Annual Review and Reappointment Policy, III, A-G. There is no presumption of renewal of contract. Reappointments are reviewed as follows:

1 Initial Appointment

In the penultimate contract year of a clinical faculty member's initial appointment, the faculty member must undergo a review by the eligible faculty. The review will follow the same procedures as a fourth-year review for tenure-track faculty. Eligible faculty are defined in Section III. External letters are not solicited. There is no presumption of renewal of contract.

Positive decisions by the college to reappoint clinical faculty will be approved by OAA without review and forwarded to the Board of Trustees for final approval. Upon approval by the Board of Trustees, the clinical faculty member is no longer probationary.

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.

2 Second and Subsequent Appointments

The department chair must inform the faculty member as to whether a new appointment will be extended by the end of the penultimate year of each appointment period. If the initial decision from the department chair is to reappoint the faculty member to another term, that decision will be final pending approval by the dean and will be forwarded to OAA and the Board of Trustees for approval unless a more formal review is otherwise set forth in the department APT document.

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.

E Research Faculty

The annual performance and merit review process for research probationary and non-probationary faculty is similar to that for tenure-track and clinical faculty excepting that there is no penultimate year review.

Research faculty in their initial appointment and each subsequent contract must be reviewed before reappointment. The department chair prepares a written evaluation and meets with the faculty member to discuss the faculty member's 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 single or multiple year appointment.

To encourage a pathway for career progression and promotion, research faculty on a year-by-year or multi-year contract shall undergo a review by the eligible faculty in autumn semester of their third year. This review will follow the same general procedures and similar timeline as a fourth-year review for tenure-track faculty and penultimate review for probationary clinical faculty. Eligible faculty are defined in Section III. External letters are not solicited. There is no presumption of current or future renewal of contract.

F Associated Faculty

1 Clinical Practice Faculty

The annual performance and merit review process for clinical practice probationary and non-probationary faculty is similar to that for tenure-track and clinical faculty excepting that there is

no penultimate year review. Clinical practice faculty in their initial appointment and each subsequent year must be reviewed before reappointment. The department chair prepares a written evaluation and meets with the faculty member to discuss the faculty member's 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 single or multiple year appointment.

To encourage a pathway for career progression and promotion, clinical practice faculty on a year-by-year or multiple year contract shall undergo a review by the eligible faculty in autumn semester of their third year. This review will follow the same general procedures and similar timeline as a fourth-year review for tenure-track faculty and penultimate review for probationary clinical faculty. Eligible faculty are defined in Section III. External letters are not solicited. There is no presumption of current or future renewal of contract.

2 All Other Associated Faculty

All other 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 their performance, future plans, and goals. The department chair's decision on renewal of the initial appointment is final. If the decision is to renew, the department chair may extend a multiple year appointment.

All other compensated associated faculty members on a multiple year appointment (or hired annually for multiple years) 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 their performance, future plans, and goals. No later than October 15 of the final year of the appointment, the department chair will decide whether or not to reappoint. The department's decision on reappointment is final.

G Salary Recommendations

Department chairs recommend annual salary increases and other performance rewards to the dean or, as designated by the dean, the executive associate dean, who may modify these recommendations with input from the director of the Veterinary Medical Center and associate deans. The recommendations are based on the current annual performance and merit review. The recommendations of the chairs may be modified based on this review and on consideration of salary parity within the college. Salary increases may be formulated in dollar amounts or percentage increases, provided they are determined in a fair and consistent manner each year. Salary increases also may be impacted by equity issues related to salary compression or expansion among individual groups of faculty. The goal is distribution of available funds in a manner that achieves optimal salary distribution within the college. 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 no salary increase) and considers market and internal equity issues as appropriate.

It is the expectation of the college that merit salary increases and other rewards made by a department will be made consistent with that department'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.

Faculty who fail to submit the required documentation (see Section V-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.

VI Promotion and Tenure and Promotion Reviews

Faculty Rule 3335-6-02 provides the following context for promotion and tenure and promotion reviews:

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

In accordance with Faculty Rule 3335-6-02(E), each department must have an APT document that describes (1) the department's criteria for the award of tenure and promotion to the rank of associate professor, and (2) the department's criteria for promotion to the rank of professor. Each department desiring clinical faculty must have in its APT document the department's criteria for promotion to the rank of associate professor and professor for its clinical faculty. Each department desiring research faculty must have in its APT document the department's criteria for promotion to the rank of associate professor and professor for its research faculty. Each department desiring associated faculty must have in its APT document the department's criteria for promotion to the rank of associate professor and professor for those associated faculty, including clinical practice faculty, who may be promoted. Departmental APT documents also must include the evidence to be provided in support of each of the foregoing actions that are relevant to that department.

The purposes of the college-level promotion and tenure and promotion reviews are: (1) to determine whether the department has conducted its review and reached a recommendation consistent with university, college, and department standards, criteria, policies, and rules; and (2) to determine where the weight of the evidence lies in cases in which there is not a clear or consistent recommendation from the department. If the conclusion of the college-level review is that the recommendation of the department is not consistent with university, college, and department standards, criteria, policies, and rules, the dean may make a recommendation that is contrary to the recommendation of the department.

College Principles

The College of Veterinary Medicine adheres to these principles in every respect. Additionally:

Categories of Criteria: The college includes evaluation of qualifications in clinical practice and extension/outreach such that the college has six sets of criteria to be assessed for promotion and tenure, and for promotion dependent on the candidate's appointment and responsibilities:

1. Teaching
2. Research
3. Clinical practice
4. Extension/outreach
5. Administrative service
6. Scholarship. While research and scholarship are integrally linked, the college also acknowledges a branch of scholarship independent from research (e.g. publication of text books and case reports as well as the scholarship of teaching). The type, quantity, and quality indicators of faculty member's scholarly contribution will vary dependent on their appointment and assigned responsibilities.

Diversity of Mission and Roles: As the faculty of the college comprise a broad array of professional disciplines with variability in appointment and responsibilities to the college and university, the evaluation process must consider:

1. Criteria that encompass the variability in the appointment and responsibilities of tenure-track, clinical, research, and clinical practice faculty.
2. Expectations and examples of evidence that allow sufficient flexibility in meeting the department's criteria for success.
3. Assessment guidelines that are proportional to the time and effort distribution assigned to each faculty member.

Professional ethics and collegiality: Excellence in teaching, research, clinical practice, extension/outreach, and administrative 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:

- Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end, professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.
- As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and mentors (*). Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom. (*original language states counselors)

- As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates, even when it leads to findings and conclusions that differ from their own. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.
- As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.
- As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Collegiality, civility, mutual support, and respect for others are strongly held values in the College of Veterinary Medicine. The college supports diverse beliefs and the free exchange of ideas and expects that faculty, staff, and students promote these values and apply them in a professional manner in all academic endeavors. The college is committed to evaluating the practice of these values as part of all performance evaluations. In all aspects of their work, faculty members are expected to demonstrate collegial, civil, responsible and respectful behavior toward peers, staff, students, referring veterinarians, and clients. Faculty members are encouraged to establish and maintain a rapport with their colleagues. Both personal accomplishments and involvement as a team member are essential for excellence in teaching and mentoring, research, patient management, extension, outreach, and/or administrative service.

Each faculty member contributes indirectly to college productivity by positively influencing the productivity of other faculty. This synergism may include positive interactions in team teaching, clinical work, mentoring, research collaboration, co-authorship of publications, sharing of innovative ideas in committee meetings, community and industry outreach, and other cooperative efforts that advance the missions of the college and university. It is important that all faculty work toward establishing and maintaining a team culture and an enriching intellectual working and learning environment.

Faculty members are expected to contribute to the quality of academic life by participation in college governance and administrative service activities. The college values enthusiasm, innovation, creativity, intellectual diversity, and open-mindedness. The college is committed to academic freedom and encourages free expression. Faculty should be open to new ideas and respectful of the ideas and opinions of others.

Mentoring of junior faculty and trainees is considered a vital part of the role of each faculty member. Faculty members are expected to actively participate in and meaningfully contribute to the

professional development of junior faculty and trainees through a commitment to effective mentorship. Faculty are expected to actively promote an excellent and enriching working and learning environment through collegiality, civility, openness to diverse ideas and opinions, and mentoring. Mentoring of other faculty by faculty members is regarded as administrative service to the department and college.

A. Criteria

For each category of faculty appropriate to a department of this college and in a manner consistent with this document, a department's APT document must describe (1) the criteria for promotion and tenure or promotion, as appropriate to the department; (2) the types of documentation that demonstrate impact and show that criteria have been met; (3) the levels of achievement necessary to meet the stated criteria within the context of the department's mission, the standards of Chapters 6 and 7 of the Faculty Rules, the standards and mission of the college, and the mission of the university; and (4) criteria for evaluation of joint appointment candidates.

The standards of quality and effectiveness required must be representative of high performance. When a department forwards the dossier of a candidate for review and has recommended that promotion and tenure or promotion be granted, the college expects that the department has ensured that the evidence of the qualifications and performance of the candidate meet or exceed the department and college criteria applicable to the nomination.

1 Teaching

In the College of Veterinary Medicine, teaching duties apply principally to the teaching of veterinary and graduate students, as well as interns and residents, but may also include the teaching of undergraduate students and postdoctoral fellows. Teaching may take place in the classroom, clinics, laboratory, in the field, or online, and may include, but are not limited to: courses or other instruction or assessment (e.g. OSCEs or communication labs) in the professional curriculum or graduate training, or to house officers, undergraduate students, and post-docs; involvement in graduate exams, theses, and dissertations; extension and continuing education; curriculum development; evaluation and direction of student scholarship (e.g. mentoring of graduate and professional students, house officers, post-docs, and undergraduate students); and academic advising.

Scholarship of teaching may include pedagogical papers, textbooks, monographs, and compilations of essential education resources, including online teaching resources. Scholarship of teaching may also include the creation of digital, simulation or other learning tools. Leadership of teaching may include serving as course chair, block leader, or session leader as well as efforts in curricular review and redesign and service on committees that support the educational mission.

As described in college workload policies, college faculty with teaching expectations fall into three categories: an assigned effort for teaching of greater than 50%, 15-50%, and less than 15%.

Expectations for faculty with greater than 50% assigned teaching effort are to maintain any one or more of these efforts, however there is no expectation to maintain many or all of these:

- A clearly identifiable teaching program with regular and continuous contributions to classroom, laboratory, small group, clinical, online, and/or field teaching and assessment of professional students and/or graduate students.
- Regular coaching and mentoring of professional students, graduate students, or clinical residents and interns outside of the classroom.
- Demonstrated leadership such as teaching team leadership, active participation on Academic Standards Council, Council for Professional Education, Clinical Teachers' Committee or VME I-III Teacher Subcommittees, or active participation on the Council for Graduate Studies.
- Demonstrated enhancement of teaching activities and student learning which may include a variety of activities such as pedagogical papers, textbooks and other publications, creativity in teaching, program development, compilation of essential education resources, creation of digital simulation or content, teaching models for the skills lab, or other learning tools.

Expectations for faculty with 15-50% assigned teaching effort are to maintain:

- A clearly identifiable teaching program with regular contributions to classroom, laboratory, small group, clinical, online, and/or field teaching and assessment of professional students and/or graduate students.
- Demonstrated enhancement of teaching activities and student learning which may include a variety of activities such as listed above. Note: there is no expectation to maintain many or all of these.

Expectations for faculty with less than 15% assigned teaching effort are to maintain:

- Contributions to classroom, laboratory, small group, clinical, online, and/or field teaching and assessment of professional students and/or graduate students.

Metrics of teaching are dependent on an individual's roles, responsibility, and percent effort and may include, but are not limited to the following:

- Student evaluations, peer evaluations and documents such as teaching portfolios and publications related to teaching. In general, student evaluations of 3.5 and higher for didactic teaching and of 4.0 and higher for clinical teaching are expected.
- For teaching in the research setting the development of a mentoring plan by faculty, timely completion of the candidacy exam and the degree program as well as scientific presentations (poster and/or oral) of graduate students and postdocs in seminars and conferences are expected.
- Number, level, and size of courses taught.
- Quality of textbooks, monographs, digital resources and other publications on education in the candidate's field.
- Impact of course and/or curriculum development and/or effective teaching innovations.
- Awards and formal recognition for teaching.

2 Research

Research activities include, but are not limited to: submitting proposals; conducting and directing original research or other creative activities; engaging in collaborative team-based

research in which the faculty member makes seminal contributions reflecting a defined area of expertise; publishing of scholarly works such as peer reviewed journal articles, editor reviewed journal articles, reviews and abstracts, papers in proceedings; presenting lectures at universities, symposia, and conferences; writing books, book chapters or other collections of research works, chapters in edited books, bulletins and technical reports; evidence of innovation and entrepreneurship such as securing patents or licensing of intellectual property.

Research expectations should align with established college metrics and assigned percent effort. Metrics for research may include, but are not limited to: the numbers of funded proposals (primary and/or collaborative) and the amount of research funding in the context of the percent research effort of the faculty member; the quantity, quality, and impact of the aforementioned activities, for example, numbers of publications and citation analysis; numbers of presentations and invited lectures; number of patents, licenses and licensing revenue, awards, prizes, and other forms of professional recognition; and/or letters of evaluation by peers at the national and international level.

As detailed in college workload policies, college faculty with research expectations fall into two categories: an assigned effort for research and scholarship of 30-50% or 55-90% effort.

- Expectations for faculty with 55-90% research effort are to maintain an independent, continuously extramurally funded research program that supports a sustained and robust level of scholarship (two primary research publications as first and/or senior author or patent applications per year on a rolling 5-year average) and graduate education. Collaborative research and publications are viewed as significant if there is a clearly defined contribution corresponding with percent effort on grants and funds from collaborative grants. Collaborative research, in the absence of an independent extramurally funded research program, is insufficient for research intensive faculty.

- Expectations for faculty with a 30-50% research effort are to maintain a research focus, to regularly seek extramural funding, to support graduate education, and to sustain a robust level of scholarship (two primary research publications as first and/or senior author or patent applications per year on a rolling 5-year average). Collaborative research and publications are expected to reflect the research expertise of the individual faculty member.

3 Clinical Practice

A strong teaching hospital or academic veterinary medical center is fundamental to the mission of the college. The Veterinary Medical Center (VMC) requires committed and highly trained specialists, generalists, and clinical educators to maintain a state-of-the-art hospital and clinical practice. The majority of patient management is conducted concurrently with professional student and house officer/graduate student training and education. Faculty members are expected to practice ethical state-of-the-art clinical medicine and to provide effective supervision and oversight of the clinical education of students and house officers in the VMC.

A strong commitment to excellence in clinical practice, including excellent patient management, exceptional client care, consultation and referral services to private veterinary practitioners; meaningful clinical outreach; efficient and sound business practices; and following VMC policies

and procedures is expected of all faculty members who work in the VMC or other satellite areas, including ambulatory practice. Specifically, faculty members are expected to:

- Practice state-of-the-art diagnosis and management of patients referred by
- local, state and regional veterinarians as well as patients presented by the hospital's local clientele.
- Maintain effective and timely communication with clients by telephone, e-mail and letters concerning medical and surgical management of their pets. These communications are critical to cultivating long-term relationships with our clients and fostering a robust caseload.
- Maintain effective and timely communication with referring veterinarians by telephone, e-mail and referral letters concerning management of referred cases. These communications are critical to cultivating long-term relationships with our alumni and private practitioners and fostering a robust caseload.
- Accurately complete all medical records in a timely fashion to promote efficient patient management as well as to provide information for clinical research and for legal purposes.
- Provide timely and accurate estimates of costs to clients to facilitate efficient billing. These activities are crucial for effectively managing client expectations, critical to the financial well-being and sustainability of the VMC, and they support clinical education.
- Foster efficiency among members of the clinical teaching team in managing a large number of patients, while simultaneously maximizing the educational value of these patients.
- Recruit new clients to provide a large and diverse caseload, which facilitates the teaching mission of the VMC.
- Comply and adhere to all VMC policies and procedures.
- Consult with, students, residents and other faculty members regarding hospitalized patients.
- Consult with practicing veterinarians locally, regionally and nationally concerning state-of-the-art patient management.
- Engage in outreach to the animal-owning public and industry constituents.
- Perform all duties with competence, professionalism and accountability.

4 Extension/Outreach

Extension is limited to those with extension appointment. Extension/Outreach activities may include, but are not limited to: Outreach to the animal-owning public and industry constituents; CE to veterinarians, producers, and/or clients; communication of subject matter in creative and effective means including but not limited to lectures, meetings, workshops, mass media, ongoing schools, seminars, and published materials; development of teaching materials/aids that can be used by other educators; writing non-peer reviewed popular articles designed primarily to communicate timely subject matter, including results from scientific publications; evidence of consultation with existing and potential individuals and constituent groups (producers, veterinary practitioners, industry and agribusiness personnel, agricultural leaders, public health and regulatory officials, and other researchers and educators) regarding problem identification of ongoing and emerging needs; participation on review boards; farm based assessments; and/or activities related to the mission of the college in service of the community.

Metrics of effective extension/outreach may include, but are not limited to: local and regional recognition; evidence of communication of subject matter; demonstration of teaching materials/aids; scientific and popular publications; documentation of consultation and impact; referrals; client or producer surveys; documented demand / invitations by off-campus students and groups for continuing education; programmatic development and implementation; evidence of addressing industry, client, and/or community problems or needs; evidence of having established rapport with colleagues, industry leaders, practicing veterinarians and the general public through effective public relations and the dissemination of up-to-date, accurate information; and/or other honors and awards.

5 Administrative Service

Evidence of administrative service to the university may include: appointment or election to department, college, and/or university committees; administrative positions held; development and/or oversight of programs and projects; mentoring activities; and advising of student groups. Evidence of professional service to the faculty member's discipline can include: editorships of or service as a reviewer for journals or other learned publications; offices held and other service to professional societies; development of mechanisms to help bring people into the profession; and organization of and service to conferences, workshops and symposia. Evidence of development and implementation of new programs to benefit students, faculty, and/or staff. Evidence of the provision of professional expertise to public and private entities beyond the university including: reviewer of proposals; external examiner; service on panels and commissions; professional consultation to industry, government, and education. Professional expertise provided as a compensated outside professional service alone is insufficient to satisfy the service criterion.

6 Scholarship

Scholarship involves the discovery, implementation, and/or dissemination of knowledge and is a critical for the development of recognition of a faculty member's contribution in one or more area of responsibilities. While scholarship is an integral part of research, the college recognizes scholarship outside of research activities (e.g. scholarship of teaching). A faculty member's scholarly contribution will vary depending on their appointment and assigned responsibilities. Scholarship activities may include, but are not limited to: peer reviewed journal articles, editor reviewed journal articles, case reports, and case series; publishing books and monographs, chapters in edited books, bulletins and technical reports; reviews and abstracts, papers in proceedings; presenting lectures at universities, symposia, and conferences; editing books, and collections of research works; designing or producing educational or creative works or products including clinical trials and/or biomedical products; and/or securing patents and licensing of intellectual property.

Metrics of scholarship may include, but are not limited to, the quantity, quality, and impact of the aforementioned activities as well as other forms of professional recognition and/or letters of evaluation by peers at the national and international level

B. Criteria Within Promotion and Tenure or Promotion Actions

Every candidate is held to a high standard of excellence in all aspects of performance within the faculty member's appointment and responsibilities. Accepting weakness in any aspect of performance in making a promotion decision is tantamount to deliberately handicapping the college's ability to perform and to progress academically. Above all, candidates are held to a high standard of excellence in the areas central to their responsibilities. A mediocre performance in an area of primary responsibility would not be adequately counterbalanced by excellent performance in another aspect that is a significantly smaller part of the individual's responsibilities.

1 Promotion to Associate Professor with Tenure

Faculty Rule 3335-6-02 provides the following general criteria for promotion to associate professor with tenure:

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

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

The award of tenure is an acknowledgement of excellence and future potential for preeminence. It is therefore essential to evaluate and judge the probability that faculty, once tenured, will continue to develop professionally and contribute to the college's academic mission at a high level for the duration of their time at the university.
The accomplishments listed below in the areas of teaching, research, clinical practice, extension/outreach, and administrative service are expected, for those with appointments and responsibilities in these areas, of faculty for promotion to associate professor with tenure. In the evaluation of untenured associate professors for tenure, the same criteria apply, along with any others established in writing at the time a senior rank appointment without tenure was offered.

Scholarship
For promotion to associate professor with tenure, a faculty member is expected to have produced and disseminated a body of work in high quality peer reviewed venues. The area of focus will vary dependent on appointment and assigned responsibilities. This work shall be thematically focused, contribute substantively to knowledge in the area of focus, and is beginning to be favorably cited or otherwise show evidence of influence on the work of others. The following attributes of the body of work are considered:

- Quality, impact, quantity.
- Unique contribution to a line of inquiry.
- Rigor of the peer-review process.
- Degree of dissemination of work.
- Collaborative work is encouraged and indeed is essential to some types of inquiry. The candidate's contribution to collaborative work must be clearly and fairly described to permit accurate assessment.

Teaching

For promotion to associate professor with tenure, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Provided up-to-date content at an appropriate level and demonstrated continued growth in subject matter knowledge.
- Demonstrated ability to organize and present class material effectively with logic and conviction.
- Demonstrated competence in the use of various modes of instruction, classroom technology, and other teaching strategies to create an optimal learning environment.
- Actively engaged students and trainees in the learning process and encouraged independent thinking, intellectual curiosity, and appreciation of the role of scientific inquiry in the discovery of new knowledge.
- Provided appropriate and timely feedback to students and trainees throughout the instructional process.
- Treated students and trainees with respect and courtesy.
- Improved curriculum through revision of existing and/or creation of new courses or academic programs.
- Served as advisor to an appropriate number of graduate students according to the department's mission in graduate education.
- Engaged in documentable efforts to improve teaching.

Research

For promotion to associate professor with tenure, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Developed a national reputation for excellence in a focused area of research as documented by external peer evaluations, invitations to present at recognized prestigious forums, service on review boards of scientific journals and funding agencies, and a beginning trend of favorable citations in scientific peer-reviewed publications. Reputation should be considered in light of percent effort assigned to research with research intensive faculty held to higher standards. A reputation based on quality of research contributions is distinguished from one primarily based on familiarity through frequent attendance at national and international conferences.
- Published in high-quality, peer-reviewed journals a thematically-focused body of work that has contributed substantively to knowledge in an area of endeavor that is beginning to show evidence of influence on the work of others. The quality, impact, and quantity of work should be considered. Books, book chapters, non-refereed articles, proceedings papers and other written works are of lower priority for probationary tenure-track faculty than are peer-reviewed scientific articles.
- Demonstrated ability to obtain and potential to sustain research program funding.
    - Extramural funding is required for research intensive faculty
    - Funding of competitive extramural peer-reviewed grant proposals is weighted more favorably than other types of funding because it serves as a quality indicator of research programs.
- While collaborative work is encouraged and essential to many types of inquiry, the candidate's intellectual contributions to collaborative work must be clearly defined.
    - Collaborative research, in the absence of an independent extramurally funded research program, is considered insufficient for research intensive faculty.

- Demonstrated a high degree of ethics in the conduct of research including, but not limited to, full and timely adherence to all regulations relevant to the research program, and ethical treatment of graduate students and collaborators.

Clinical Practice
For promotion to associate professor with tenure, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Demonstrated clinical competence and commitment to high quality patient care and/or clinical support services.
- Supported the outreach mission of the college by providing excellent and timely communications with clients and referring veterinarians.
- Achieved appropriate specialty board certification or equivalent experience, as relevant dependent on faculty role and standards of clinical practice expectations.
- Developed a local and national reputation among peers for excellence in clinical/diagnostic practice.

Extension/Outreach
For promotion to associate professor with tenure, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Demonstrated competence and commitment to provision of extension service and/or outreach activities.
- Developed a local and national reputation among peers for excellence in extension/outreach.

Administrative Service
For promotion to associate professor with tenure, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Contributed substantively to service on departmental committees and participated in governance of the department and college in a collegial manner that facilitates positive contributions by others and advancement of the college.
- Demonstrated the potential for useful contributions to the profession by service to professional organizations and outreach activities.

2 Promotion to Professor

Faculty Rule 3335-6-02 establishes the following general criteria for promotion to the rank of professor:

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

The success of the college depends on the collective skills and accomplishments of its faculty. Promotion to professor recognizes a record of sustained distinguished accomplishments, and is not based on seniority alone. 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 or international reputation in the field. Additionally, for promotion to professor, a faculty member is expected to be a role model for junior faculty, students, and members of the profession in general.

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. A diversity of paths to the rank of professor benefits both the individual faculty member and the college as a whole. 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, clinical practice, extension/outreach, and administrative 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 a manner consistent with this document, each department APT document must describe (1) the elaboration of criteria as appropriate to the department and the faculty disciplines contained within the department that define a diversity of paths to the rank of professor; (2) the evidence and metrics expected to be involved in the documentation and assessment of the criteria; (3) the levels of achievement necessary to demonstrate that the criteria are met.

3 Clinical Faculty

Promotion to Assistant Clinical Professor in the College of Veterinary Medicine requires that a faculty member have completed a DVM degree or equivalent. Where relevant for the clinical area, a faculty member is expected to have completed specialty training with advancement toward specialty licensure or certification; or equivalent experience as relevant dependent on faculty role and standards of clinical practice expectations. The candidate must meet expectations in clinical teaching and patient management, diagnostic laboratory service, or extension as described by departmental guidelines. Administrative service and scholarly activity are not required at the instructor level.

Promotion to Associate Clinical Professor in the in the College of Veterinary Medicine requires that a faculty member show convincing evidence of excellence. Specific criteria are similar to those for promotion to associate professor with tenure but are dependent on role, percent effort, and assigned responsibilities.

Scholarship

For promotion to associate clinical professor, a faculty member is expected to have produced and disseminated a body of work that begins to establish the candidate's national reputation. The area(s) of focus will vary dependent on appointment and assigned responsibilities and may include teaching, clinical practice, extension/outreach, collaborative research and/or clinical trials, and/or administrative service.

Teaching

For promotion to associate clinical professor, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Provided up-to-date content at an appropriate level and demonstrated continued growth in subject matter knowledge.
- Demonstrated ability to organize and present class and clinical teaching material effectively with logic and conviction.
- Demonstrated competence in the use of various modes of instruction, technology, and other teaching strategies to create an optimal learning environment.
- Actively engaged students, interns, and residents in the learning process and encouraged independent thinking, intellectual curiosity, and appreciation of the role of scientific inquiry in the discovery of new knowledge.
- Provided appropriate and timely feedback to students, interns, and/or residents throughout the instructional process.
- Treated students, interns, and/or residents with respect and courtesy.
- Improved the preclinical and clinical curriculum through revision of existing and/or creation of new courses or academic programs.
- Served as advisor to an appropriate number of graduate students, residents, and/or interns according to the department's mission in graduate education and specialty training.
- Engaged in documentable efforts to improve teaching.

Clinical Practice

For promotion to associate clinical professor, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Demonstrated clinical competence and commitment to high-quality, effective and contemporary patient care and/or clinical support services.
- Supported the outreach mission of the college by providing excellent and timely consultation with and outreach to referring veterinarians and clients.
- Achieved appropriate specialty board certification or equivalent experience, as relevant dependent on faculty role and standards of clinical practice expectations.
- Developed a local and national reputation among peers for excellence in clinical/diagnostic practice.

Extension/Outreach

For promotion to associate clinical professor, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Demonstrated competence and commitment to provision of extension service and/or outreach activities.
- Developed a local and national reputation among peers for excellence in extension/outreach.

Research

While funded research activity is not required for promotion to associate clinical professor, participation in collaborative research and clinical trials is encouraged dependent on the faculty member's assigned responsibilities and distribution of effort.

Administrative Service

For promotion to associate clinical professor, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Contributed to service on departmental committees and participated in governance of the department and college in a collegial manner that facilitates advancement of the department and college.
- Contributed to the profession by service to professional organizations and outreach activities.

Promotion to Clinical Professor in the College of Veterinary Medicine is recognition of sustained and outstanding accomplishments in a given field or discipline and/or one or more areas central to the candidate's responsibilities. The individual seeking promotion should be assessed in relation to assigned responsibilities and alignment that is proportional to their distribution of time and effort to such activities; however, promotion to the rank of clinical professor must be based on convincing evidence that the faculty member has a record of sustained accomplishment and increasing quality of contributions, a record of continuing professional growth, and evidence of established national reputation. This may include a sustained record of excellence in preclinical and/or clinical teaching, clinical practice and patient care, diagnostic laboratory service or extension/outreach; leadership in administrative service to the college and to the profession; and production and dissemination of scholarly material pertinent to teaching, clinical practice, extension/outreach, and/or administrative service.

4 Research Faculty

Promotion to Research Associate Professor in the College of Veterinary Medicine requires a substantial record of high- quality focused research consistent with an appointment devoted solely to research. Publications must appear in high-quality peer-reviewed journals and be judged by external evaluators as having substantial positive impact in the field. A record of continuous peer-reviewed external funding is required along with evidence of a growing national reputation.

Promotion to Research Professor in the College of Veterinary Medicine requires a national and international reputation built on an extensive body of high-quality publications and demonstrated impact in the field. A record of continuous peer-reviewed external funding is required, along with demonstrated research productivity as a result of such funding.

5 Associated Faculty

Clinical Practice Faculty

Criteria for promotion of clinical practice faculty are typically based on evaluation of their clinical practice and clinical teaching, and depending on their assigned distribution of effort, their contributions to didactic and laboratory instruction, and administrative service and outreach. By nature of their assigned distribution of effort, major criteria for consideration typically relate to excellence clinical practice and associated clinical instruction.

For those clinical practice faculty with teaching, research, or extension/outreach responsibilities, the criteria for those responsibilities shall be similar to the criteria used for clinical faculty responsibilities in those areas, dependent upon roles and percent effort.

Promotion to Clinical Assistant Professor of Practice in the College of Veterinary Medicine requires that a faculty member have completed a DVM degree or equivalent relevant terminal degree. Those with a clinical service focus must have completed an internship or comparable private practice experience and must meet expectations in clinical teaching and patient management.

For those clinical practice faculty with teaching, research, or extension/outreach, the criteria shall be similar to those for clinical faculty, dependent upon roles and percent effort and should be detailed in departmental APT.

Administrative service and scholarly activity are not required at the instructor level.

Promotion to Clinical Associate Professor of Practice in the College of Veterinary Medicine requires that a faculty member show convincing evidence of excellence. For those whose responsibilities focus on clinical service and teaching, the specific criteria are outlined below and are similar to those for promotion to associate clinical professor but are dependent on role, percent effort, and assigned responsibilities.

Clinical Practice

For promotion to clinical associate professor of practice, a faculty member is expected to have:

- Demonstrated clinical competence and commitment to high-quality, effective and contemporary patient care.
- Supported the outreach mission of the college by providing excellent and timely consultation with and outreach to clients.
- Achieved appropriate specialty board certification or equivalent experience, as relevant dependent on faculty role and standards of clinical practice expectations.
- Developed a reputation among peers for excellence in clinical practice.
- Demonstrated the ability to manage all duties that are essential for the efficient, collegial, and professional function of the clinical area.

Measures for clinical practice excellence may include client referrals, extramural letters, invitations to speak on clinical topics to peers, clients, or the community, and published proceedings notes from professional continuing education meetings. Additional criteria can be based on evidence of fostering a targeted case-load or revenue, and on excellent client survey scores and comments.

Teaching

For promotion to clinical associate professor of practice, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Provided state of the art clinical instruction and demonstrated continuing growth in knowledge of subject matter.
- Demonstrated the ability to organize and present rounds and clinical instruction effectively with logic, conviction, and enthusiasm.
- Demonstrated creativity in the use of various modes of instruction, technology and other teaching strategies to create an optimal learning environment.
- Engaged students actively in the learning process and encouraged independent thought, creativity and appreciation of discovery of new knowledge.
- Provided appropriate and timely feedback to students throughout the instructional process.
- Treated students with respect and courtesy.
- Engaged in documentable efforts to improve teaching.
- A documented record of effective teaching that includes both student and peer evaluations of clinical teaching as well as ongoing reflections on and development of educational skills.
- Effectively mentored professional students.

Scholarship

Typically, there is a negligible effort assigned to scholarship; therefore, scholarship is not a primary criteria for promotion to clinical associate professor of practice. If however, there is significant assigned distribution of effort, a faculty member may demonstrate excellence in scholarly activity through case reports, manuscripts in lay journals, documented solutions to clinical problems, pedagogy, or educational materials relevant to student and client education.

Administrative Service

For promotion to clinical associate professor of practice, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Contributed to service on department, VMC, and college committees.
- Participated in relevant governance of the department and college.
- Contributed to the profession by service to professional organizations and outreach activities.

Teaching or research focus: For teaching, research, or extension/outreach responsibilities, the criteria for promotion to clinical associate professor of practice shall be similar to the criteria used for clinical faculty responsibilities in those areas, dependent upon roles and percent effort, and shall be detailed in departmental APT.

Promotion to Clinical Professor of Practice in the College of Veterinary Medicine requires sustained and outstanding accomplishments in areas central to the candidate's assigned responsibilities. The individual seeking promotion should be assessed in relation to assigned responsibilities and alignment that is proportional to their distribution of time and effort to

such activities; however, promotion to the rank of clinical professor of practice must be based on convincing evidence that the faculty member has a record of sustained accomplishment and increasing quality of contributions, and a record of continuing professional growth. This will include a sustained record of excellence in clinical teaching or clinical practice and patient care; and, dependent on responsibilities and percent effort, may include the production and dissemination of scholarly material pertinent to clinical practice and clinical instruction.

Teaching or research focus: For teaching, research, or extension/outreach responsibilities, the criteria for promotion to clinical professor of practice shall be similar to the criteria used for clinical faculty responsibilities in those areas, dependent upon roles and percent effort, and shall be detailed in departmental APT.

All Other 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 faculty 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 Associate Clinical Professor and Clinical Professor with FTE below 50%. The relevant criteria for the promotion of associated faculty members with clinical titles are those for the promotion of clinical 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.5.

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

C Procedures

The college'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 Volume 3 of the Policies and Procedures Handbook.

1 Tenure-Track, Clinical, Research, and Clinical Practice Faculty

a Candidate Responsibilities

Candidates for promotion and tenure or promotion within the College of Veterinary Medicine are responsible for submitting a complete, accurate dossier and providing a copy of the APT document under which they wish to be reviewed, if not the current APT. If external evaluations are required, candidates are responsible for reviewing the list of potential

external evaluators compiled for their case according to their department's guidelines. Each of these elements is described in detail below.

- **Dossier**

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

  While a department's Promotion and Tenure Committee or Committee of Eligible Faculty will make 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 the candidate.

  Departments may require unit-appropriate documentation. It is the responsibility of the department to evaluate and verify this documentation.

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

  For scholarship documentation, a full history of publications and creative work should be included, as this information provides context to the more recent and relevant research record and/or demonstrates scholarly independence. Information about scholarship produced prior to the start date (for probationary faculty) or date of last promotion (for tenured or non-probationary faculty) 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 clinical practice, outreach, and administrative service documentation to be included in the dossier for probationary faculty is the start date to present. For tenured or non-probationary faculty, it is the date of last promotion or the last five years, whichever is more recent, to present. The eligible faculty may allow a candidate to include information prior to the date of last promotion if it believes such information would be relevant to the review. Any such material should be clearly indicated.

  The complete dossier is forwarded when the review moves beyond the department. The documentation of teaching is forwarded along with the dossier. In the College of Veterinary Medicine, the review at the college level includes a review of all components of the dossier.

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

All faculty members undergoing fourth-year review and mandatory or non-mandatory promotion and/or tenure reviews will be reviewed using the department's current APT document excepting the following:

- Tenure-track faculty members may choose to be reviewed under the document that was in effect on their start date or on the date of their last promotion, whichever is more recent. The current 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.
- Clinical faculty members may choose to be reviewed for promotion under the document that was in effect on their start date or on the date of their last reappointment, whichever is more recent. The current document must be used if the letter of offer, last reappointment, or last promotion, whichever is more recent, was more than 5years before April 1 of the review year.

A faculty member who chooses to use an earlier document shall notify their department chair of this intent by submitting the APT document that was in effect on their start date or on the date of last promotion when submitting their dossier and other materials for review. The deadline for doing so will be the department's regular deadline for receiving the dossier and other materials for the review in question.

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

As noted above, if external evaluations are required, candidates are responsible for reviewing the list of potential external evaluators developed according to their department's guidelines. The candidate may add no more than three additional names, but is not required to do so. The candidate may request the removal of no more than two names, providing the reasons for the request. The department chair decides whether removal is justified.

- **Submission Deadlines**

Candidates are responsible for meeting departmental and college deadlines for submission of the dossier.

b Department Eligible Faculty Responsibilities

For departments within the College of Veterinary Medicine, the responsibilities of the members of the eligible faculty during promotion and tenure reviews are as follows:

1) To review thoroughly and objectively every candidate's dossier in advance of the meeting at which the candidate's case will be discussed.

2) 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.

c Department Promotion and Tenure Committee / Committee of Eligible Faculty Responsibilities

In departments that do not delegate promotion and tenure responsibilities to a Promotion and Tenure Committee, these responsibilities are assumed by the Committee of the Eligible Faculty.

- To assist the department chair in gathering and evaluating evidence of the quality and effectiveness of the candidate's teaching, research, clinical practice, extension/outreach, and administrative service.

- To review the department APT document annually and recommend proposed revisions to the relevant departmental chair and faculty.

- To consider annually, in spring semester, requests from faculty members seeking non-mandatory review in the following academic year and to decide whether it is appropriate for such a review to take place. The eligible faculty, membership, quorum, and guidelines for affirmative votes are as described in Section III. Results of this vote are reported to and discussed with the department chair who will advise the faculty member regarding the decision to initiate a formal review.

    - The Departmental Promotion and Tenure Committee / Committee of Eligible Faculty bases its decision on assessment of the record as presented in the faculty member's CV and dossier and on a determination of the availability of all required documentation for a full review (e.g., student and peer evaluations of teaching). Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.

    - The Promotion and Tenure Committee / Committee of Eligible Faculty may not deny a request for formal review for promotion more than one year from tenure track, clinical, research, or clinical practice faculty seeking non-mandatory review. 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 Departmental Promotion and Tenure Committee / Committee of Eligible Faculty 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, the Departmental Promotion and Tenure Committee / Committee of Eligible Faculty provides administrative support for the promotion and tenure review process as described below.

    - Late Spring: Select from among its members one or more Procedural Oversight Designees (POD) who will serve in this role for the following year. The POD cannot be the same individual who chairs the committee. The POD's responsibilities are described in the Office of Academic Affairs annual procedural guidelines.

- Late Spring/Early Summer: Suggest names of external evaluators to the department chair.

- Early Autumn: Review each candidate's dossier for completeness, accuracy (including citations), and consistency with Office of Academic Affairs requirements; and work with each candidate to assure that needed revisions are made in the dossier before the formal review process begins.

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

- Draft a standardized analysis of the candidate's performance in teaching, research, clinical practice, extension/outreach and administrative service to provide to the full eligible faculty with the dossier; and seek to clarify any inconsistent evidence in the case, where possible. Each department will develop and maintain a consistent template and process for drafting and presenting the analysis of each candidate's performance. During the presentation of the candidate's performance, the faculty responsible for drafting the analysis provides an objective, impartial, and factual overview and does not make a recommendation regarding the outcome of the review (such a recommendation is the sole purview of the full eligible faculty of the department). Once the floor has been opened for discussion, the faculty responsible for drafting the analysis should participate fully in the discussion as a member of the eligible faculty.

- Summarize the deliberations of the eligible faculty of the department including both strengths and weaknesses, and revise the draft analysis of each case following the faculty meeting, to include the faculty vote and a summary of the faculty perspectives expressed during the meeting and forward the completed written evaluation and recommendation to the department chair.

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

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

d Department Chair Responsibilities

- 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. (A department must ensure that such questions are asked of all candidates in a non-discriminatory manner.)

- **Late Spring Semester/Early Summer**: To solicit external evaluations from a list including names suggested by the Promotion and Tenure Committee, the department chair, and the candidate. (Also see External Evaluations below.)

- To solicit an evaluation from a department chair of any department in which the candidate has a joint appointment.

- To make each candidate's dossier available in an accessible place for review by the eligible faculty at least two weeks before the meeting at which specific cases are to be discussed and voted.

- To charge each member of the Eligible Faculty Committee to conduct reviews free of bias and based on criteria.

- To remove any member of the eligible faculty from the review of a candidate when the member has a conflict of interest but does not voluntarily withdraw from the review.

- To attend the meetings of the eligible faculty at which promotion and tenure matters are discussed and respond to questions that are raised during the meeting. It is the expectation of the college that department chairs attend the meetings in entirety.

- **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 unit review process (1) of the recommendations by the eligible faculty and department chair; (2) of the availability for review of the written evaluations by the eligible faculty and unit head and (3) of the opportunity to submit written comments on the above material, within ten days from receipt of the letter from the unit head for inclusion in the dossier. The letter is accompanied by a form that the candidate returns to the department chair, indicating whether or not the candidate will submit comments.

- To provide a written response to any candidate comments that warrant response for inclusion in the dossier.

- To forward the completed dossier to the college office by that office's deadline.

- To receive the Promotion and Tenure Committee's written evaluation and recommendation of candidates who are joint appointees from other tenure

initiating units, and to forward this material, along with the department chair's independent written evaluation and recommendation, to the head of the other tenure initiating unit by the date requested.

e College of Veterinary Medicine Promotion and Tenure Committee Responsibilities

- The College of Veterinary Medicine Promotion and Tenure Committee is described in Section III. B. The responsibilities of the College Promotion & Tenure Committee are as follows:

- Once the committee is constituted, the committee chair and vice chair will appoint one primary and one secondary Procedural Oversight Designee (POD). Each candidate will be presented by one member of the committee. It is expected that all committee members have examined all OAA-approved dossiers being discussed. A review form will be prepared by the presenter in advance and serve as the basis for the discussion of each case.

- The committee will review the materials provided by the departments for promotion and tenure consideration. These will be prepared in a manner spelled out by the department's Appointments, Promotion, and Tenure: Criteria and Procedures document.

- Once materials are submitted to the college for review, with the exception of questions regarding procedural errors and/or the availability of significant new information, no further consultation with department chairs or departmental CEF on substantive matters should take place. This assures that the levels of review are independent.

- Any committee member from a candidate's department will be ineligible to participate in any discussion of the case. Only the dossier material should be discussed and evaluated.

- Should questions arise with respect to procedural errors (those that reasonably could have affected the outcome), they should be addressed before the review continues. The error should be corrected at the level of the review at which it occurred. The case should be fully reconsidered from that point on. If internal letters have been generated at that level of review and beyond, they should be saved but not included in the dossier. The new written evaluations should note that reconsideration took place because of a procedural error and state the nature of that error. The comments process must be repeated for the new internal letters.

- Should there be significant new information, the record may be amended; however, all parties to the review process must review an amended record. If the information becomes available after a case has left the department, the college committee may return the case to the department.

- The chair of the committee will preside over the relevant discussion of each case. The criteria to be applied are outlined above and require excellence in scholarship, teaching,

research, clinical practice, extension/outreach, and administrative service. The member of the committee who presents the candidate is responsible for preparing the written report of the committee's assessment and vote which is then reviewed and revised by all eligible members of the committee. 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.

- Provide a written response to any candidate comments that warrant response, for inclusion in the dossier.

- After the college committee completes its work, the dean shall make a final recommendation in writing to the executive vice president and provost.

- Fourth-year reviews will follow the above procedures with one exception. The final decision with respect to reappointment will rest with the dean. There is no comments process following the final decision.

f Dean's Responsibilities

- Upon the receipt of a dossier from a department on a candidate for promotion and/or tenure, as well as for reappointment, the dean will submit the dossier to the college promotion and tenure committee for review.

- The dean will consider the recommendations of the College P&T Committee. The dean's decision shall be final with respect to reappointment and non-reappointment. Decisions with respect to promotion for tenure-track, clinical, research, and clinical practice faculty shall be forwarded to the executive vice president and provost, who shall review the decision consistent with review procedures set forth in Faculty Rules 3335-6-03 and 3335-6-04. Any decision of the executive vice president and provost shall be final.

- The dean will prepare a separate written assessment and recommendation for the executive vice president and provost for inclusion in the dossier of each candidate. The dean will inform the candidate and the department chair of the completion of the college-level review and of the availability of the reports. University rules and OAA guidelines regarding the comments process will then be followed.

- When a promotion and tenure decision is negative, the dean must advise the candidate of the right to appeal and also of their final date of employment.

2 Procedures for All Other Associated Faculty

Adjunct faculty, associated faculty with tenure-track titles, and other associated faculty for whom promotion is a possibility follow the promotion guidelines and procedures detailed in Section VI.B above, with the exception that the review does not proceed to the college level if the department chair's recommendation is negative (a negative recommendation by the TIU

head is final in such cases), and does not proceed to the executive vice president and provost if the dean's recommendation is negative.

3 External Evaluations

External evaluations of research and scholarly activity are obtained for all promotion reviews. These include all tenure-track promotion and tenure or promotion reviews, all clinical promotion reviews, all research contract renewal and promotion reviews, and all adjunct faculty promotion reviews. Letters requesting external reviews should clearly describe the college's criteria for assessment for promotion and tenure and for promotion dependent on the candidate's appointment and responsibilities.

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 teaching, clinical practice, research productivity, extension/outreach activities and other relevant performance indicators dependent on the candidate's appointment and responsibilities, and 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. External evaluators must be of a higher academic rank than the candidate and be employed by institutions comparable to Ohio State.

- 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 a department cannot control who agrees to write and/or the usefulness of the letters received, more letters are sought than are required, and they are solicited early enough that additional letters to be requested should fewer than five useful letters result from the first round of requests.

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

Departments will follow 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 clinical 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 unless the Office of Academic Affairs approves exclusion. If concerns arise about any of the letters received, these concerns may be addressed in the departments written evaluations or brought to the attention of the Office of Academic Affairs for advice.

The lack of five external letters will not stop a mandatory review from proceeding, but will halt a non-mandatory review from proceeding unless the candidate, P&T chair, and the department chair all agree in writing that it may proceed and will not constitute a procedural error (Policies and Procedures Handbook, Volume 3).

VII Appeals

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

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

VIII Seventh-Year Reviews

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

IX Procedures for Student and Peer Evaluation of Teaching

A Student Evaluation of Teaching

The college requires standardized evaluation of all courses in the professional curriculum and for each faculty member providing 3 or more hours of instruction in any core course. Professional student evaluations are administered by the Office of Professional Programs as mandated by the college's Council for Professional Education. Faculty members receive results of their student evaluations each semester for courses in the first three years of the curriculum and after each clinical rotation for the fourth year of the curriculum. Department chairs and team leaders receive copies of student evaluations.

Faculty teaching in graduate or undergraduate programs or providing instruction to residents and interns are strongly advised to document student evaluation of teaching. The Office of the University Registrar oversees evaluation for undergraduate and some graduate courses. For those courses for which formal student evaluation is not collected by the Office of Professional Programs

or the Office of the University Registrar, collection of student evaluation for an individual course is a shared responsibility between the faculty member and the course director.

Faculty are responsible for saving evaluation output material from the Office of Professional Programs, the office of the University Registrar, and/or that collected from other sources.

B Peer Evaluation of Teaching

The goal of peer of teaching is to provide constructive feedback to enhance a faculty member's effectiveness as an educator.

The department chair oversees the department's peer evaluation of teaching process however peer evaluation of teaching is a shared responsibility. It is the responsibility of all college faculty, but especially those of senior ranks, to provide peer evaluation of teaching of probationary and non-probationary faculty. It is the responsibility of candidates for reappointment, promotion, and tenure to develop, implement, administer, and document a personal plan for peer evaluation of their own teaching program. The plan should be developed and implemented following consultation with the mentoring committee and/or faculty mentors, the Office of Teaching and Learning, and the department chair.

Reviews conducted upon the request of the department chair or the faculty member focus on the specific aspects of instruction as requested and may or may not include class visitations. The timing of peer evaluations will vary dependent on appointment and responsibilities, but in general should include:

- Review of probationary faculty a minimum of once per year with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned. Probationary faculty with significant teaching appointments should be reviewed more frequently than the minimum requirements.
- Review of non-probationary associate professors and 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 and having at least two peer reviews of teaching before the commencement of a promotion review.

Peer evaluations may include:

- Observation and assessment of classroom, laboratory, or clinical instruction in large or small groups or to individuals. For probationary faculty, at least two peer evaluations must be in this category.
- Review of contributions to curriculum and review of course materials, such as syllabi, exams, lecture notes, study questions, case problems, audiovisual media, digital media, interactive media, and other instructional material of all types.
- Review of teaching portfolio e.g. longitudinal review of one course, cross sectional review small group teaching.

Documentation by the candidate may be achieved through:

- Letters of peer evaluation.
    - Number specified in department APT.
    - At least two peer evaluations must contain evaluative comments.
- Reflection on peer evaluation within the narrative of the dossier.

- Reflection on peer evaluation within a teaching portfolio with the understanding that a teaching portfolio is not required, is considered an appendix or supplement to the dossier, and does not move forward beyond the college. Thus, key summation of teaching portfolio components must also be contained within the core dossier.

The reviewer submits a written report to the department chair, copied to the candidate. The candidate may provide written comments on this report, and the reviewer may respond if desired. The reports are included in the candidate's promotion and tenure dossier.

In a manner consistent with this document, each department APT document shall elaborate a process for peer evaluation of probationary and non-probationary faculty.