APPOINTMENTS, PROMOTION, AND TENURE

CRITERIA AND PROCEDURES

DEPARTMENT OF VETERINARY PREVENTIVE MEDICINE

The Ohio State University

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Appointments, Promotion, and Tenure Criteria and Procedures
Department of Veterinary Preventive Medicine
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I Preamble

The Appointments, Promotion, and Tenure (APT) document of the Department of Veterinary Preventive Medicine defines faculty categories and ranks, as well as describes procedures and criteria for searches, appointments, annual reviews, merit salary increases and other rewards, promotion, and tenure. It also sets forth the Department's mission in the context of the missions of the College and University. This APT document provides the guidelines to be used when executing these Departmental processes.

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 Department and its faculty are subject.

Should those rules and policies change, the Department 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 four years on the appointment or reappointment of the Department Chair.

This document must be approved by the Dean of the College and the Office of Academic Affairs before it may be implemented. In approving this document, the Dean and the Office of Academic Affairs accept the mission and criteria of the Department and delegate to it the responsibility to apply high standards in evaluating by the described procedures and criteria current faculty and faculty candidates in relation to Departmental mission.

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 Department and 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 Opportunity .

At the time of appointment, all faculty members will be provided with a copy of this document. Faculty members will also be provided with an updated version when a revised document has been approved.

II Department Mission

The **mission** of the Department of Veterinary Preventive Medicine is the discovery and dissemination of knowledge to prevent and control disease in populations, to promote sustainable agricultural productivity, and to enhance the health of animals, humans and the environment.

The **mission** incorporates three components: teaching, research, and service. The teaching mission of the Department is the education of graduate, professional, post-professional, and outreach-education students in effective disease prevention and control strategies to meet current and future societal needs in veterinary medicine and public health. The research mission of the Department is the discovery of knowledge leading to the development of methods to prevent and control disease, to promote agricultural sustainability, productivity and efficiency, and to promote the health of animals, humans,

and the environment. The professional service mission of the Department is to provide professional expertise to assist in the decision-making processes of animal and human health professionals and commercial organizations, as well as local, state, national, and international organizations as they endeavor to promote the health of animals, humans, and the environment.

III Definitions

A Committee of the Eligible Faculty

The Committee of Eligible Faculty (CEF) provides feedback on appointments (when indicated), fourth year review of probationary faculty, promotion for tenure track, research and clinical faculty, and tenure for tenure track faculty. CEF reviews will evaluate the faculty member's scholarly teaching, research, and service according to the criteria found in this document. The CEF will summarize its findings in a letter recommending action to the Chair that will include the results of a secret ballot that either supports or does not support that action.

CEF membership will include all tenure-track, clinical and research faculty. Attendance at the meetings will be restricted to those faculty holding higher rank than the candidate being considered and be subject to limitations based on faculty rules 3335-7-04 and 3335-7-37 which specify governance rights for clinical and research faculty. A CEF Chair will be appointed by the Department Chair. The CEF Chair should be a tenured Professor.

The members of the CEF will elect a procedural oversight designee (POD) for work conducted each academic year. The POD and the faculty member will review the faculty member's dossier to ensure completeness, accuracy, and clarity. The POD will confirm the faculty member's publications listed in the dossier prior to the review by the CEF. The POD will ensure the fairness of the CEF's review and will be a signatory on the letter of recommendation to the Chair.

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. The heads of University units who have academic appointments in the Department, and College or University administrators with academic appointments in the Department may not participate in CEF functions. The CEF may request the input of the Department Chair to provide information regarding any review.

1 Tenure Track Faculty

Initial Appointment Reviews

- For appointment (hiring or appointment change from another faculty type) at senior rank (Associate Professor or Professor), a review is performed and a vote cast by all tenured faculty of equal or higher rank than the position requested.

Reappointment, Promotion, or Promotion and Tenure Reviews

- For the reappointment and promotion and tenure reviews of Assistant Professors, the eligible faculty consists of all tenured Associate Professors and Professors.

- For the promotion reviews of Associate Professors and the tenure reviews of probationary Professors, the eligible faculty consists of all tenured Professors.

2 Clinical Faculty

Initial Appointment Reviews

- The eligible faculty for appointment (hiring) reviews of clinical faculty consists of all tenure- track faculty and all clinical faculty. The responsibility for appointment recommendations is typically charged to the search committee.

- For appointment (hiring) at senior rank (Associate Professor - Clinical or Professor - Clinical), a review is performed and a vote cast by all tenured faculty of equal or higher rank than the position requested, and all 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 Professors - Clinical, the eligible faculty consists of all tenured Associate Professors and Professors and all non-probationary Associate Professors – Clinical and Professors-Clinical.

- For the reappointment, contract renewal, and promotion reviews of Associate Professors - Clinical and the reappointment and contract renewal reviews of Professors - Clinical, the eligible faculty consists of all tenured Professors and all non-probationary Professors - Clinical.

3 Research Faculty

- For appointment (hiring or appointment change from another faculty type) at senior rank (research Associate Professor or research Professor), a review is performed and a vote cast by all tenured faculty of equal or higher rank than the position requested and all 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 and 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 and all non-probationary research Professors.

4 Conflict of Interest

A conflict of interest exists when an eligible faculty member is related to a candidate or has a comparable close interpersonal relationship, has substantive financial ties with the candidate, is

dependent in some way on the candidate's services, has a close professional relationship with the candidate (dissertation advisor), or has collaborated so extensively with the candidate that an objective review of the candidate's work is not possible. Generally, eligible faculty 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 review of that candidate. The presence of a conflict of interest is a cause for withdrawal from CEF deliberations. If there is controversy as to the presence of a conflict of interest for a faculty member's participation in the CEF the Department Chair in consultation with the committee chair and POD will determine if a conflict exists.

5 Minimum Composition

In the event that the Department does not have at least three eligible faculty members who can undertake a review, the Department Chair, after consulting with the Dean, will appoint a faculty member from another Department within the College.

B 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 video link or teleconference. Faculty members who recuse themselves because of a conflict of interest or have been excused through an approved leave of absence are not counted when determining quorum.

C Recommendation from the CEF

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

1 Appointment

A positive recommendation from the eligible faculty is secured when a simple majority of the votes cast are positive/affirmative. The Chair of the CEF records the number of positive and negative votes and reports the results to the Department Chair.

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.

IV Appointments

The Department of Veterinary Preventive Medicine can appoint tenure-track, clinical, research, and associated faculty. Appointment as a tenure-track, clinical, or research faculty member indicates the faculty member holds their primary appointment in the Department of Veterinary Preventive Medicine

where the evaluations for appointment, promotion, tenure, reappointment and annual review will be performed as described in this document. All faculty members except those on associated appointments must hold FTEs between 50 and 100%.

Faculty appointments are made after determination of the category and rank of the proposed position and identification of the faculty candidate. The candidate must fulfill the criteria for the category which generally will be determined at the initiation of the search. In addition, the rank of the candidate must be determined based on the criteria presented below. If the candidate is determined to be appointed above the rank of Assistant Professor, then the Department Chair will seek a vote of the CEF to advise if the record of the candidate meets the criteria for both category and rank. Additional information regarding various appointment types is available in the OAA Faculty Appointments document.

A Criteria

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

The Chair defines the terms of the appointments by the relative amount of responsibility assigned to each faculty member in teaching, clinical practice, research, Extension and outreach, and administrative service. Assignment of effort is customized to maximize each faculty member's potential for contributions to the Department and for the benefit of the overall program. Assigned distribution of effort may vary substantially among faculty, both in tenure-track and clinical positions. Changes in distribution of effort are made by the Chair in consultation with the faculty member, unit head, or College administrators as appropriate. The distribution of effort is defined in the letter of offer and is redefined as necessary in the annual review letter and/or other appropriate written documents. Performance evaluations are based on assessment of the faculty member's accomplishments in the context of their job description as articulated in the letter of offer and modified in subsequent annual review letters and/or other appropriate written documents.

1 Tenure Track Faculty

Instructor. Appointment at the rank of Instructor is made only when the offered appointment is that of Assistant Professor, but the candidate does not have a DVM degree (or equivalent), or the requirements for the doctoral degree have not been completed by the candidate at the time of appointment. The Department will make every effort to avoid such appointments. An appointment at the Instructor level is limited to three years. When an Instructor has not completed requirements for promotion to the rank of Assistant Professor by the beginning of the third year of appointment, the third year is a terminal year of employment.

When an Instructor is promoted to Assistant Professor on receipt of the required professional or academic degree, the faculty member may request prior service credit for time spent as an instructor. This request must be submitted in writing at the time of promotion and must be approved by the Department's CEF, the Department Chair, the Dean, and the Office of Academic Affairs. Faculty members should carefully consider whether prior service credit is appropriate since prior service credit

cannot be revoked once granted. In addition, all probationary faculty members have the option to be considered for early promotion.

Assistant Professor. An earned terminal degree in a relevant field of study is the minimum requirement for appointment at the rank of Assistant Professor. Evidence of potential for scholarly productivity, high- quality teaching, and high-quality service to the Department and the profession is highly desirable.

Appointment at the rank of Assistant Professor is always probationary, with mandatory tenure review occurring in the sixth year of service. Review for tenure prior to the mandatory review year is possible when the Department Chair and the CEF agree that such a review is appropriate. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged as it cannot be revoked once granted.

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

Foreign nationals who lack permanent residency status may be appointed to a senior rank and approved for tenure, if appropriate, but the University will not grant tenure in the absence of permanent residency. Offers to foreign nationals require prior consultation with the Office of International Affairs.

2 Clinical Faculty

Clinical faculty members are essential to the mission of the Department and may have teaching, clinical practice, patient care, program development and implementation, or other assigned responsibilities. Excellence in clinical teaching, clinical service, and case management is expected of clinical faculty members as they will spend the majority of their time teaching students, training residents, and seeing cases. Clinical faculty members are expected to develop a scholarly program appropriate for their appointment. A faculty member may choose to pursue the scholarship of teaching, collaborative clinical or applied research, and/ or development of new clinical techniques. Although peer reviewed publications are not required, clinical faculty members are expected to contribute to the literature in some manner, including authoring book chapters and participating in continuing education programs. Expectations for teaching, clinical practice, administrative service, scholarship, and outreach will vary depending upon the nature of the faculty member’s appointment and responsibilities.

Appointment of clinical faculty entails a three to five-year contract. The initial contract is probationary, with reappointment considered annually. Tenure is not granted to clinical faculty. There is also no presumption that subsequent contracts will be offered, regardless of performance. in the possibility of reappointment will be discussed in the faculty member’s annual review preceding the penultimate year of the current contract period. For more information see Faculty Rule 3335-7.

Instructor - Clinical of Veterinary Preventive Medicine. Appointment is normally made at the rank

of Instructor - Clinical of Veterinary Preventive Medicine only when the appointee has not completed the requirements for the terminal degree or has not obtained the required licensure/certification at the time of appointment. The Department will make every effort to avoid such appointments. An appointment at the Instructor level is limited to a four-year contract. In such cases, if the Instructor has not completed requirements for promotion to the rank of Assistant Professor 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 Professor - Clinical of Veterinary Preventive Medicine. The criteria for appointment to Assistant Professor - Clinical of Veterinary Preventive Medicine are an earned doctorate and the required licensure/certification in their specialty area. Evidence of ability to teach and provide excellent clinical service appropriate for the appointment is highly desirable.

Associate Professor - Clinical of Veterinary Preventive Medicine and Professor - Clinical of Veterinary Preventive Medicine. The criteria for appointment to Associate Professor - Clinical of Veterinary Preventive Medicine and Professor - Clinical of Veterinary Preventive Medicine are that the candidate meets the criteria for appointment to Assistant Professor - Clinical of Veterinary Preventive Medicine, has obtained board certification in their AVMA-approved specialty (if relevant), and meets or exceeds the Department's criteria in teaching, clinical service, administrative service, scholarship, and outreach for promotion to these ranks.

3 Research Faculty

Appointment of research faculty entails a one- to five-year contract. The initial contract is probationary, with reappointment considered annually. Tenure is not granted to research faculty. There is also no presumption that subsequent contracts will be offered, regardless of performance. If the Department wishes to consider contract renewal, a formal review of the faculty member is required in the penultimate year of the current contract period. For more information see Faculty Rule 3335-7.

Research Assistant Professor of Veterinary Preventive Medicine. Appointment at the rank of Research Assistant Professor of Veterinary Preventive Medicine requires that the individual have a doctorate in a relevant field of study and a record of high-quality publications that strongly indicate the ability to sustain an independent, externally funded research program.

Research Associate Professor of Veterinary Preventive Medicine and Research Professor of Veterinary Preventive Medicine. Appointment at the rank of Research Associate Professor of Veterinary Preventive Medicine or Research Professor of Veterinary Preventive Medicine requires that the individual have a doctorate in a relevant field of study and meet, at a minimum, the Department's criteria for scholarship for promotion to these ranks.

4 Associated Faculty

Associated faculty appointments can be made for up to three years. Associated faculty appointments are made by the Department Chair after receiving appropriate input from the faculty and are initiated by an approval request submitted to the Dean. The letter of offer will be used during the review process to evaluate the associated faculty member’s accomplishments in relation to the agreed upon criteria of the appointment. Associated faculty may be reappointed.

Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor. Adjunct appointments are not compensated. Adjunct faculty appointments may be given to individuals who give academic service to the Department at a level that is appropriate for an academic title Examples of

service activities include significant and sustained contributions to student teaching, student supervision and mentoring, or research collaboration in the Department 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.

Clinical Instructor of Practice, Clinical Assistant Professor of Practice, Clinical Associate Professor of Practice, Clinical Professor of Practice. These associated clinical appointments may be compensated when the individual is appointed to provide academic clinical service on a temporary or limited basis. Uncompensated appointments are given to individuals who volunteer uncompensated academic clinical service to the Department, for which a faculty title is appropriate. Associated clinical rank is determined by applying the criteria for appointment of clinical faculty. Associated clinical faculty members are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of clinical faculty.

Lecturer. Lecturer appointments are compensated. Appointment as a lecturer requires that the individual have, at a minimum, an advanced degree in a field appropriate to the subject matter being taught. Evidence of ability to provide high-quality instruction is desirable. Lecturers are not eligible for tenure but may be promoted to Senior Lecturer if they meet the criteria for appointment at that rank.

Senior Lecturer. Appointment as a senior lecturer requires that the individual have, at a minimum, a doctorate in a field appropriate to the subject matter being taught, along with evidence of ability to provide high quality instruction; or an appropriate advanced degree and at least 5 years of teaching experience with documentation of high quality. Senior Lecturers are not eligible for tenure or promotion.

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

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

5 Emeritus Faculty

Emeritus faculty members are regular faculty who, upon retirement, can be recommended for emeritus status by the Chair, the Dean, and the Executive Vice President and Provost. Emeritus faculty members will be appointed in accordance with Faculty Rule 3335-5-19 (E). Emeritus faculty may not vote at any level of governance and may not participate in promotion and tenure matters or other personnel matters.

6 Courtesy Appointments for Faculty

Occasionally the active academic involvement in this Department by a tenure track, clinical or

research faculty member from another Department at Ohio State warrants the offer of a 0% FTE (courtesy) appointment in this Department. Appropriate active involvement includes extensive research collaboration, graduate student advising, significant teaching contributions, or a combination of these. A courtesy appointment is made at the individual's current Ohio State rank, with promotion in rank recognized. Courtesy faculty appointments are made by the Department Chair after receiving appropriate input from the faculty and are initiated by an approval request submitted to the Dean.

Courtesy appointments may also be made to faculty from other Universities when those individuals offer expertise that can advance our Departmental mission.

Courtesy appointments are uncompensated. Continuation of the courtesy appointment should reflect ongoing contributions. Faculty with courtesy appointments do not participate in College governance.

Unlike associated faculty appointments, courtesy appointments do not require formal annual review. Titles assigned to courtesy appointments must mirror those held in their major University appointments

B Procedures for Appointment

The goals of successful faculty searches are to enhance the collective expertise of the Departmental faculty and to increase the faculty's abilities to address the mission of the Department within the context of the College and University missions. Faculty searches are generally national or international in scope, with an open solicitation of candidates, designed to attract the most qualified candidate for the position. The Department Chair will initiate faculty searches after consultation with the faculty and the Dean.

See the Faculty Policy on Faculty Recruitment and Selection and the Policy on Faculty Appointments in the Office of Academic Affairs Policies and Procedures Handbook for information on the following topics:

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

The Department Chair in consultation with the faculty will identify a critical need that will justify a faculty search. The Department Chair will prepare a written document stating the need for and nature of a proposed faculty member. The Department Chair will communicate their summary to the Dean. The Dean of the College (or designee) provides approval for the Department to commence a search process. This approval may or may not be accompanied by constraints with regard to salary, rank, and field of expertise.

Once suitable faculty candidates have been identified through a search, the Chair will negotiate with the chosen candidate a letter of offer that states the category and rank of the appointment and all agreed expectations of the appointment including start date, salary, startup funds, moving expenses etc. The Chair will coordinate preparation of the letter of offer with the Dean or designee. When complete, the Chair shall inform the faculty of the successful appointment of the new faculty member.

1 Tenure Track Faculty

A national search is required to ensure a diverse pool of highly qualified candidates for all tenure-

track positions. Exceptions to this policy must be approved by the College and the Office of Academic Affairs in advance. Search procedures must entail significant faculty involvement and be consistent with the OAA Policy on Faculty Recruitment and Selection.

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. Prior to any search, members of all search committees must undergo inclusive hiring practices training available through the College with resources from the Office of Diversity and Inclusion. Implicit bias training, also strongly encouraged, is available through the Kirwan Institute for the Study of Race and Ethnicity.

The search committee is responsible for the following:

- Appoints a Diversity Advocate who is responsible for providing leadership in assuring that vigorous efforts are made to achieve a diverse pool of qualified applicants and who will prepare a record of the committee's efforts to meet the diversity goals for University faculty.

- Develops a position description based on the guidelines provided by the Chair with input from the faculty. The position description should identify responsibilities of the position, explain the desired type of training and experience of applicants (including required and desired qualifications), explain the importance of accomplishments to date in teaching, research, outreach, clinical service, and administrative service; and enumerate indicators of potential to successfully work with faculty to advance the Department's mission and goals.

- Develops a search announcement for internal posting in the University Personnel 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. If there is any likelihood that the applicant pool will include qualified foreign nationals, the search committee must assure that at least one 30-day online advertisement appears in an appropriate national professional journal. The University does not grant tenure in the absence of permanent residency ("green card"), and strict U. S. Department of Labor guidelines do not permit sponsorship of foreign nationals for permanent residency unless the search process resulting in their appointment to a tenure-track position included an advertisement in a field- specific nationally circulated professional journal.

- Screens applications and letters of recommendation and presents to the Chair a summary of those applicants (usually three to five) judged worthy of interview. If the Department Chair agrees with this judgment, on-campus interviews are arranged by the Department Chair's office with input from the search committee. If the search committee cannot identify candidates worthy of interview from the pool of applicants, the Department Chair in consultation with the faculty determines the appropriate next steps (solicit new applications, review other applications already received, cancel the search for the time being).

- Plays an integral role during onsite visit and interview of faculty candidates and members are expected to participate in various interview activities, including search committee meetings

with the candidate, seminar, faculty forum, reception accompanying candidates to meals, and/or other opportunities to meet and visit the candidates.

Official interviews with candidates must include opportunities for interaction with the faculty groups, including the search committee; graduate students; the Department Chair; and the Dean or designee. In addition, all candidates generally present a seminar to the faculty demonstrating their scholarship All candidates interviewing for the same faculty position must follow the same interview format.

Following completion of on-campus interviews, the search committee will solicit and summarize the opinions of the faculty to be included in their discussions. The search committee summarizes the strengths and weaknesses of each candidate and reports a recommendation to the Department Chair.

If the offer involves senior rank (Associate Professor or Professor) or involves appointment with tenure, then the Department Chair will seek a vote from the CEF regarding the appropriateness of the proposed rank.

The Department Chair determines which of the qualified candidates will be extended an offer. The details of the offer, including compensation, are determined by the Department Chair subject to any limitations imposed by the Dean.

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

2 Clinical Faculty

Searches for clinical faculty generally proceed identically as for tenure track faculty, with the exception that the candidate's presentation during the on-campus interview may be on the scholarship of clinical/professional practice or teaching rather than research, and exceptions to a national search only require approval by the College Dean.

3 Research Faculty

Searches for research faculty generally proceed identically as for tenure track faculty, with the exception that the candidate's presentation during the on-campus interview is on their scholarly research activities, and exceptions to a national search only require approval by the College Dean.

4 Transfer of Track

Tenure track faculty may transfer to a clinical or research appointment if appropriate circumstances exist. Tenure is lost upon transfer, and the Department Chair, the College Dean, and the Executive Vice President and Provost must approve transfers.

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 clinical or research appointments 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

The appointment, review, and reappointment of all compensated associated faculty are decided by the Department Chair in consultation with the Department faculty familiar with appointment. Compensated associated appointments are generally made for a period of one year, 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 Department and are decided by the Department Chair in consultation with the Department faculty familiar with the appointment.

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

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

All associated appointments expire at the end of the appointment term and must be formally renewed to be continued. Associated faculty for whom promotion is a possibility follow the promotion guidelines and procedures for tenure-track faculty (see Promotion and Tenure and Promotion Reviews below), with the exception that the review does not proceed to the College level if the Department Chair's recommendation is negative, and does not proceed to the University level if the Dean's recommendation is negative.

6 Courtesy Appointments for Faculty

Any Department faculty member may propose a 0% FTE (courtesy) appointment for a tenure-track, clinical or research faculty member from another Department at The Ohio State University or from other Universities when such an individual offers expertise that can advance our Departmental mission. A proposal that describes the uncompensated academic service to our Department and justifies the appointment is submitted to the Department Chair. The Department Chair will seek the input of the faculty and with suitable support will forward the nomination to the College Dean.

The Department Chair reviews all courtesy appointments every three years to determine their continued appropriateness. Courtesy appointments may be renewed if the appointee continues to make appropriate contributions to the program.

C Withdrawal of Appointments

Non-probationary appointments may be withdrawn under two circumstances: financial exigency (Faculty Rule 3335-05-02) or when a faculty member has been found guilty of gross or serious incompetence, grave misconduct, or nontrivial financial fraud (Faculty Rule 3335-05-04).

V Annual Performance and Merit Review Procedures

The Department follows the requirements for annual reviews as set forth in the Faculty Annual Review and Reappointment Policy, which stipulates that such reviews must include a scheduled opportunity for a face-to-face meeting as well as a written assessment. According to the policy, the purposes of the review are to:

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

Annual reviews will be based on the individual faculty member's professional academic performance during the calendar year.

The annual performance and merit reviews of every faculty member are based on expected performance in scholarly teaching, research, clinical practice, Extension and other outreach, and administrative service according to assigned distribution of effort; on any additional assignments and goals specific to the individual; on professional behavior and academic citizenship in relationship to the scholarly teaching, research, outreach, and clinical practice; and on progress toward promotion where relevant.

The faculty member's distribution of effort (scholarly teaching, research, outreach, clinical service, and administrative service) is described in the letter of offer/appointment and is reiterated or amended in subsequent annual review letters or other documents as necessary and appropriate. The annual review is the primary time to adjust responsibilities and expectations based upon performance and Departmental needs. The annual review serves as the basis for annual merit salary recommendations. The annual review assesses and evaluates both accomplishments and future goals in the context of mission, performance standards and expectations of the Department, College and University. The annual review assists the faculty member in developing and implementing professional plans, provides a forum for discussion of accomplishments, and identifies performance problems should they exist.

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

A Documentation

For their annual performance and merit review, faculty members must submit the following summary documents to the Department Chair by the specified deadline of February 1 each year.

- Office of Academic Affairs dossier outline, *Policies and Procedures Handbook*, Volume 3 (*required for probationary faculty and recommended for Associate Professors*) or updated documentation of performance and accomplishments (*non-probationary faculty*)
- Current curriculum vitae (*all faculty*)
- Departmental form for annual reviews

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

The time period covered by the documentation is the previous calendar year. Faculty should not solicit evaluations from any party for purposes of the annual review.

B Probationary Tenure Track Faculty

Every probationary tenure-track faculty member is reviewed annually by the Chair who meets with the faculty member to discuss their performance, future plans, and goals. The Chair prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment.

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 of the College. In addition, the Chair's annual review letter becomes part of the cumulative dossier for promotion and tenure (along with the faculty member's comments, if the candidate chooses to provide comments).

If the faculty member's annual review reveals significant deficiencies and the Department Chair recommends nonrenewal, the Fourth-Year Review process (per Faculty Rule 3335-6-04) is invoked. Following completion of the comments process, the complete dossier and review letters from the CEF and the Chair are forwarded to the College for review. The Dean makes the final decision on renewal or nonrenewal of the probationary appointment.

1 Fourth-Year Review of Probationary Tenure Track Faculty

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 only solicited when either the Department Chair or the CEF determine that they are necessary to conduct the Fourth-Year Review. This may occur when the candidate's scholarship is in an emergent field, or the eligible faculty do not feel otherwise capable of evaluating the scholarship without outside input, or the candidate wishes to demonstrate recognition by outside experts. If the probationary faculty member wishes to request that external evaluations be sought, this request should be communicated to the chair several months before the decision regarding renewal is required.

The CEF also conducts a review of the candidate. On completion of the review, the CEF votes by secret ballot on whether to recommend renewal of the probationary appointment. The CEF forwards a record of the vote and a written performance review to the Department Chair.

The Department Chair 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 Dean for review, regardless of whether the Department Chair recommends renewal or nonrenewal.

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.

C Tenured Faculty

Faculty members with the rank of Associate Professor and Professor are reviewed annually by the Department Chair. The Chair meets with the faculty member to discuss their performance and future plans and goals and prepares a written evaluation on these topics. The faculty member may provide written comments on the review. At the rank of Associate Professor, annual reviews become part of the faculty's dossier and will be used for promotion to the rank of Professor. These reviews are one of the materials used to determine annual merit salary increases.

The annual review of Professors is based on their having achieved sustained excellence in the discovery and dissemination of new knowledge relevant to the mission of the tenure initiating unit, as demonstrated by national and international recognition of their scholarship; ongoing excellence in teaching, including their leadership in graduate and professional education in both teaching and mentoring students; and outstanding service to the Department, the University, and their profession, including their support for the professional development of Assistant and Associate Professors. Professors are expected to be role models in their academic work, interaction with colleagues and students, and in the recruitment and retention of junior colleagues. As the highest-ranking members of the faculty, the expectations for academic leadership and mentoring for Professors exceed those for all other members of the faculty. If a Professor has an administrative role, the impact of that role and other assignments will be considered in the annual review. The Department Chair prepares a written evaluation of performance against these expectations. The faculty member may provide written comments on the review.

D Clinical Faculty

The initial appointment of all clinical faculty is probationary regardless of academic rank at hire. The annual review process for probationary and non-probationary clinical faculty is similar to the process described for tenure-track probationary and tenured faculty respectively, and includes, for probationary faculty a review in the penultimate contract year by the Departmental Committee of the Eligible Faculty. The results of the annual reviews will become part of the faculty's dossier and will be one of the sources to evaluate the possibility of contract renewal.

No later than the beginning of a faculty member's penultimate year of an initial appointment term, the individual must undergo a review so that the unit may determine whether it is appropriate to renew that individual's appointment for a new appointment term. The review will follow the same procedures as a review for tenure-track faculty as set forth in Faculty Rules 3335-6-03 and 3335-6-04. Review procedures and eligible faculty are defined in Section III. External letters are not solicited. There is no presumption of renewal of contract.

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

For faculty in their second and subsequent appointment term, the individual must be informed as to whether a new appointment will be extended by the end of the penultimate year of each appointment period. A faculty member not being renewed must be informed according to the relevant standards of notice set forth in Faculty Rule 3335-6-08.

An initial decision from the Department Chair to not reappoint the faculty member to another term requires a review by the eligible faculty.

If the initial decision from the Department Chair is to reappoint the clinical faculty member to another term, that decision will be final pending approval by the Dean.

E Research Faculty

The annual review process for probationary and non-probationary research faculty is identical to that for tenure-track probationary and tenured faculty, respectively, except that non-probationary research faculty may participate in the review of research faculty at lower rank.

In the penultimate contract year of a research faculty member's appointment, the Department Chair must determine whether the position held by the faculty member will continue based upon available resources and the need to address the Departmental mission. Probationary research faculty will undergo a review no later than the beginning of the penultimate year following the same procedures as a Fourth-Year Review for tenure-track faculty as set forth in Faculty Rules 3335-6-03 and 3335-6-04 so that the Department may determine whether it is appropriate to renew that individual's appointment for a new term.

If the research faculty member's appointment will not continue, the faculty member is informed that the final contract year will be a terminal year of employment. The relevant standards of notice set forth in Faculty Rule 3335-6-08 will be observed, and the process will proceed as outlined in University policy and procedures. There is no presumption of renewal of contract.

If the initial decision from the Department Chair is to reappoint the research faculty member to another term, that decision will be final pending approval by the Dean.

F Associated Faculty

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

Compensated associated faculty members are reviewed annually by the Department Chair. The Department Chair meets with the associated faculty member to discuss their performance and future plans and goals and prepares a written evaluation.

Non-compensated associated faculty members will be reviewed annually by the Department Chair to determine the appropriateness of continued appointment. The Chair will review faculty with courtesy appointments every three years to determine the appropriateness of reappointment.

G Salary Recommendations

Except when the University dictates any type of across the board salary increase, all funds for annual salary increases are directed toward rewarding meritorious performance and assuring, to the extent possible given financial constraints, that salaries reflect the market and are internally equitable.

On occasion, one-time cash payments or other rewards, such as extra travel funds, are made to recognize non-continuing contributions that justify reward but do not justify permanent salary increases. Such payments/rewards are considered at the time of annual salary recommendations.

Meritorious performance in teaching, scholarship, and service are assessed in accordance with the same criteria that form the basis for promotion decisions. The time frame for assessing performance will be the past 36 months, with attention to patterns of increasing or declining productivity. Faculty

with high- quality performance in all three areas of endeavor (including satisfactory professional behavior and consistent professional growth) and a pattern of consistent professional growth will necessarily be favored. Faculty members whose performance is unsatisfactory in one or more areas are likely to receive minimal or no salary increases.

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.

The Department Chair recommends annual salary increases and other performance rewards to the Dean, who may accept or modify these recommendations. As a general approach to formulating salary recommendations, the Department Chair provides faculty rankings based on annual evaluations (greatly exceeds, exceeds, meets and below expectations) and considers market and internal equity issues as appropriate.

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

VI Promotion and Tenure and Promotion Reviews

The primary evaluation of the faculty member's accomplishments in comparison with the criteria contained in this document will be performed by the CEF. A written summary of the CEF deliberation and a vote will be provided to the Chair. The Department Chair will conduct an independent review of the candidate and forward both sets of reviews to the Dean. The Dean will seek review of the procedures followed and the rigor of the Departmental review through the College promotion and tenure committee. Their review will be advisory to the Dean. The Dean will complete the College review process and forward the College recommendation to the Executive Vice President and Provost.

Mandatory reviews are required in the last year of a probationary appointment or contract and include tenure track faculty at the rank of Assistant Professor and tenure track faculty initially appointed without tenure. Review of faculty for promotion at other times is non-mandatory.

Non-mandatory review is initiated by the faculty member after consultation with the Department Chair during the annual review process. Candidates must self-identify, in writing via email, their interest in non-mandatory review by April 1. The Chair informs the CEF upon initiation of the non-mandatory review process. Quorum is defined above (Section III.B) and CEF membership is defined in Section III.A. Attendance at the meetings will be restricted to those faculty holding higher rank than the candidate being considered for review. A simple majority of those eligible to vote on a request must vote affirmatively for the review to proceed. The committee bases its decision on assessment of the record as presented in the faculty member's CV and on a determination of the availability of all required documentation for a full review (student and peer evaluations of teaching). Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.

A tenured faculty member may be denied a formal promotion review under Faculty Rule 3335-6-04A(3) only once. Faculty Rules 3335-7-08 and 3335-7-36 make the same provision for non-probationary clinical and research faculty, respectively. If a previous denial was based on lack of required documentation, the individual should be advised that a future review with insufficient documentation is unlikely to be successful.

Consistent with Office of Academic Affairs policy, only faculty members who are citizens or permanent residents of the United States may be considered for non-mandatory tenure review.

A decision by the committee to permit a review to take place in no way commits the eligible faculty, the Department Chair, or any other party to the review to making a positive recommendation during the review itself.

A Criteria for Promotion of Tenure Track Faculty

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

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

The Ohio State University expects faculty members seeking tenure and promotion or promotion to demonstrate a level of scholarly activity and engagement that ensures continued productivity following the awarding of tenure. At The Ohio State University, the decision to grant tenure to a faculty member is based on a subjective assessment of the documentation of the candidate's accomplishments by their peers, and by senior administrators of the Department, College and The Office of Academic Affairs. The pattern of past performance should yield a high degree of confidence that the candidate will continue to develop professionally.

The Department of Veterinary Preventive Medicine values and rewards excellence in the performance of assigned responsibilities with regard to teaching, research, and service. All faculty members are expected to demonstrate continued intellectual engagement. The Department recognizes and values a wide spectrum of types of scholarship that are necessary in order to fulfill its mission. The faculty activities of teaching, research, outreach and Extension, and service are vital University functions and provide a framework around which individual faculty build their assigned programs. Faculty efforts become a vehicle for demonstrating scholarship when: (1) they create something that did not exist before; (2) they are validated by peers and by appropriate external sources, and (3) they exemplify one or more of the forms of discovery, integration, transformation, or application.

The following list (no rank order implied) represents the varying types of scholarship that the Department values (adapted from Boyer, 1994; Kolb, 1980).

- Discovery - the pursuit of the unknown; the investigative advancement of knowledge.
- Integration - the interpretation and synthesis of new insights; extending the knowledge of original research; drawing together across disciplines and fitting specialized knowledge into larger intellectual patterns for broader, more comprehensive understanding.
- Transformation - the transformation of an individual or group through the extension and transmission of knowledge; developing meaning and understanding within the

learner.
- Application - the application of knowledge to consequential societal problems; learning from practice.

The assessment of scholarship emphasizes the importance of validation. Evaluators for promotion and tenure and for promotion will assess productivity of a scholarly program based on evidence of discovery, integration, transformation, and application.

In carrying out responsibilities in teaching, research, Extension, and service each faculty member is expected to contribute to the Department's role as a community of scholars and to promote collaborative efforts and advances. Each faculty member is expected to contribute to the academic life of the Department (participation in seminars, faculty and committee meetings, etc.) and to be responsive to public inquiries so as to project a positive image of the Department, College and University and to demonstrate collegiality in their professional behavior toward peers, staff and students.

Furthermore, all faculty members are expected to strive for self-improvement and to correct deficiencies identified in their annual reviews in their performance in teaching, research, or service. They are encouraged to participate in professional, University and College self-development activities such as seminars, workshops, continuing educational activities and teaching enrichment programs.

The Department is committed to academic freedom and its associated responsibilities as described in Faculty Rule 3335-5-01 and consistent with the American Council on Education statement on academic rights and responsibilities. The Department encourages free expression and faculty members should be open to new ideas and respectful of the ideas and opinions of others.

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

Every candidate is held to a high standard of excellence in all aspects of performance. Accepting weakness in any aspect of performance in making a tenure decision is tantamount to deliberately handicapping the Department's ability to perform and to progress academically. Above all, candidates are held to a very high standard of excellence in the areas central to their responsibilities. If a candidate's primary teaching role is and will continue to be teaching veterinary medical students, then excellence in veterinary medical student teaching is required. A mediocre performance in this area would not be adequately counterbalanced by excellent performance in another aspect of teaching that is a significantly smaller part of the individual's responsibilities.

Excellence in teaching, research, and service is defined to include professional ethical conduct in each area of responsibility, consistent with the American Association of University Professors' Statement on Professional Ethics.

The accomplishments listed below in the areas of teaching, scholarship and research, and service are expected of faculty for promotion to the rank of 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.

Teaching

For promotion to Associate Professor with tenure, a faculty member is expected to have:

- provided up-to-date content at an appropriate level in every instructional situation and demonstrated continuing growth in subject matter knowledge
- demonstrated the ability to organize and present class material effectively with logic, conviction, and enthusiasm
- demonstrated creativity in the use of various modes of instruction, classroom 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 the knowledge creation process
- provided appropriate and timely feedback to students throughout the instructional process
- treated students with respect and courtesy
- improved curriculum through revision or new development of courses and/or academic programs
- served as advisor to an appropriate number of graduate students given the Department's graduate student/faculty ratio and the faculty member's area(s) of expertise
- engaged in documentable efforts to improve teaching

(a) On-campus instruction for formal academic credit

The Department has a major commitment to professional and graduate instruction in veterinary preventive medicine and public health and to the advising of graduate students (including MS, MPH and PhD students) and postgraduate trainees. Contributions to the teaching program will be weighted based upon the faculty member’s appointment. Examples of activities that are included under the Department teaching mission are (but not limited to): Lecturing (Classroom Instruction), Laboratory/Demonstration, Field Experience/Clinical Rotations, Small Group Instruction, Seminars, Preparation Time (lectures, exams, course implementation), Grading examinations, Office hours for students, Graduate Student Advising (MS, MPH and PhD), Resident Advising, Professional Student Advising, Post-graduate supervision, Team-leader duties, Course Implementation, Teaching Team Duties, Development of Curricula, and Self-improvement. For faculty with a primary research appointment, advising and service on graduate student advisory committees (MS, MPH and PhD), including membership on general examination committees, can contribute to fulfilling the primary

portion of their teaching obligations to the Department.

When evaluating the quality of teaching, the CEF considers that excellence will be demonstrated by high- level accomplishment for most of the following measures of teaching : Mastery of the subject matter; Continuous growth in subject matter knowledge (self-improvement); Ability to organize and communicate class material with logic, conviction, and enthusiasm; Objectivity; Contributions to curricula or program development, (e.g. Teaching team duties); Creativity in course or program development, methods of presentation and incorporation of new materials and ideas (e.g. digital media); Capacity to enhance student's awareness of the relationship between subjects studied, important problems, and other fields of knowledge; and indicators of student learning.

(b) Outreach education

In addition to on-campus instruction in formal courses for credit, the Department values Extension and other activities of outreach education directed toward off-campus instruction. In particular, faculty members with formal academic appointments in OSUE should be involved in planned educational efforts directed in defined program areas that include plans for implementation and evaluation. Contributions to the Extension and outreach teaching program will be weighted based upon the faculty member's appointment and assigned effort in this area.

The CEF considers the following when evaluating the quality of Extension and outreach education: a reputation with the public, constituency groups, and among peers as effective disseminators of knowledge; documented demand by off- campus students and groups for continuing education; evidence of identification of high priority Extension and outreach programs complete with plans for implementation; evidence of addressing constituent problems or needs; evidence of having established rapport with Extension colleagues, industry leaders, practicing veterinarians and the general public through effective public relations and the dissemination of up-to-date, accurate information; Extension teaching awards; Extension specialists must show evidence of communication of subject matter in creative and effective means including but not limited to lectures, meetings, workshops, mass media, ongoing training activities, seminars, and published or online 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.

Within the Department, individual faculty with formal appointments in OSUE have a diverse audience ranging from livestock producers, 4-H youth, practicing veterinarians, regulatory officials, other agricultural industry personnel, and the general public. Student evaluation of Extension teaching is expected and will require a variety of methods. Based upon the individual faculty member's appointment and program area, peer and student evaluations from a reasonable array of peers and students will be sought on a regular basis. It is not reasonable, nor is it expected, that students evaluate every presentation by every faculty member. The expectations for formal evaluations by peers and students will be established through discussion with the Department Chair at the annual review. Periodically the Chair will also solicit evaluations from an array of peers and students. Standardized forms available from OSUE will be used where appropriate

Scholarship and Research

For promotion to Associate Professor with tenure, a faculty member is expected to have:

- Published a body of work in high-quality peer-reviewed venues that is thematically focused, contributes 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 or repackaging of earlier work
    - Rigor of the peer-review process and degree of dissemination of publication venues. Archival journal publications and monographs are weighted more heavily than conference proceedings, published scholarship more than unpublished scholarship, and original works more than edited works.
    - empirical work, demonstrating the candidate's ability to conduct such work and to mentor future scholars, is preferred to synthetic work at this stage of career
    - Collaborative work is encouraged, and indeed is essential to some types of inquiry. The candidate's intellectual contributions to collaborative work must be clearly and fairly described to permit accurate assessment.

- A demonstrated ability to obtain and potential to sustain research program funding. Competitive peer-reviewed funding is weighted more favorably than other types, since it serves as a quality indicator of research programs, and grants requiring the exercise of intellectual creativity are weighted more heavily than those that largely dictate the work to be done. Research funding is a means to an end; funding that has not led to research productivity is disregarded in the review.

- A developing national/international reputation in the candidate's field as evidenced by external evaluations, invitations to present at recognized prestigious forums, invitations to review research papers and grant proposals, and a beginning trend of positive citations in other researchers' publications. A reputation based on the quality of the research contribution is distinguished from one based mainly on familiarity through the faculty member's frequent attendance at national and international conferences.

- 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, postdoctoral fellows, and collaborators.

Scholarship is essential to the mission of the Department. Creative scholarship leads to professional growth and national recognition of faculty and also results in more innovative teaching by keeping the faculty member current with new knowledge in their discipline.

Research scholarship includes (but is not limited to) experimental design, writing of research and training grants, contracts, data analysis; writing for publication (research papers, review articles, book chapters, symposia articles); direction of research centers and central support facilities; research or other scholarly presentations at local, regional, national and international meetings; preparation of annual and final reports on contracts and grants; professional development; and initiating and maintaining collaborative research arrangements. It also includes serving as editor/reviewer for a scientific journal and serving on federal grant study sections and panels of experts, among others.

Demonstration of scholarship in teaching is not synonymous with evidence of excellent teaching evaluations. The scholarship of teaching should encompass all aspects of teaching (vision, design, enactment, outcomes, and analysis). It should be documented and critically peer reviewed.

Publications on teaching methodology in peer-reviewed journals, and peer adoption of new teaching aids or syllabi are examples of scholarship in the field of teaching (Shulman, in The Course Portfolio, 1998).

The Department acknowledges that many types of scholarship are important in order to fulfill the mission. Development of an original, independent research program (commensurate with a faculty member's appointment) is expected. Research endeavors should be progressive, cohesive, and focused in specific identifiable areas. The value of the scholarship generated from research may be independent of the funding source, or the level of funding. However, the scholarship itself remains as a key factor that is evaluated in the review process and is essential for advancement of faculty.

Service

For promotion to Associate Professor with tenure, a faculty member is expected to have:

- made substantive contributions to the governance of the Department (e.g. service and leadership on committees, regular and active participation in meetings) in a manner that facilitates positive contributions by others
- demonstrated the potential for useful contributions to the profession

All faculty members are expected to contribute to the governance of their Department, the College, and the University. Participation in service by faculty is essential to meet the overall Departmental mission; however, faculty will not be granted tenure and/or promotion based only upon accomplishments in service. Service will assume different forms including: 1) administrative and committee service to the Department, College, and University; 2) professional and diagnostic support services in support of University teaching and research programs; 3) professional expertise to public and private entities beyond the University in the form of consultation, continuing education, advising student organizations, participation in national committees; 4) serving the profession through such activities as an officer on the board of a professional organization, and/or participation in organizing a symposium; and 5) Extension personnel serving in specific roles in the community, such as commodity groups, community development groups, youth support groups, etc.

2 Promotion to the Rank of 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.*

To be recommended for promotion to Professor in the Department, faculty must demonstrate evidence of a sustained record of excellence in scholarly teaching, research, and service. The specific criteria in teaching, research, 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. 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. There should be a high degree of confidence that the candidate will continue to develop professionally. In the evaluation of untenured Professors for tenure, the same

criteria apply, along with any others established in writing at the time a senior rank appointment without tenure was offered.

B Criteria for Promotion of Clinical Faculty

It is important to recognize that some aspects of the overall mission of the Department of Veterinary Preventive Medicine may be best served by members of the clinical faculty who have a predominant emphasis on clinical service and teaching. As such, these clinical faculty members may have less assigned effort in the areas of research and service than may be expected of tenure track faculty.

The primary responsibility of clinical faculty is patient care and teaching. For reappointment or promotion at any rank, candidates must demonstrate excellence in teaching, patient care, and professional practice.

The relative distribution of commitments of clinical faculty will be defined by the letter of offer and modifications documented by the Department Chair and candidate in annual reviews or other appropriate documents. Evaluations should be made with flexibility in mind as positions may evolve depending on Department needs. It is the responsibility of the faculty candidate and the Department Chair to appropriately document any changes in contractual obligations. Faculty members are encouraged not to view the following as set criteria for automatic promotion but as activities that are important to the mission of the Department and College.

Specific considerations for reappointment and advancement in rank for Clinical Faculty

Teaching

Teaching, in a wide variety of formats, comprises a significant portion of the clinical faculty member's responsibilities. Clinical faculty may demonstrate excellence in professional and graduate teaching at the pre- and post-doctoral level in a variety of settings. Most clinical faculty have a major teaching commitment, typically working in two or more of the following settings and usually involving teaching combined with animal care responsibilities: active clinical teaching; small-group teaching; didactic teaching; and preparation of educational materials. The following points are considered in evaluation of teaching and its effectiveness:

- provided up-to-date content at an appropriate level in every instructional situation and demonstrated continuing growth in subject matter knowledge
- demonstrated the ability to organize and present class material effectively with logic, conviction, and enthusiasm
- demonstrated creativity in the use of various modes of instruction, classroom 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 the knowledge creation process • provided appropriate and timely feedback to students throughout the instructional process
- treated students with respect and courtesy
- improved curriculum through revision or new development of courses and/or academic programs and service as a team leader if the opportunity is available
- engaged in documentable efforts to improve teaching
- engaged in residency training, if in an appropriate discipline

Animal Care/Professional Practice

The development of the clinical faculty member's clinical practice, and subsequent delivery of excellent animal care, is a vital and substantial component of the candidate's responsibilities. Clinical faculty must demonstrate excellence in professional practice as assessed by their direct supervisor and other qualified individuals which may include external evaluation by academic peers or other appropriate professionals. Exemplary clinical practice is required for promotion in rank. Flexible criteria and various approaches for documentation of excellence in animal care by the clinical faculty member are appropriate because of the diverse areas of expertise of clinical faculty. Since the productivity of each clinical faculty member will vary depending on teaching assignments, service responsibilities, and practice type (species focus), the Department Chair must quantify each clinical faculty member's responsibilities before the evaluation process is initiated. Examples of acceptable documentation of the candidate's commitment to excellent animal care could include:

- specialty board certification or recertification
- honors, awards, or formal recognition of excellent clinical service by various professional societies, organizations or corporate bodies at the local, state, national or international level
- review of clinical performance or care including clinical case reports reviewed by peers
- provides timely, reliable state of the art clinical practice as evidenced by feedback from stakeholders
- responsive to needs of clients and other constituents
- made contributions to the advancement of the clinical discipline
- shows evidence of commitment to professional specialty by involvement with societies relevant to the clinical specialty (e.g., membership, committee work, society officer)

Generally, for promotion in rank, a candidate should provide documentation of quality of animal care in several of the above categories.

Scholarship and Research

Although research and other scholarly activity comprises a smaller proportion of the clinical faculty member’s responsibilities than teaching and clinical practice, it is still expected that clinical faculty contribute to the existing body of knowledge and its dissemination. Appropriate scholarly contributions that advance the discipline may include conducting, facilitating, or reporting clinical research, providing support or collaboration of other colleagues' research , authorship or co-authorship peer-reviewed scientific publications, invited or peer-reviewed presentations of scholarly activity at local, state or national professional organizations, primary investigator or collaborator on research grants or contracts, industrial and commodity group funding support, original clinical observations and experiences (e.g., case reports), published critical reviews of the scientific literature, documented solutions to clinical problems, book chapters, presentations at state/national/international conferences with an accompanying manuscript in the proceedings, development and publication of educational materials, and course or other curriculum development.

Professional and Public Service

This area of professional responsibility reflects the candidate's service to the profession, the public, the community, the College, and the University. The following examples may be considered in evaluating and documenting professional and public service contributions: professional offices held in local, state, and national organizations, active participation and leadership in professional societies and organizations, participation in academic committees, activity and effectiveness as an advisor to students or student organizations, service as an editor or reviewer for appropriate scientific journals,

consultation activities to other institutions, organizations and industry; program leader or director; public relations activity, fund raising, public and community appearances, articles and columns for lay publications, and student mentoring activities.

Promotion to the Rank of Assistant Professor - Clinical of Veterinary Preventive Medicine. For promotion to the rank of Assistant Professor - Clinical of Veterinary Preventive Medicine from the rank of Instructor - Clinical, a faculty member must have a DVM degree or equivalent and be performing satisfactorily in teaching, professional practice, and service.

Promotion to the Rank of Associate Professor - Clinical of Veterinary Preventive Medicine. For promotion to Associate Professor – Clinical of Veterinary Preventive Medicine, a faculty member must show evidence of excellence in student teaching; must have a documented high level of competence in professional practice; and must display the potential for continuing a program of high-quality clinical teaching and service relevant to the mission of the Department. Specific criteria in teaching and service for promotion to Associate Professor – Clinical of Veterinary Preventive Medicine are similar to those for promotion to Associate Professor with tenure.

Candidates for promotion from Assistant Professor - Clinical of Veterinary Preventive Medicine to Associate Professor - Clinical of Veterinary Preventive Medicine must have the appropriate educational background and credentials to perform duties which consist primarily of clinical teaching and patient care, and must achieve board certification in their area of clinical specialization.

In addition, for promotion in rank, it is expected that the candidate will demonstrate scholarly activity related to their clinical and teaching appointment (e.g. curriculum development, conduct and reporting of clinical research, clinically oriented educational publications, development and implementation of new teaching methods, preparation of book or book chapters describing current knowledge in veterinary medicine). Publication of manuscripts in peer-reviewed scientific journals, including as a co-author, is another way to show scholarly activity.

Promotion from Assistant Professor - Clinical of Veterinary Preventive Medicine to Associate Professor - Clinical of Veterinary Preventive Medicine can be recommended at any time following the probationary period.

Promotion to the Rank of Professor - Clinical of Veterinary Preventive Medicine. For promotion to the rank of Professor - Clinical of Veterinary Preventive Medicine, a faculty member must have a record of continuing professional growth and increasing quality of contributions, including a sustained record of excellence in teaching and professional practice; recognized leadership and reputation in their professional specialty at the national or international level; leadership in service to the Department and to the profession; and production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice. Specific criteria in teaching, scholarship and service for promotion to the rank of Professor - Clinical are similar to those for promotion to Associate Professor - Clinical, 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.

C Criteria for Promotion of Research Faculty

It is important to recognize that some aspects of the overall mission of the Department of Veterinary Preventive Medicine may be best served by members of the research faculty who have a predominant emphasis on research directly related to the mission and goals of the Department. As such, these research faculty members will have less intense activity in the areas of teaching and service than

would be expected of tenure track faculty.

The primary responsibility of research faculty is the conduct of research activities directly related to the mission and goals of the Department. For reappointment or promotion at any rank, candidates must demonstrate excellence in research.

The relative distribution of commitments of research faculty will be defined by the letter of offer and modifications documented by the Department Chair and candidate in annual reviews or other appropriate documents. Evaluations should be made with flexibility in mind as positions may evolve depending on Department needs. It is the responsibility of the faculty candidate and the Department Chair to appropriately document any changes in contractual obligations.

Promotion to the Rank of Research Associate Professor of Veterinary Preventive Medicine. For promotion to the rank of Research Associate Professor of Veterinary Preventive Medicine, a faculty member must have a substantial record of high-quality focused research consistent with an appointment devoted primarily to research. Publications must appear in appropriate high-quality peer-reviewed venues and be judged by external evaluators as having substantial positive impact on the field. A record of continuous peer reviewed funding is required along with evidence of a growing national reputation.

Promotion to Research Professor of Veterinary Preventive Medicine. For promotion to the rank of research Professor of Veterinary Preventive Medicine, a faculty member must have a national or international reputation built on an extensive body of high-quality scholarly publications and with demonstrated impact on the field. A record of continuous peer-reviewed extramural funding is required, along with demonstrated research productivity and successful training of graduate students as a result of such funding.

D Procedures for Promotion and/or Tenure Reviews

The Department's procedures for promotion and tenure and promotion reviews are fully consistent with those set forth in Faculty Rule 3335-6-04 and the Office Academic Affairs annually updated procedural guidelines for promotion and tenure reviews found in Volume 3 of the Policies and Procedures Handbook . The following sections, which state the responsibilities of each party to the review process, apply to all tenure-track, clinical, and research faculty in the Department.

1 Candidate Responsibilities

Candidates are responsible for submitting a complete, accurate dossier fully consistent with Office of Academic Affairs guidelines. While the CEF makes reasonable efforts to check the dossier for accuracy and completeness, the candidate bears full responsibility for all parts of the dossier that are to be completed by the candidate. 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. Candidates are responsible for meeting Departmental deadlines for submission of the dossier.

When external evaluations are required, candidates are responsible for reviewing upon request the list of potential external evaluators developed by the Department Chair and the CEF. 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.

Candidates indicate which APT document under which they wish to be reviewed and submit a copy if it is not the current OAA approved APT. Candidates may be reviewed under the Department's current APT document; or, alternatively, they may elect to be reviewed under either (a) the APT document that was in effect on their start date, or (b) the APT document that was in effect on the date of their last promotion, whichever of these two latter documents is the more recent. However, the current APT document must be used if the letter of offer or last promotion, whichever is more recent, was more than 10 years before April 1 of the review year. The APT document must be submitted when the dossier is submitted to the Department. If the Candidate does not submit an APT document, they will be reviewed under the Department's current APT document.

Only the candidate may stop any review for promotion and tenure once external letters of evaluation have been sought. The candidate may withdraw from review at any stage of the process by so informing the Department Chair in writing. If the review process has moved beyond the Department, the Department Chair shall inform the Dean or the Executive Vice President and Provost, as relevant, of the candidate's withdrawal. Withdrawal from the mandatory tenure review during the final probationary year means that tenure will not be granted.

2 Procedural Guidelines for the CEF

The Chair of the CEF shall schedule a meeting of the CEF to evaluate candidates after September 15 but allowing sufficient time for all review and recommendations to be completed prior to the College's report deadline. Evaluations are performed as prescribed by Rules of the University Faculty and in accordance with criteria indicated in this document, at the time of the fourth-year annual review, for promotion and tenure, and for promotion. All decisions and recommendations require a simple majority vote.

The responsibilities of the CEF are as follows:

- To review this document annually and to recommend proposed revisions to the faculty. The document must be thoroughly reviewed and revised as necessary following appointment or reappointment of the Department Chair.

- To assist the Chair in gathering evidence of the quality and effectiveness of the candidate's teaching, scholarship, and clinical service from students and peers, as appropriate.

- Select from among its members a Procedures Oversight Designee (POD) who will serve in this role for the following year. The POD cannot be the same individual who chairs the CEF. The POD's responsibilities are described in the Office of Academic Affairs annual procedural guidelines.

- The CEF POD will review candidates' dossiers for completeness, accuracy (including citations), and consistency with Office of Academic Affairs requirements; and work with candidates to assure that needed revisions are made in the dossier before the formal review process begins.

- To suggest names of external evaluators to the Department Chair.

- To thoroughly and objectively review every candidate's dossier, external reviewer letters,

SEI's, teaching/peer evaluations and annual review letters in advance of the meeting at which the candidate's case will be discussed.

- To attend all CEF meetings except when circumstances beyond one's control prevent attendance, to participate in discussion of every case, and to vote. Voting will occur by secret ballot. The vote will be "yes" or "no" for reappointment, tenure and/or promotion.
    - Only those in attendance for discussion of the candidate's record may participate in the vote; attendance may be accomplished through video link and teleconference.
    - If members are attending through video link or teleconference, a mechanism must be developed to allow confidential voting for those members such as an anonymous online survey administered by the Chair of the CEF.

- To recuse themselves from the discussion and voting should a conflict of interest exist
- To draft an analysis of the candidate's performance in teaching, scholarship and service based on the CEF's discussion. Each CEF member has the responsibility to review and provide any comments regarding the draft letter regarding the outcome of the review. The CEF will revise the document as necessary. The final CEF recommendation will be signed by each voting member of the CEF. The final CEF recommendation letter will include the summary of the faculty perspectives expressed during the meeting that include the candidate's strengths and weaknesses in teaching, scholarship, and service, the consensus or disparity of opinion in these areas, and the faculty vote. The final CEF recommendation letter will be forwarded to the Department Chair as well as members of the CEF. The final CEF recommendation letter will be included in the dossier.

- If the candidate chooses to respond to the Department's review, the Chair of the CEF will provide the candidate's response to each member of the CEF. Each CEF member has the right to provide responses to the CEF Chair. The CEF Chair will summarize these comments and provide a written response on behalf of the CEF to any candidate comments that warrant response. This response will be included in the dossier.

3 Procedural Guidelines for the Department Chair

The responsibilities of the Department Chair are as follows:

- Where relevant, to verify the prospective candidate's residency status. Faculty members who are neither citizens nor permanent residents of the United States may not undergo a non-mandatory review for tenure, and tenure will not be awarded as the result of a mandatory review until permanent residency status is established. Faculty members not eligible for tenure due to lack of citizenship or permanent residency are moreover not considered for promotion by this Department.

- To solicit external evaluations from a list including names suggested by the CEF, the Chair and the candidate. (Also see Procedures to Identify and Solicit External Evaluations below.)

- To make each candidate's dossier and other relevant documents available for review by the CEF at least two weeks before the meeting at which specific cases are to be discussed and voted.

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

- To attend the meetings of the CEF at which promotion and/or tenure matters are discussed and respond to questions that are raised during the meeting and to best understand the points of deliberation as a non-voting participant. The Department Chair will leave the meeting to allow open discussion among the eligible faculty members.

- To provide an independent written evaluation and recommendation for each candidate following receipt and review of the CEF'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 of the availability of the evaluations by the CEF and Department Chair and the candidate's right to inspect these documents and if desired provide the Chair with comments to either the CEF's or the Chair's letters within ten days for inclusion in the dossier. The Chair's letter is accompanied by a form that the candidate returns to the Chair, indicating whether or not he or she expects to submit comments.

- To provide a written response to any candidate comments that warrants response for inclusion in the dossier.
- To forward the completed dossier to the Dean by the College deadline, except in the case of associated faculty for whom the Department Chair recommends against promotion. A negative recommendation by the Department Chair is final in such cases.

4 Procedures to Identify and Solicit External Evaluations

External evaluations of scholarly activity from appropriate expert reviewers are obtained for all promotion reviews in which scholarship must be assessed. These include all tenure-track promotion and tenure or promotion reviews, and all clinical and research promotion reviews. External evaluators are instructed to evaluate the quality and quantity of scholarship in context to the assigned distribution of effort.

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

- Is written by a person highly qualified to judge the candidate's scholarship appropriate to their appointment, 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. This Department will only solicit evaluations from Professors at institutions comparable to Ohio State. In the case of an Assistant Professor seeking promotion to Associate Professor with tenure, some evaluations may come from Associate Professors.

- Provides sufficient analysis of the candidate's performance to add information to the review. A letter's usefulness is defined as the extent to which the letter is analytical as opposed to perfunctory or descriptive. The Chair's letter requesting an evaluation should ask the evaluator to refrain from judging the candidate according to the criteria of his or her own institution.

Since the Department cannot control who agrees to write and or the usefulness of the letters received, at least twice as many letters are sought as are required, and they are solicited in a manner that allows them to be obtained in time to be included in the CEF review.

As described above, a list of potential evaluators is assembled by the CEF, 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. A dossier need not contain letters from external evaluators suggested by the candidate if the candidate has not provided suggestions or if the candidate's suggested external reviewers have not provided evaluations.

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.

The Department follows the Office of Academic Affairs suggested format for letters requesting external evaluations.

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

E Dossier

Every candidate must submit a complete and accurate dossier that follows the Office of Academic Affairs required dossier outline. While the CEF makes reasonable efforts to check the dossier for accuracy and completeness, **the candidate bears full responsibility for all parts of the dossier that are to be completed by the candidate.**

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

1 Teaching

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 less, to present:

- Undergraduate, graduate, and professional courses taught including the hours of classroom teaching and the number of students for each course
- Clinical teaching including supervised case workup and management with the number of students and time commitment.
- Graduate student supervision including noteworthy accomplishments of graduate students for whom the faculty member is the advisor.
- Cumulative Student Evaluation of Instruction instructor report summaries prepared by the College of Veterinary Medicine Office of Professional Programs for every professional course in which the faculty member had a significant teaching commitment
- Cumulative Student Evaluation of Instruction course report summaries prepared by the College

of Veterinary Medicine Office of Professional Programs for every professional course in which the faculty member was teaching team leader
- Appropriate Student Evaluation of Instruction teaching and course report summaries for every graduate and undergraduate course in which the faculty member had a significant teaching or leadership role.
- Peer evaluation of teaching reports as required by the Department's peer evaluation of teaching program
- Curriculum development describing the design and implementation of new or revised courses, and the development and outcomes assessment of innovative instructional technologies and new teaching methods or materials.
- Continuing education instruction including all international, national, regional, state and local veterinary meetings at which the faculty member gave a continuing education lecture.
- Scholarship of teaching including articles in scientific journals, book chapters and proceedings that pertain to the scholarship of teaching. Also, the extent to which the candidate is invited outside of The Ohio State University to provide expertise on teaching should be described when appropriate.
- other relevant documentation of teaching as appropriate

2 Scholarship and Research

In the review process, attention is paid both to the candidate's scholarly productivity since the date of hire (or last promotion) and to the candidate's accomplishments over their entire career. Dates must be provided in the candidate's dossier for all scholarly activities and professional accomplishments.

Quality indicators of scholarly publications include ratings from citation indices (showing how often and how quickly the candidate's work has been cited) and indicators of journal quality (readership, journal ranking, reputation, impact on the field, acceptance rates, etc.). Inherent in evaluation of the candidate is determining the effect of their work on the field of veterinary preventive medicine.

Indicators of the quality of a research program may include documentation of success in attracting external funds, awards and other recognitions, invited scientific lectures, participation in and/or organization of panels and symposia at professional meetings, impact on policy and extension programs, consulting assignments (including reviews of other departments and organizations) and development of computer software.

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

- A detailed listing of all books, articles, extension bulletins, and scholarly papers published or accepted for publication. Papers accepted for publication but not yet published must be accompanied by a letter from the publisher stating that the paper has been unequivocally accepted and is in final form, with no further revisions needed.
- Documentation of grants and contracts received
- Other relevant documentation of research as appropriate (published reviews including publications where one's work is favorably cited, grants and contract proposals that have been submitted but are pending)
- Documentation of inventions, patents, disclosures, options and commercial licenses

- List of prizes and awards for research or other scholarly activities

3 Clinical Practice

The time period for material in the dossier to be considered for probationary faculty is the start date to present. For tenured or non-probationary faculty, it is the date of last promotion to present. Examples of documentation of clinical practice include:

- Documentation of clinical service and patient management. This may include the time spent engaged in clinical service, number of consultations, emails, phone calls, actual caseload
- Diagnostic laboratory service
- Client / referring DVM / customer satisfaction surveys
- Evaluations of clinical practice by direct supervisors or other appropriate individuals

4 Administrative and Professional Service

The time period for administrative and professional 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 to present.

Administrative and committee service should be listed in the dossier by category (Department, College, or University) with dates, description of responsibility, and quantification of effort. The candidate should note for which committees they served as chair. Include any available documentation (e.g. letters from committee chair) of the quality of administrative work that enhances the list of service activities in the dossier.

The Department values service to professional organizations, associations, specialty colleges and societies. The Department encourages service as a member of an editorial board, professional panel, program organizer, grant reviewer, or reviewer of manuscripts for high quality journals. Use of professional expertise in community service, and industry outreach and support is also encouraged. In general, external professional service should be modest for probationary faculty members. Commitment to external service should always be appropriately balanced with time needed for responsibilities within the College of Veterinary Medicine.

F Deadlines for Completion of Activities

June 1: Initiation of the promotion and tenure, promotion, reappointment, or fourth-year review process

July 15: Chair request for external letters of evaluation

August 15: Complete dossier due to CEF POD for initial review

September 1: Completed dossier with external letters submitted

October 31: Final evaluation and recommendation from the CEF

November 15: Department Chair's final evaluation and recommendation

November 25: Candidate's response option

November 30: Department iteration option

December 1: Final submission to the College office

January 31: Annual report of probationary tenure-track faculty

May 31: Completion of annual reviews of tenured faculty

If the required documentation is not provided by a candidate by the September 1 deadline, dossiers of candidates not under mandatory review will be considered incomplete and will be returned to the faculty member without being considered further within the review period. If an incomplete dossier is from a candidate for mandatory review for promotion and tenure or reappointment, it will be reviewed but missing documentation will be considered as a deficiency.

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 Department requires standardized evaluation (SEIs) of all courses in the professional curriculum and for each faculty member providing significant contributions to the instruction in any professional core course. Professional student evaluations are administered by the Office of Professional Programs as mandated by the College's Council for Professional Education. Evaluations of elective course are also expected when the faculty member makes significant teaching contributions but must be requested to be obtained through the Office of Professional Programs. Faculty members receive results of their student evaluations each semester for courses taught in the first three years of the professional DVM curriculum and after each clinical rotation for the fourth year of the curriculum. Department Chairs and team leaders receive copies of student evaluations, but it is the responsibility of the faculty member to ensure that SEI summaries for all appropriate courses are included in the dossier.

Faculty members teaching in graduate or undergraduate courses or providing instruction to residents and interns are expected to document student evaluation of teaching for all courses in which they make significant contributions to teaching. For graduate courses with >5 students, SEIs are required by the University. The Office of the University Registrar oversees student 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 leader.

Faculty are responsible for saving SEI summary reports from the Office of Professional Programs, the office of the University Registrar, and/or data and reports collected from other sources.

B Peer Evaluation of Teaching

Peer evaluation of teaching is a shared responsibility. The Department Chair oversees the Department's peer evaluation of teaching process and helps to ensure that appropriate peer evaluation of teaching of probationary faculty are conducted. It is the responsibility of the Departmental faculty to provide peer evaluation of teaching of individual instructors in the Department of Veterinary Preventive Medicine. However, it is the responsibility of the individual faculty member to develop, implement, administer, and document a personal plan for the peer evaluation of their own teaching program. The plan should be developed and implemented following consultation with the mentoring committee and approval of the Chair. Peer evaluation of all faculty engaged in teaching is required for assessment for reappointment, promotion, and tenure. The timing and number of peer evaluations will vary dependent on appointment and responsibilities, but in general should include:

- For the review of probationary tenure-track and clinical faculty members, yearly peer teaching evaluation 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 reappointment or promotion review.
- For the review of tenured Associate Professors and non-probationary Associate Professors - Clinical of Veterinary Preventive Medicine, peer teaching evaluation 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 a minimum of two peer reviews of teaching before the commencement of a promotion review.
- For the review of tenured Professors and non-probationary Professors - Clinical of Veterinary Preventive Medicine, peer teaching evaluation 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 during the year of the review.

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

- The review of the teaching of a faculty member not currently scheduled for review, upon that individual's request, to the extent that time permits. Reviews conducted at the request of the faculty member are considered formative only. The Department Chair is informed that the review took place, but the report is given only to the faculty member who requested the review. Faculty seeking formative reviews should also seek the services of the Drake Institute for Teaching and Learning.

Peer teaching evaluations may include:

- Observation and assessment of classroom, laboratory, or clinical instruction in large or small groups or to individuals.
- 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.

Documentation by the candidate may be achieved through:

- Letters of peer evaluation with peer feedback and comments as observer or summative evaluator. For review for tenure and/or promotion, a minimum of two peer evaluations must be of this category.
- Letter detailing the date of review, course, and reviewer with:
    - Reflection on peer evaluation within the narrative of the dossier

In observing the course and reviewing the syllabus and other course materials, the peer reviewer should focus on such issues as the appropriateness of the course design given the goals and level of the course, the quality and effectiveness of the instructional materials and assessment tools, and the appropriateness of the approach relative to current disciplinary knowledge. The faculty member's documentation of their individual peer evaluation of teaching plan is included in the dossier.