

**Appointments, Promotions Tenure
Criteria and Procedures for the
Department of Art**

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I. PREAMBLE

This document is a supplement to Chapter 6 and 7 of the [Rules of the University Faculty](#); the annually updated procedural guidelines for promotion and tenure reviews in Chapter 3 of the Office of Academic Affairs [Policies and Procedures Handbook](#); and other policies and procedures of the College of Arts and Sciences and the 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.

The Dean of the College of the Arts and Sciences and the Office of Academic Affairs must approve this document before it may be implemented. It sets forth the department's mission and, in the context of that mission and the missions of the college and University, its criteria and procedures for faculty appointments and for faculty promotion, tenure and rewards, including salary increases. 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 current faculty and faculty candidates in relation to departmental mission and criteria.

The faculty and the administration are bound by the principles articulated in Faculty Rule [3335-6-01](#) of the Administrative Code. In particular, all faculty members accept the responsibility to participate fully and knowledgeably in review processes; to exercise the standards established in Faculty Rule [3335-6-02](#) and other standards specific to this 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 employment opportunity](#).

II. DEPARTMENT MISSION

The Department of Art at The Ohio State University is broad-based, both discipline intensive and boundary pushing, a modern laboratory in which to create and explore art and ideas. Through the production, examination, and evaluation of the visual arts, the Department of Art serves as a place where students and faculty can experiment with material and content, and where a diverse audience can take part in our exhibitions, public lectures, and educational programming.

Established on a foundation of comprehensive artistic visualization, we strive to be at

the forefront of developments in contemporary aesthetic thought and practice. Our programs have a fierce commitment to purposeful connection that firmly aligns with the university's mission of education, research, and service.

We teach undergraduate and graduate students to develop as autonomous artists through eight professional courses of study: Art and Technology, Ceramics, Film/Video, Glass, Painting and Drawing, Photography, Printmaking, and Sculpture. In addition to training our undergraduate majors and graduate students, we offer genuine studio experiences for students throughout The Ohio State University. We have a strong commitment to continuing education and equal access.

In concert with the mission of The Ohio State University, the faculty of the Department are fully committed to excellence in teaching, research, and service. Our faculty make significant contributions to the cultural life of the university, city, state, nation, and world through research that results in creative activities, exhibitions, public lectures, and other professional activities.

The Department recognizes that the discipline of Art, as well as the standards and expectations that define the discipline are always changing. In this regard, the Department is accordingly committed to improving itself in all aspects of its mission. This property of continuous improvement will drive all areas of curriculum development, recruitment, ongoing reflection and evaluation, and service to entities related to the university and beyond.

III. DEFINITIONS

A. Committee of the Eligible Faculty

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

The department chair, the dean and the divisional 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, or promotion and tenure.

For all faculty appointment reviews, the search committee is responsible for making a recommendation to the department chair. In this department, the search committee's recommendation follows a vote of the eligible faculty, as described below.

1. Tenure-Track Faculty

Appointment Reviews

Initial Appointment Review: For an appointment (hiring) review of an assistant professor, associate professor, or professor, the eligible faculty consists of all tenure-track faculty in the department.

Rank Review: A vote on the appropriateness of the proposed rank must then be cast by all tenured faculty of equal or higher rank than the position requested.

Reappointment, Promotion, or Promotion and Tenure Reviews

The eligible faculty for reappointment and promotion and tenure reviews of assistant professors consists of all tenured associate professors and professors.

For the promotion reviews of associate professors and the tenure review of untenured associate professors, the eligible faculty consists of all tenured professors.

2. Teaching/Professional Practice Faculty

Appointment Reviews

Initial Appointment Review: The eligible faculty for an appointment (hiring or appointment change from another faculty type) review of an assistant teaching professor or professional practice assistant professor, an associate teaching professor or professional practice associate professor, or a teaching professor or professional practice professor consists of all tenure-track faculty and all teaching/professional practice faculty.

Rank Review: A vote on the appropriateness of the proposed rank must then be cast by all tenured faculty of equal or higher rank than the position requested, and all non-probationary teaching/professional practice faculty of equal or higher rank than the position requested.

Reappointment and Promotion Reviews

The eligible faculty for reappointment and promotion reviews of assistant teaching professors and professional practice assistant professors consists of all tenured associate professors and professors, all non-probationary associate teaching professors and teaching professors, and all non-probationary professional practice associate professors and professors.

The eligible faculty for the reappointment and promotion reviews of associate teaching professors and professional practice associate professors, and the

reappointment reviews of teaching professors and professional practice professors consists of all tenured professors, all non-probationary teaching professors, and all non-probationary professional practice professors.

3. Associated Faculty

Initial Appointment and Reappointment

The initial appointment (hiring or appointment change from another faculty type) of compensated associated faculty members is decided by the department chair.

Initial appointments at senior rank require a vote by the eligible faculty (all non-probationary teaching/professional practice faculty and tenured faculty of equal or higher rank than the position requested) and prior approval of the college dean.

The reappointment of associated faculty is decided by the department chair.

Promotion Reviews

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

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

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

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

4. Conflict of Interest

Search Committee Conflict of Interest

A member of a search committee must disclose to the committee and refrain from participation in any of the interviews, meetings, or votes that comprise the search process if the member:

- decides to apply for the position;
- is related to or has a close interpersonal relationship with a candidate;
- has substantive financial ties with the candidate;
- is dependent in some way on the candidate's services;
- has a close professional relationship with the candidate (e.g., dissertation advisor); or

- has collaborated extensively with the candidate or is currently collaborating with the candidate.

Eligible Faculty Conflict of Interest

A member of the eligible faculty has a conflict of interest when the member is or has been to the candidate:

- a relative or in a close interpersonal relationship
- has substantive financial ties with the candidate
- a thesis, dissertation, or postdoctoral advisee/advisor;
- a co-author on more than 50% of the candidate's publications since appointment or last promotion, including pending publications and submissions;
- a collaborator on more than 50% of projects since appointment or last promotion, including current and planned collaborations

Such faculty members will be expected to withdraw from an appointment, reappointment, or promotion review of the candidate.

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 divisional dean, will appoint one or more faculty members from another department within the college.

B. Promotion and Tenure Committee

The department has a Promotion and Tenure Committee that assists the Committee of the Eligible Faculty in promotion and tenure issues. During a regular meeting of the faculty in the spring semester, the Chair will appoint the Promotion and Tenure Committee for the forthcoming academic year. The Promotion and Tenure Committee consists of three tenured faculty members, at least two of whom must be professors, when available. Two faculty members are elected for two-year terms and one faculty member is elected for a one-year term each year; the remaining two members will be completing the second year of their two-year term from the previous year's election. When a candidate is a teaching or professional practice faculty member, one non-probationary teaching or professional practice faculty member, as appropriate to the candidate's appointment type, is added to the committee. The department chair will appoint a committee chair to a three-year renewable term. The department chair is an ex-officio non-voting member.

In the event of a review or consideration for promotion to Professor, all members of the committee must be professors. If insufficient numbers of faculty (five) are available at this rank, the size of the committee may be reduced to a minimum of three from the department. Below this minimum number, professors without

administrative appointments in other departments in the College of Arts and Sciences recommended by the department chair and approved by the full faculty, will be requested to serve on the committee to achieve this minimum number. In cases where the majority of this committee is from outside the department, two non-voting, tenured, associate professors from the Department of Art will be elected to serve as non-voting advisors on the committee. These advisors will provide context about departmental expectations and activities but will not participate in the formal screening or review meeting.

C. Quorum

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

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

D. Recommendation from the Committee of the Eligible Faculty

In all votes taken on personnel matters, voting is by secret ballot, and only “yes” and “no” votes are counted. Abstentions are not allowed on personnel votes. Faculty members who are not able to fully participate in the review process should recuse themselves from the review. Faculty members are strongly encouraged to consider whether they are participating fully in the review process when abstaining from a vote on a personnel matter.

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

1. Appointment

A positive recommendation from the eligible faculty for appointment is secured when two-thirds of the votes cast is positive.

In the case of a joint appointment, the department must seek input from a candidate’s joint-appointment TIU prior to his/her/their appointment.

2. Reappointment, Promotion and Tenure, and Promotion.

A positive recommendation from the eligible faculty for reappointment, promotion and tenure, and promotion is secured when two-thirds of the votes cast by ballot is positive.

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

IV. APPOINTMENTS

The Department of Art is committed to making only faculty appointments that enhance the quality of the department and support our mission goals. The Department of Art believes that diversity in the experience and in the training of its faculty is critical to the significance and health of its academic program. Important considerations include the individual's record in teaching, research/creative activity and service; the potential for professional growth in each of these areas; and the potential for interacting with colleagues and students in a way that will enhance their academic work, the work of others within the academic community 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 department chair is responsible for providing new members of the department faculty with a letter that details fundamental responsibilities and status toward the award of tenure, reappointment, and/or promotion and any special conditions of the appointment. The letter will be accompanied by this document. Subsequent changes to these guidelines, once officially adopted, will apply and substitute for those originally received. The chair is also responsible for appointing a mentor for each new probationary faculty member and ensuring that a mentoring relationship is initiated and maintained.

The appointment of all compensated tenure-track, teaching/professional practice, and associated faculty, irrespective of rank, must be based on a formal search process following the [SHIFT](#) Framework for faculty recruitment.

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

A. CRITERIA

1. Tenure-Track Faculty

Appointments of tenure-track faculty in the Department of Art are defined with an expectation of broad responsibility to the department and consideration for a specific responsibility to a particular studio discipline or area of expertise in both undergraduate and graduate programs. These appointments are made using the following criteria:

a. Instructor

Appointment at the rank of instructor is made only when the offered appointment is that of assistant professor, but requirements for the terminal degree have not been completed by the candidate at the time of appointment. Procedures for appointment are identical to that of assistant professor. The department will make every effort to avoid such appointments. An appointment at the instructor level is limited to three years. Promotion to assistant professor occurs without review the semester following completion of the required credentialing. When an instructor has not completed requirements for promotion to the rank of assistant professor by the end of the third year of appointment, the third year is the terminal year of employment.

Upon promotion to assistant professor, the faculty member may request prior service credit for time spent as an instructor. This request must be approved by the department's eligible faculty, the department chair, the dean, and the Office of Academic Affairs. Faculty members should carefully consider whether prior service credit is appropriate since prior service credit cannot be revoked without a formal request for an extension of the probationary period. In addition, all probationary faculty members have the option to be considered for early promotion.

b. Assistant Professor

An earned Master of Fine Art (MFA), the terminal degree in studio art, is the minimum requirement for appointment at the rank of Assistant Professor. Evidence of potential for scholarly/creative productivity, for high-quality teaching at both the undergraduate and graduate level, and for high-quality service to the department, the institution, and the profession, and a strong potential to attain tenure and advance through the ranks in a timely fashion are also required. Appointment at the rank of Assistant Professor is always probationary, with mandatory tenure review occurring no later than the sixth year of service. For individuals not recommended for promotion and tenure after the mandatory review, the seventh year will be the final year of employment.

In accordance with College and University guidelines, a review for tenure prior to the mandatory review year is possible when the department Promotion and Tenure Committee determines such a review to be appropriate. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged as it cannot be revoked.

once granted except through an approved request to exclude time from the probationary period.

c. Associate Professor and Professor

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

Appointment at the rank of Associate Professor with tenure requires that the individual, at a minimum, meet the department's criteria of an extensive record of substantial, qualitative performance in teaching, research, and service for promotion to this rank. The College of Arts and Sciences further requires:

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

Appointment at the rank of Professor requires an extensive and sustained record of excellence in teaching; research that is recognized nationally or internationally; and demonstrated leadership in service. The College of Arts and Sciences further requires:

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

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

Appointments at the rank of Professor without tenure are not possible.

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

2. Teaching/Professional Practice Faculty

Except for those appointed at the rank of instructor, for whom a contract is limited to three years, the initial contract for all other teaching/professional practice faculty

entails a five-year appointment. The initial contract is probationary, with reappointment considered annually. Second and subsequent contracts for assistant and associate teaching professors and professional practice assistant and associate professors must be for a period of at least three years and for no more than five years. Second and subsequent contracts for teaching professors and professional practice professors must be for a period of at least three years and no more than eight years. Tenure is not granted to teaching/professional practice faculty. There is also no presumption that subsequent appointments will be offered, regardless of performance. The terms of a contract may be re-negotiated at the time of reappointment. These extended appointments are not probationary, and the individual may only be terminated for cause (see rule [3335-5-04](#) of the Administrative Code) or financial exigency (see rule [3335-5-02.1](#) of the Administrative Code).

The POA of the Department of Art describes the governance rights to be extended to teaching/professional practice faculty. It also specifies the requirements for the dissemination of scholarly materials pertinent to pedagogy and/or professional practice for its teaching/professional practice faculty. Teaching and professional practice appointments exist for faculty members who focus principally on the education needs of students in the department or college. These faculty members are expected to contribute to the department's research and education mission as reflected in undergraduate and graduate program development and teaching. Teaching and professional practice faculty appointments are made in accordance with Faculty Rule [3335-7](#). Each new appointment must enhance, or have strong potential to enhance, the quality of the department.

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

Assistant Teaching Professor and Professional Practice Assistant Professor. An earned MFA or other terminal degree in the relevant field or a master's degree along with experience equivalent to the MFA, and the required licensure/certification in their specialty are the minimum requirements for appointment at the rank of assistant professor of teaching/practice. Evidence of ability to teach is highly desirable.

Associate Teaching Professor, Professional Practice Associate Professor, Teaching Professor, and Professional Practice Professor. Appointment at the rank of associate teaching professor or professional practice associate professor requires that the individual have an earned MFA or other terminal degree in a relevant field or a master's degree and experience equivalent to an MFA and meet, at a minimum, the department's criteria—in teaching and service—for promotion to these ranks. Appointment at the rank of teaching professor or professional practice professor requires production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice. The basic criteria for promotion requires excellence in teaching, research/creative activities and its evidences, and the promise of excellence in service to the university and the broad community.

3. Associated Faculty

The Department of Art makes associated faculty appointments to address its mission. People holding associated titles are not eligible for tenure, may not vote at any level of governance, and may not participate in promotion and tenure matters. Associated faculty appointments are generally made for no more than one year at a time but in no case for more than three years. Associated faculty may be reappointed. Appointments of all associated faculty must be reviewed and approved by the College of Arts and Sciences.

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

Adjunct titles are used to confer faculty status on individuals who have credentials comparable to tenure-track or teaching/professional practice faculty of equivalent rank. The term of appointment is for one year with renewal contingent on continued significant contributions. Adjunct appointments may be compensated or uncompensated. Adjunct faculty appointments are given to individuals who provide academic service to the department, such as teaching a course, for which a faculty title is appropriate. Adjunct faculty rank is determined by applying the criteria for appointment of tenure-track or teaching/professional practice faculty, as appropriate to the appointment. Adjunct faculty are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure-track or teaching/professional practice faculty, as appropriate to the appointment.

b. Lecturer

Appointment as Lecturer requires that the individual have, at a minimum, a master's degree in a field appropriate to the subject matter to be taught and evidence of ability to provide high quality instruction. Lecturers are not eligible for tenure but may be promoted to senior lecturer if they meet the criteria for appointment at that rank. The initial appointment for a lecturer cannot exceed one year. Second and subsequent contracts for lecturers cannot exceed three years.

c. Senior Lecturer

Appointment as Senior Lecturer requires that the individual have, at a minimum, a master of fine art or other terminal degree in a field appropriate to the subject matter to be taught, or a master's degree and at least five years of teaching experience with documentation of high quality. Senior Lecturers are not eligible for tenure or promotion. The initial appointment for a senior lecturer cannot exceed one year. Second and subsequent contracts for senior lecturers cannot exceed three years.

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

An earned terminal degree is the minimum requirement for appointment of tenure-track titles at 49% FTE or below. The rank of associated faculty with tenure-track titles is determined by applying the criteria for appointment of tenure-track faculty. These appointments use appropriate ranks and titles for those individuals at 49% FTE or below, either compensated or uncompensated. Associated faculty with tenure-track titles are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure-track faculty.

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

Visiting faculty appointments may either be compensated or not compensated. Visiting faculty members on leave from an academic appointment at another institution are appointed at the rank held in that position. The rank at which other (non-faculty) individuals are appointed is determined by applying the criteria for appointment of tenure-track faculty. Visiting faculty, regardless of rank, are not eligible for tenure or promotion. Visiting faculty appointments may be renewed annually for no more than three consecutive years.

4. Regional Campus Faculty

As the mission of the regional campuses emphasizes undergraduate instruction, regional campus criteria for appointment at the tenure-track ranks of assistant professor, associate professor, and professor are similar to those for Columbus campus faculty, but give relatively greater emphasis at each rank to teaching experience and quality.

Regional campus criteria for the appointment of teaching/professional practice faculty and associated faculty are the same as those for Columbus campus faculty in each of these categories. Procedures for the appointment of regional campus faculty are further specified in the governance documents for the relevant regional campus.

5. Emeritus Faculty

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

Faculty will send a request for emeritus faculty status to the department chair (regional campus dean for associated faculty on regional campuses) outlining academic performance and citizenship. The Committee of Eligible faculty (tenured associate professors and professors, non-probationary associate teaching professors, non-probationary professional practice associate professors, non-probationary teaching professors, and non-probationary professional practice professors) will review the application and make a recommendation to the department chair, who will decide upon the request, and if appropriate submit it to the dean.

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

6. Joint Appointments

Joint appointments are created to leverage a faculty member's unique expertise to advance the mission areas of the academic units involved and promote cross-disciplinary collaboration. To establish a joint faculty appointment, [a memorandum of understanding \(MOU\)](#) is developed by all affected TIUs, centers, and/or institutes. The MOU will clearly define the distribution of the faculty member's time commitment to the different units. The MOU will also state the sources of compensation directed to the faculty member, distribution of resources, the planned acknowledgement of the academic units in publications, the manner in which credit for any grant funding will be attributed to the different units, and the distribution of grant funds among the appointing units. Unless other arrangements are specified in the MOU, the TIU in which the faculty member's FTE is greater than 50% will be considered that faculty member's TIU. Joint-appointed faculty may vote on promotion and tenure cases only in their TIU.

7. Courtesy Appointments

Occasionally the active academic involvement in this department by a tenure-track, teaching, or professional practice faculty member from another department at Ohio State warrants the offer of a 0% FTE (courtesy) appointment in this department. Appropriate active involvement includes research collaboration, graduate student advising, teaching some or all of a course from time to time, or a combination of these. A courtesy appointment is made at the individual's current Ohio State rank, with promotion in rank recognized. People holding these appointments are listed as faculty in the Department of Art but are not eligible for tenure in the department, may not vote at any level of governance, and may not participate in promotion and tenure matters in the department.

B. PROCEDURES

The appointment of all compensated tenure-track, teaching/professional practice, and associated faculty, irrespective of rank, must be based on a formal search process following the [SHIFT](#) Framework for faculty recruitment. All faculty positions must be posted in [Workday](#), the university's system of record for faculty and staff. A formal review and selection process, including interviews using pre-designed evaluation rubrics, is required for all positions. Appropriate disposition codes for applicants not selected for a position must be entered in [Workday](#) to enable the university to explain why a candidate was not selected and what stage they progressed to before being removed.

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

- Recruitment of Tenure-Track, Teaching/Professional Practice, and Associated Faculty
- Appointments at Senior Rank or with Prior Service Credit
- Hiring Faculty from Other Institutions after April 30
- Appointment of Foreign Nationals
- Letters of Offer

1. Tenure-Track Faculty on the Columbus Campus

A national search is required to ensure a pool of highly qualified candidates for all tenure-track positions. This includes all external candidates for all faculty positions. The only exception is for dual career partners, as described in Chapter 5, section 4.1 of [the Policies and Procedures Handbook](#). Exceptions to this policy must be approved by the college and the Office of Academic Affairs in advance. Search procedures must entail substantial faculty involvement and be consistent with the OAA [Policy on Faculty Recruitment and Selection](#).

The dean of the college, in consultation with the divisional deans, 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.

The department chair appoints a search committee consisting of five tenure-track faculty members, one of whom the department chair appoints as committee chair. The composition of the committee will take into consideration the specific expertise sought in the search. When possible, up to three of the five faculty members will possess the required area of expertise. The department chair will appoint additional faculty members to bring the membership up to a minimum of five.

Prior to any search, members of all search committees must undergo the trainings identified in the [SHIFT](#) Framework for faculty recruitment. In addition, all

employees/faculty involved in the hiring and selection process must review and acknowledge the EEO Recruitment and Selection Guidelines in the BuckeyeLearn system.

The [SHIFT](#) Framework serves as a centrally coordinated guideline and toolkit to support the entire process of faculty recruitment with clear engagement from all participating stakeholders involved in the faculty hiring process. This framework is intended to provide faculty engaged in search committees and staff providing support services with the tools and support needed to attract excellent applicant pools, conduct consistent and equitable evaluations, and successfully hire and properly onboard new faculty members who will continue our tradition of academic excellence. This framework consists of six phases, each targeting a specific stage of the recruitment process:

- “Phase 1 | Search Preparation & Proactive Recruitment” is the earliest stage in the search process. Key steps during this phase include determining faculty needs for the unit, creating a search strategy (including timeline), establishing a budget, and identifying additional partners to include in the process. The steps in this phase provide guidance on forming committees, detail training requirements for search committee members, and innovative approaches to advertising and outreach. This section also includes ideas and resources for developing qualified talent pools to ensure alignment with the university’s commitment to EEO principles and advance the eminence of the institution.
- “Phase 2 | Preliminary Review of Applicants” focuses on best practices for the application review and candidate screening processes. The guidelines and resources in this section support consistency and fairness in the review, assessment, and selection of candidates moving forward in the recruitment process. This section also outlines how to select a list of candidates for on-campus interviews.
- “Phase 3 | Finalists Interviews & Evaluations” provides guidance and tools for conducting interviews and campus visits, requesting reference letters (if not requested earlier in the application stage), and collecting feedback from everyone who interacted with the candidates. Adherence to the guidelines outlined in this section has a direct impact on enhancing the candidate experience and ensuring a consistent evaluation process. This phase concludes with the submission of a letter from the search committee to the TIU chair/director.
- “Phase 4 | Extend Offer” provides guidance and resources related to effectively selecting the most qualified candidate(s) for the position(s) and successfully negotiating to result in an accepted offer.
- “Phase 5 | Preboard and Onboard” offers resources to help prepare and support new faculty as they transition to Ohio State. The suggestions in this phase focus on creating a seamless transition for incoming faculty and their partners/families, if applicable.
- “Phase 6 | Reflect and Assess the Search” is a process supported by OAA to reflect on the hiring cycle each year and evaluate areas that may need improvement and additional support.

Decisions on the appointment of new faculty members are collegial. The chair, in consultation with the divisional dean, is responsible for both the selection process and the ultimate hiring when vacancies occur or when new positions are allocated to the department.

Following completion of virtual/on-campus interviews, the eligible voting faculty meet to discuss perceptions and preferences and to develop a description of the strengths and any concerns for each candidate. A vote is taken on each candidate's eligibility for the position, and the eligible faculty reports a recommendation on each candidate to the search committee. However, this recommendation is considered advisory, and it is the search committee that ultimately makes the recommendation to the chair.

If the offer involves senior rank, the eligible voting faculty will convene to vote on the appropriateness of the proposed rank. The results of the vote are provided to the college and to the Office of Academic Affairs for approval, along with the other documentation required for offers at senior rank. If the offer involves prior service credit, the eligible faculty vote on the appropriateness of such credit.

In the event that more than one candidate achieves the level of support required to extend an offer, the department chair decides, in consultation with the divisional dean, which candidate to approach first. At that time, the department chair must discuss the details of the offer, including compensation, with the divisional dean and receive approval before extending an offer.

The department is advised to discuss potential appointment of a candidate requiring sponsorship for permanent residence or nonimmigrant work-authorized status with the Office of International Affairs. An [MOU](#) must be signed by faculty eligible for tenured positions who are not U.S. citizens or nationals, permanent residents, asylees, or refugees.

2. Teaching/Professional Practice Faculty on the Columbus Campus

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

3. Transfer from the Tenure Track

Tenure-track faculty may transfer to a teaching/professional practice appointment if appropriate to the individual's circumstances and department and college needs, and if funding for the salary has been identified. Tenure or tenure eligibility is lost upon transfer, and transfers must be approved by the department chair, the college dean,

and the executive vice president and provost.

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

Transfers from a teaching/professional practice appointment to the tenure track are not permitted. Teaching/professional practice faculty members may apply for tenure-track positions and compete in regular national searches for such positions.

4. TIU Transfer

Faculty requests to move from one TIU to another must be approved by a simple majority of eligible faculty in the receiving TIU, by both TIU heads, the college dean(s), and the Office of Academic Affairs. The eligible faculty in such cases are the tenure-track faculty eligible to vote on faculty appointments at the transferee's rank. See Section III.A.1 above.

Approval will be dependent on whether satisfactory fiscal arrangements for the change have been made and requires the establishment of mutually agreed-upon arrangements among the affected TIU heads, college dean(s), and the faculty member. An MOU signed by all parties, including the Office of Academic Affairs, must describe in detail the arrangements of the transfer. Since normally the transferring faculty member will fill an existing vacancy in the receiving unit, the MOU will describe the resources supporting the position, including salary, provided by the receiving unit.

The College of Arts and Sciences and the Office of Academic Affairs can provide guidance to non-tenure-track faculty about the process for transferring from one TIU to another.

5. Associated Faculty on the Columbus Campus

The appointment of compensated associated faculty members follows a formal search following the [SHIFT](#) Framework, which includes a job posting in [Workday](#) (see Section IV.B above) and candidate interviews. The appointment is then decided by the department chair based on a recommendation from the search committee.

The reappointment of all compensated associated faculty is decided by the department chair.

Any faculty member in the department may propose appointment and reappointment of uncompensated adjunct or visiting faculty. The appointment is decided by the department chair in consultation with the eligible faculty who consider the appointment at a regular faculty meeting.

Visiting appointments may be made for one term of up to three years or on an annual basis for up to three years. Lecturer and senior lecturer appointments may be for a term or for an academic year, based on program need. After the initial appointment, and if the department's curricular needs warrant it, a multiple year appointment up to three years in length may be offered.

All associated faculty appointments expire at the end of the appointment term and must be formally renewed to be continued. Adjunct appointments may be renewed only when the uncompensated academic service for which the appointment was made continues.

6. Regional Campus Faculty

The appointment of all compensated regional campus faculty follows a formal search following the [SHIFT](#) Framework, which includes a job posting in [Workday](#) and candidate interviews.

The regional campus has primary responsibility for determining the position description for a tenure-track faculty search, but the regional campus dean or designee consults with the department chair to reach agreement on the description before the search begins. Procedures remain essentially the same in the appointment of tenure-track regional campus faculty whose Tenure Initiating Unit (TIU) will be the Department of Art. However, these search committees, appointed jointly by the chair of the department and the regional campus dean/director, will also include members of the regional campus faculty and must include at least one tenure-track faculty member from the Columbus campus Department of Art. Because the search will be focused on the undergraduate teaching needs of the regional campus, the Department of Art chair will not define a specific area of program expertise or expectation for regional faculty (such as sculpture, painting, ceramics, etc.) as is normal in other departmental searches.

Candidates are interviewed by, at a minimum, the regional campus dean, the divisional dean of the College of Arts and Sciences, department chair, departmental Promotion and Tenure Committee, and either the regional campus search committee or a broader representation of the regional and Columbus faculties. The regional campus may have additional requirements for the search not specified in this document. A hiring decision requires agreement by the department chair and regional campus dean. Until agreement is reached, negotiations with the candidate may not begin. The department chair and the regional campus dean must co-sign the letter of offer.

Searches for regional campus teaching faculty, professional practice faculty, and

associated faculty are the same as those described above for tenure-track faculty.

7. Joint Appointments

The department may propose a joint appointment for a faculty member from another Ohio State TIU as described in Section IV.A.6. The potential for a joint appointment is typically evaluated during the recruitment process and, as such, is subject to all criteria outlined above for each faculty category.

Approval of the joint appointment by the Office of Academic Affairs and the College of Arts and Sciences is dependent on establishing a mutually agreed-upon arrangement between the TIU heads, college dean(s), and the faculty member. An MOU signed by all parties, including the Office of Academic Affairs, must describe in detail the arrangements of the joint appointment. Administrative approval will be dependent on whether satisfactory fiscal arrangements have been made.

8. Courtesy Appointments

Any department faculty member may propose a 0% FTE (courtesy) appointment for a tenure-track or teaching/professional practice faculty member from another Ohio State department. A proposal that describes the uncompensated academic service to this department justifying the appointment is considered at a regular faculty meeting. If the faculty approves the proposal, the department chair seeks the necessary permissions from the appropriate TIU prior to extending an offer of appointment. The department chair reviews all courtesy appointments annually to determine whether they continue to be justified, and takes recommendations for non-renewal before the faculty for a vote at a regular meeting.

V. ANNUAL PERFORMANCE AND MERIT REVIEWS

The department follows the requirements for the annual performance and merit review as set forth in the [Policy on Faculty Annual Review and Reappointment](#), which stipulates that such reviews must include a scheduled opportunity for a face-to-face meeting for all probationary faculty, an opportunity for a face-to-face meeting for all other compensated faculty members, as well as a written assessment. According to the policy, the purposes of the review are to:

- Assist faculty in improving professional productivity through candid and constructive feedback and through the establishment of professional development plans;
- Establish the goals against which a faculty member's performance will be assessed in the foreseeable future; and

- Document faculty performance in the achievement of stated goals in order to determine salary increases and other resource allocations, progress toward promotion, and, in the event of poor performance, the need for remedial steps.

The department chair may designate the responsibility for annual performance and merit reviews to appropriate unit administrators. The designee or a subcommittee of the eligible faculty may provide a written assessment to the chair. However, unless the Office of Academic Affairs has granted an exception to a large unit, the department chair must schedule a face-to-face meeting with all probationary faculty as part of the review. An opportunity for a face-to-face meeting with the department chair or the chair's designee must be provided to all tenured and non-probationary faculty.

In all cases, accountability for the annual performance and merit review process resides with the department chair.

Depending on their appointment type, the annual performance and merit review of a faculty member is based on expected performance in teaching, research/creative activity, and/or service as set forth in the department's guidelines on faculty duties, responsibilities, and workload; on any additional assignments and goals specific to the individual; and on progress toward promotion where relevant. Meritorious performance in teaching, scholarship, and service is assessed in accordance with the same criteria that form the basis for promotion decisions.

For untenured faculty this review is a critical component of monitoring progress toward tenure. The review process serves as a basis for annual salary recommendations, for assisting faculty in developing and carrying out professional plans, and for calling attention to performance problems where they exist. This review process should be accepted by the parties as professional, candid, and constructive. Criticisms should be treated as opportunities for individuals to correct deficiencies.

The review of faculty with budgeted joint appointments must include input from the joint appointment TIU head for every annual evaluation cycle. The input should be in the form of a narrative commenting on faculty duties, responsibilities, and workload; on any additional assignments; and on goals specific to the individual in the joint unit.

Annual review letters should not merely be descriptive summaries of activities but should evaluate performance in relation to the unit's mission and the faculty member's assigned workload and previously articulated goals and expectations for the year. The annual review should also describe, when appropriate, actions the unit or its head will undertake to support the faculty member in achieving goals. When relevant, annual review letters should recognize engagement with partners beyond the university, which may take the form of research/creative work, teaching, or

service. Department chairs may also comment upon and/or recognize ways in which individual faculty members exemplify and reinforce the university's shared values in carrying out their teaching, scholarship, and service activities, including creating unit cultures that are inclusive, supportive, and characterized by civility and mutual respect. The full range of activities assigned to a faculty member should be formally recognized and, when done well, rewarded. Annual review letters should describe each faculty member's workload allocation for the upcoming year in accordance with the university's [faculty workload guideline](#).

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

These annual performance and merit reviews will be conducted in accordance with the timetable approved by the department and attached to this document (Appendix I). During the spring semester, reviews will take place for probationary and non-probationary faculty.

A. Documentation

For their annual performance and merit review, compensated faculty members must submit the following documents to the department chair no later than January 15:

- Office of Academic Affairs [dossier outline](#) (*required for probationary faculty*) or updated documentation of performance and accomplishments (*non-probationary faculty*)
- updated CV, which will be made available to all faculty in an accessible place (*all faculty*)

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

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

These annual performance and merit reviews will be conducted in accordance with the timetable approved by the department and attached to this document (Appendix I). Reviews for all compensated faculty occur during the spring semester.

1. Probationary Tenure-Track Faculty on the Columbus Campus

Every probationary tenure-track faculty member is reviewed annually by the department chair, who meets with the faculty member to discuss his/her/their performance, future plans, and goals; and prepares a written evaluation with sufficient detail for meaningful feedback that includes a recommendation on whether to renew the probationary appointment. This evaluation is informed in years 2 and 4 by recommendations from the Promotion and Tenure Committee.

In Spring of year 2, the Promotion and Tenure committee conducts a review of probationary tenure-track faculty. This review consists of a discussion and visual presentation of the faculty member's research, creative activity, outcomes of teaching, and service activity. This discussion is scheduled and attended by the Promotion and Tenure committee, as well as by members of the eligible faculty, invited by the committee and by the faculty member under review, whose insights into the candidate's teaching, research, and service would aid the committee in forming its recommendation (examples would be the area coordinator for the probationary faculty member and/or the chair of a service committee). On completion of the review, the Promotion and Tenure committee develops a recommendation to the department chair on whether or not to renew the probationary appointment.

For annual reviews in every year of the probationary appointment except year 4 (see below), if the department chair recommends renewal of the probationary appointment, this recommendation is final. The department chair's annual review letter to the faculty member renews the probationary appointment for another year and includes content on future plans and goals. The faculty member may provide written comments on the review and the department chair may respond in writing. The department chair's letter (along with the written comments, if received) is forwarded to the dean of the college. In addition, the annual review letter becomes part of the cumulative dossier for promotion and tenure (along with the written comments, if provided).

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

a. Fourth-Year Review

In Autumn semester of the fourth year of the probationary period, the annual review follows the same procedures as the mandatory tenure review, with the addition that the probationary faculty member makes a presentation to the faculty identical in format to that delivered as part of the second-year review. External letters will not be sought in this department. The dean (not the department chair) makes the final decision regarding

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

The eligible faculty forwards a record of the vote and a written performance review to the department chair. 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. The review thus results in two letters of evaluation: one from the eligible faculty and a separate letter from the department chair.

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

Renewal of the appointment of a probationary faculty member for the fifth year requires the approval of the divisional dean. In cases where the divisional dean concurs with the department's recommendations to approve the renewal of the appointment, review by the College of Arts and Sciences Divisional Promotion and Tenure Review Panel is optional and at the divisional dean's discretion. The divisional review panel, however, must review negative department reappointment recommendations. If either the department chair or the divisional dean recommends nonrenewal of a faculty member's probationary contract, the case will be referred to the college's Promotion and Tenure Committee, which will review the case, vote and make a recommendation to the dean. The dean, in consultation with the divisional dean, makes the final decision regarding renewal or nonrenewal of the probationary appointment.

b. Extension of the Tenure Clock

Faculty Rule [3335-6-03](#) (D) sets forth the conditions under which a probationary tenure-track faculty member may exclude time from the probationary period. [Faculty Rule 3335-6-03 \(E\)](#) does likewise for reducing the probationary period. A faculty member remains on duty regardless of extensions or reductions to the probationary period, and annual reviews are conducted in every probationary year regardless of time extended or reduced. Approved extensions or reductions do not limit the department's right to recommend nonrenewal of an appointment during an annual review.

2. Tenured Faculty on the Columbus Campus

The department chair or designee reviews Associate Professors annually. The review process includes a meeting to discuss his or her performance and future plans and goals with the department chair (or designee), who then prepares a written evaluation on these topics. These meetings provide critical information that helps determining merit salary increases. The faculty member may provide written comments on the review and

the department chair may respond in writing.

Associate Professors preparing for promotion to the rank of Professor will make a public presentation of their research, creative activity and teaching. The department chair, in consultation with the faculty and the Promotion and Tenure Committee, schedules these presentations. These presentations provide the opportunity for faculty to provide additional insight and context for their creative research.

Professors are reviewed annually by the department chair, who meets with the faculty member to discuss his/her/their performance and future plans and goals. The annual review of professors is based on their having achieved sustained excellence in the discovery and dissemination of new knowledge relevant to the mission of the department, as demonstrated by national or international recognition of their scholarship; ongoing excellence in teaching, including their leadership in graduate education in both teaching and mentoring students; and outstanding service to the department, the college, 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, in civil and collegial interaction with colleagues, staff, 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 an associate professor or 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.

The department chair prepares a written evaluation of performance against these expectations. The faculty member may provide written comments on the review and the department chair may reply in writing.

3. Teaching and Professional Practice Faculty on the Columbus Campus

The annual performance and merit review process for teaching/professional practice probationary and non-probationary faculty is identical to that for tenure-track probationary and tenured faculty respectively, except that non-probationary teaching/professional practice faculty may participate in the review of teaching/practice faculty of lower rank.

In the penultimate contract year of a teaching or professional practice faculty member's appointment, the department chair must determine whether the position held by the faculty member will continue. If the position will not continue, the faculty member is

informed that the final contract year will be a terminal year of employment. The standards of notice set forth in Faculty Rule [3335-6-08](#) must be observed.

If the position will continue, a formal performance review for reappointment is necessary in the penultimate contract year to determine whether the faculty member will be offered a new contract. This review generally proceeds in the same manner as the Fourth-Year Review procedures for tenure track faculty. All reappointment decisions of teaching and professional practice faculty members are at the discretion of the college dean. There is no presumption of renewal of contract.

4. Associated Faculty on the Columbus Campus

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

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

5. Regional Campus Faculty

The annual performance and merit review of a regional campus probationary tenure-track or tenured faculty member is first conducted on the regional campus, with a focus on teaching and service. The regional campus dean meets with the department chair who shares the Columbus campus evaluation of the faculty member's research and/or creative activity during the review period. The regional campus dean provides an annual performance and merit review letter, including an assessment of research/creative activity by the Columbus campus chair. In the event of divergence in performance assessment between the regional campus and the department, the department chair discusses the matter with the regional campus dean/director in an effort to clarify and reconcile the divergence, so that the faculty member receives consistent assessment and advice.

For probationary tenure-track faculty, in the event that the regional campus dean recommends renewal, and the department chair recommends nonrenewal, the case shall be reviewed by the college dean or their designee, with the college dean's or their

designee's judgment prevailing.

The annual performance and merit review of regional campus teaching and professional practice faculty is conducted on the regional campus. The dean/director will provide the department chair a copy of a teaching or professional practice faculty member's annual performance and merit review letter.

The annual performance and merit review of regional campus associated faculty is conducted entirely on the regional campus.

6. Salary Recommendations

The College of Arts and Sciences requires that departments:

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

The department chair recommends annual salary increases and other performance rewards to the divisional dean, who may modify these recommendations. The recommendations are based on the current annual performance and merit review as well as on the performance and merit reviews of the preceding 24 months. Faculty with high-quality performance in all three areas of endeavor and a pattern of consistent professional growth will necessarily be favored. Faculty whose performance is unsatisfactory in one or more areas are likely to receive minimal or no salary increases.

Salary increases are formulated in dollar amounts rather than percentage increases, with the goal of distributing available funds in a manner that achieves the optimal distribution of salaries. As a general approach to formulating salary recommendations, the department chair divides faculty into at least four groups based on continuing productivity (high, average, low, and unsatisfactory) and considers market and internal equity issues as appropriate. The department chair should proactively engage in equity audits of faculty salary to ensure faculty salaries are commensurate both within the department and across the field or fields represented in the department. Salary increases should be based upon these considerations.

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 the active promotion of an enriching working and learning environment through collegiality, civility, and openness to diverse ideas and opinions.

In evaluating excellence in teaching for making salary recommendations, among the factors to be considered are: classroom performance, program and course development, quality of effort in advising students, supervision of graduate research, and related teaching and advising activities outside the classroom.

In evaluating excellence in research for making salary recommendations, among the factors to be considered are: the creation of significant works of art, mounting exhibitions, and establishing outstanding exhibition records. Other Important and noteworthy criteria may be, but not limited to, awards, grants, commissions, publications, presentations, citations, reviews, and other technical or artistic developments of benefit to the discipline. Normally, broad and diverse recognition of excellence on at least a national level in a reasonably comprehensive form is essential in research performance. In determining excellence, areas of performance may vary widely from individual to individual. In the Department of Art, variations may occur with areas of responsibility and/or expertise, opportunities available, and ongoing changes in acceptance and/or recognition of efforts in visual, creative research.

In evaluating excellence in service for making salary recommendations, among the factors to be considered are: service to the department, to the university, and to the profession as well as other type of meritorious service, including, but not limited to, unusual or difficult special assignments; participation on regional, national and international advisory committees or governing boards; and the organization of conferences and workshops.

On occasion, one-time cash payments or other rewards, such as extra travel funds, may be 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 and require approval of the divisional dean.

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

Faculty who fail to submit the required documentation for an annual review at the required time will receive no salary increase in the year for which documentation was not provided, except in extenuating circumstances, and may not expect to recoup the

foregone raise at a later time.

VI. REVIEWS FOR PROMOTION AND TENURE AND FOR PROMOTION

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

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

A. Criteria and Evidence that Support Promotion

Although institutional citizenship and collegiality are expected, they cannot be used as an independent criterion for promotion or tenure. The department recognizes, however, that these positive attributes define the ability of a faculty member to contribute effectively to exemplary teaching, scholarship, and service.

A commitment to these values and principles is demonstrated, for example, by participation in faculty governance and community outreach; activities related to the University's [Shared Values](#); adherence to principles of the responsible conduct of research; constructive conduct and ethical behavior during the discharge of responsibilities and authority; and the exercise of rights and privileges consistent with the [American Association of University Professors' Statement on Professional Ethics](#).

This department is committed to assessing the practice of these values and principles as part of all performance evaluations.

1. Promotion to Rank of Associate Professor with Tenure

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 a privilege that is essential to the welfare of the university faculty member and to the institution in the assurance of academic freedom. The process of tenure review in the Department of Art begins with the initial appointment and proceeds through the final decision on the awarding of tenure and promotion to the rank of Associate Professor. Because the award of tenure has long-range implications, no person should anticipate that the award is automatic.

The basic criteria for promotion and the award of tenure at The Ohio State University require excellence in teaching, research/creative activities and its evidences, and the promise of excellence in service to the university and the broad community. In the Department of Art, excellence in research means attainment of measurable national or international recognition based on an appropriate amount and rate of high quality and relevant creative endeavors. A successful candidate will have an emerging national reputation. The department recognizes that quality work can manifest itself in a wide and diverse variety of venues that may also further vary with an area of expertise. Excellence in teaching means the provision to all students of the opportunity to realize their full capabilities for learning and, to the most capable and motivated students, an enhanced learning experience. Excellence in service means the provision of a high level of professional expertise and experience to one or more publics – including the university, the Columbus community, the State of Ohio, the nation, and professional organizations. The service contribution during the probationary period of assistant professors is limited by design. The most important judgment is that the candidate will achieve excellence in service in the future.

The substantial probability that a high rate of quality scholarship and excellence in teaching and service will continue needs to be established. The claim that retention of the candidate will improve the overall quality and standing of the unit needs to be supported.

Excellence in teaching, research, and service are moreover defined to include professional ethical conduct in each area of responsibility, consistent with the American Association of University Professors [Statement on Professional Ethics](#). Peer review is central to the evaluation process. This process can only work in a spirit of informed collegiality, and all members of the faculty are expected to generate qualified professional evaluations of their peers. It is emphasized that this faculty believes in the principle of peer review to the extent that it acknowledges that every member of this faculty is, in fact, a professional evaluator.

Tenure is not awarded below the rank of Associate Professor at The Ohio State University.

The award of tenure is an acknowledgement of excellence and future potential for preeminence. It is therefore essential to evaluate and judge the probability that faculty, once tenured, will continue to develop professionally and contribute to the 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. For example, if a candidate's primary teaching role is and will continue to be undergraduate teaching, then excellence in undergraduate teaching is required. A mediocre performance in this area would not be adequately counterbalanced by excellent performance in another aspect of teaching that is a significantly smaller part of the individual's responsibilities.

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

Consistent with these guidelines, promotion to associate professor with tenure in the College of Arts and Sciences requires excellence in both research/creative work and teaching. Evidence of service to the unit and the promise of excellence in service beyond the unit are desirable. The substantial probability that a high rate of quality research/creative work and excellence in teaching and service will continue needs to be established. The claim that awarding tenure to the candidate will improve the overall quality and standing of the unit needs to be supported.

The accomplishments listed below in the areas of teaching, research, and service are expected of faculty for promotion to Associate Professor with Tenure. In the evaluation of untenured Associate Professors for tenure, the same criteria apply, along with any others established in writing at the time a senior rank appointment without tenure was offered.

a. Teaching

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

- provided up-to-date content, at appropriate levels, in every instructional

situation

- demonstrated continuing growth in subject matter knowledge and an ability to address both traditional and contemporary issues in the field
- 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
- demonstrated capacity of continuing growth as teachers of art
- 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 course revision, development of new courses and/or academic programs
- demonstrated a special concern for student welfare by serving as advisor to an appropriate number of graduate and undergraduate students given the department's student/faculty ratio and the faculty member's area(s) of expertise
- engaged in documented efforts to improve teaching in areas that are compatible with the long-range needs of the Department of Art

b. Research

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

- Produced a body of creative and/or scholarly work that is of high quality, engages in original research and is presented in peer-reviewed venues. This body of work should be focused, contribute substantively to knowledge in the area of focus, and is beginning to be favorably cited. The following attributes of the body of work are considered:
 - Quality, impact, quantity.
 - Unique contribution to a line of inquiry or creative practice.
 - Rigor of the peer review process and degree the work is presented in exhibitions and other venues. Exhibitions of the original works are weighted more heavily than conference proceedings or public lectures; published research more than unpublished research, and original works more than edited works.
 - Empirical work, demonstrating the candidate's ability to conduct such work and to mentor others, is preferred to synthetic work at this stage of career.

- While collaborative work is encouraged, and indeed is essential to some types of inquiry, the candidate's intellectual and creative contributions to collaborative work must be clearly and fairly described to permit accurate assessment.
- A demonstrated effort to obtain and potential to sustain funding for creative activities and research. 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. Funding is a means to an end; funding that has not led to creative productivity is disregarded in the review.
- A developing national or international reputation in the candidate's field as evidenced by external evaluations, invitations to exhibit and/or present at recognized prestigious forums, invitations to review research papers and grant proposals, and a beginning trend of positive citations in publications. A reputation based on the quality of the contribution in creative activity/research 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 the ethical treatment of graduate students, postdoctoral fellows, and collaborators.

c. Service

The award of tenure implies that the individual is a full-fledged and mature member of the university community with a good knowledge of university and department procedures, including the traditional levels of administrative responsibility and service on departmental committees. An ability to function within the structure of department, college, and university guidelines is essential to a positive review. A state university depends upon its relationship to the people of the state. Department faculty are expected, when possible, to participate in public service relevant to their professional expertise that will be of mutual benefit to themselves, the profession, and to the broad community of the state of Ohio.

2. Promotion to Rank of Professor

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

Promotion to the rank of professor must be based on convincing evidence that the faculty member has a sustained record of excellence in teaching; has

produced a significant body of scholarship that is recognized nationally or internationally; and has demonstrated leadership in service.

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

Longevity by itself is not a criterion for promotion to the rank of professor. Along with the expectations stated in the above rule, emphasis is placed on extraordinary involvement and accomplishments in the profession of both art and teaching. For promotion to Professor, a faculty member is expected to be a role model for junior and senior faculty, for students, and for the profession. Assessment takes place in relation to specific assigned responsibilities, with exceptional performance in these responsibilities required. The specific criteria in teaching, research, and service for promotion to Professor are consistent with those for promotion to Associate Professor with Tenure, with the added expectation of sustained accomplishment and increasing quality of contributions, a record of continuing professional growth, evidence of established national distinction as a scholar and an emerging international reputation in the field, and excellence in service to one or more publics, including the university, the Columbus community, the state of Ohio, the nation, and professional organizations. The Department of Art reserves the rank of professor for those faculty members who have demonstrated outstanding achievement in teaching, research, and service.

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

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

exhibited excellence in the scholarship of leadership to make visible and demonstrable impact upon the mission of the department, college, and university.

3. Teaching/Professional Practice Faculty

a) Promotion to assistant teaching professor or professional practice assistant professor in the department requires that a faculty member has completed their MFA or other terminal degree in the relevant field or hold a master's degree along with experience equivalent to a terminal degree, and be performing satisfactorily in teaching, professional practice, and service. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

b) Promotion to associate teaching professor or professional practice associate professor in the department requires that a faculty member hold an MFA or other terminal degree in the relevant field or a master's degree and experience equivalent to a terminal degree, show convincing evidence of excellence as a teacher and a provider of effective service; have a documented high level of competence in professional practice; and display the potential for continuing a program of high-quality teaching and service relevant to the mission of the department. Specific criteria in teaching and service for promotion to associate teaching professor and to professional practice associate professor are similar to those for promotion to associate professor with tenure. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

c) Promotion to teaching professor or professional practice professor in the department requires that a faculty member have an MFA or other terminal degree in the relevant field or a master's degree and experience equivalent to a terminal degree, a record of continuing professional growth and increasing quality of contributions, including a sustained record of excellence in teaching and/or practicum supervision and professional practice; leadership in service to the department and to the profession; and production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

4. Associated Faculty

Promotion to Adjunct Associate Professor and Adjunct Professor. The relevant criteria for the promotion of adjunct faculty members shall be the same as those for the promotion of tenure-track or teaching/professional practice, as appropriate to the appointment, above.

Promotion to Associate Professor and Professor with FTE below 50%. The relevant criteria for the promotion of associated faculty members with tenure-track

titles are those for the promotion of tenure-track faculty above.

Promotion to Senior Lecturer. Lecturers may be promoted to senior lecturer if they meet the criteria for appointment at that rank as described in Section IV.A.3.

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

5. Regional Campus Faculty

The primary function of the regional campuses is to provide high quality undergraduate instruction and to serve the academic needs of their communities. With this consideration in mind, in evaluating regional campus tenure-track faculty for promotion and tenure or promotion, the department will give greater emphasis to the quality of teaching and service relative to research. Recognizing that the character and quantity of research by regional campus faculty may differ from that of Columbus Campus faculty, due to the weight of other responsibilities and lack of access to comparable resources, the department nevertheless expects regional campus faculty to establish a program of high-quality scholarly activity.

This difference in the criteria balance for promotion to associate professor with tenure and for promotion to professor for those faculty at a regional campus reflects the following considerations:

Teaching

There is appreciation for the fact that a greater quantity of teaching is likely, but the expectation for quality teaching remains the same as for Columbus campus faculty:

- That the primary mission of the regional campuses is undergraduate teaching;
- That regional campus faculty do not have graduate teaching associates to assist them in their teaching;
- That regional campus faculty do not normally serve as advisors to graduate students.

Research

There is appreciation for the fact that a lesser quantity of research is likely, but the expectation for quality research remains the same as for Columbus campus faculty:

- That regional campus faculty may not have the same level of access to research facilities, studio visits, exhibition venues, and infrastructure comparable to those of Columbus faculty;
- That regional campus faculty are not members of specific Department of Art areas (such as painting, sculpture, ceramics, etc.) and because of this, that regional faculty do not have the same level of access to the critical input of colleagues.

Service

There is appreciation for the fact that a greater quantity of service is likely, but the expectation for quality service remains the same as for Columbus campus faculty:

- That faculty may have considerable service responsibilities on branch campus committees;
- That the undergraduate student advising responsibilities of regional campus faculty may be more substantial than those of Columbus faculty;
- That participation in faculty and committee meetings in Columbus may not be practical.

Because of the above differences, the department chair will normally consult each semester with regional campus faculty, at the request of the faculty member, to address issues of concern in their development.

In evaluating regional campus teaching/professional practice faculty and associated faculty for promotion, the department will use the same criteria as described above for the promotion of faculty in each of these categories.

Regional campus associated faculty eligible for promotion are reviewed by the regional campus faculty according to the process established on that campus and then by the regional campus dean. The decision of the regional campus dean is final.

B. Procedures

Departmental procedures for promotion and tenure reviews are guided by the provisions of Faculty Rule [3335-6-04](#) for tenure-track faculty, [3335-7-05](#) for teaching/professional practice faculty, and by the Office of Academic Affairs annually updated procedural guidelines for promotion and tenure reviews found in Chapter 3 of the [Policies and Procedures Handbook](#).

1. Tenure-Track and Teaching/Professional Practice Faculty on the Columbus Campus

a. Candidate Responsibilities

Candidates should:

- Notify the chair of the department of her/his desire for promotion or early promotion and tenure review (notice not required in the case of mandatory reviews). The Promotion and Tenure Committee meets with faculty who are considering applying for non-mandatory reviews for promotion to Professor or tenure with promotion to Associate Professor. The P&T Committee, on the basis of materials provided by the faculty, assesses the progress of Associate Professors towards the goal of promotion to Professor and the readiness of

Assistant Professors for a non-mandatory (i.e. early) review for promotion and tenure. Such screening is designed to avoid premature reviews and is based on consultation with the Department Chair.

- Indicate the APT under which they wish to be reviewed. Candidates may elect to be reviewed under (a) the department's current APT document; (b) the APT document that was in effect on their start date; or (c) the APT document that was in effect on the date of their last promotion (or last reappointment in the case of teaching/professional practice faculty), whichever of these two latter documents is the more recent. However, for tenure-track faculty the current APT document must be used if the letter of offer or last promotion, whichever is more recent, was more than 10 years before April 1 of the review year. If a candidate wishes to be reviewed under an APT other than the current approved version available [here](#), a copy of the APT document under which the candidate has elected to be reviewed must be submitted when the dossier is submitted to the department. If a previous APT document is used for a review, only the criteria for evaluation from the earlier document are to be used. All processes and procedures for the review are to align with the currently approved APT document, regardless of whether a previous or current APT document is being used to define criteria for evaluation.
- Submit a complete, accurate dossier that follows the Office of Academic Affairs [dossier outline](#). Candidates should not sign the Office of Academic Affairs [Candidate Checklist](#) without ascertaining that they have fully met the requirements set forth in the Office of Academic Affairs core dossier outline, including but not limited to those highlighted on the Checklist. While the Promotion and Tenure Committee makes reasonable efforts to check the dossier for accuracy and completeness, the candidate bears full responsibility for all parts of the dossier that are to be completed by him/her/them.

Any published materials presented for consideration should be in the form of reprints, photocopies of journal articles, printouts from on-line publications, or other final form that documents actual publication. An author's manuscript does not document publication.

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

In addition to the teaching documentation included in the core dossier, candidates may also submit:

- Copies of pedagogical papers, books, or other materials published or accepted for publication. A letter must accompany material accepted for publication and not yet published from the publisher stating that the work has been unequivocally accepted and is in final form with no further revisions needed.
 - Visual documentation of student work, clarified with materials that thoroughly define the level and nature of the classes and the students (this will include individual study and graduate students). Unique in the Department of Art is the fact that the results of teaching can be viewed through the work produced by students. This work is further clarified as to its accomplishment when identified with the level, content, and structure of the course(s) taught, *i.e.* foundation drawing, advanced studios, individual studies, graduate level course, etc.
 - Other relevant documentation of teaching as appropriate.
- For scholarship documentation, a full history of publications and creative work should be included, as this information provides context to the more recent and relevant research record and/or demonstrates scholarly independence. Information about scholarship produced prior to the start date (for probationary faculty) or date of last promotion (for tenured or nonprobationary faculty) may be provided. Any such material should be clearly indicated. However, it is the scholarship performance since the start date or date of last promotion that is to be the focus of the evaluating parties.

In addition to the scholarship documentation included in the core dossier, candidates may also submit:

- If appropriate, significant reviews (particularly from outside the university community).
- Copies of all scholarly papers published or accepted for publication. A letter must accompany papers accepted for publication but not yet published 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, e.g., published reviews including publications where one's work is favorably cited, or grants and contract proposals that have been submitted.

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

Examples of service documentation include:

- Any available documentation of the quality of service that enhances the list of service activities in the dossier.
- Evidence of other unique, qualitative professional involvement that is appropriate and/or not covered above. The emphasis should be on quality rather than quantity, with clear indication of outstanding performance in all areas inherent in the responsibilities of a university faculty member in art; any or all of the above also may be part of the materials used by tenured faculty in their presentation for peer review of teaching.
- The complete dossier is forwarded when the review moves beyond the department. The documentation of teaching is forwarded along with the dossier. The documentation of scholarship and service is for use during the departmental review only, unless reviewers at the college and university levels specifically request it.
- Further documentation for the internal reviews within the Department of Art is seen as important and a separate supplement to this required dossier. The inclusion of visual and other materials, which assure a comprehensive view of a candidate's teaching, research, and service, is strongly recommended. Documentation of student work and the work of the candidate; publication examples; reviews; and examples of successful grant proposals are only a partial list of materials that are likely to be most appropriate for this purpose.
- If external evaluations are required, candidates are responsible for reviewing the list of potential external evaluators developed according to departmental guidelines. The candidate may add no more than three additional names but is not required to do so. The candidate must not initiate requests for external evaluations. The candidate may request the removal of no more than two names. The department chair decides whether removal is justified. (Also see External Evaluations below.)

- In the case of all promotion and tenure reviews and promotion reviews, provide a full promotion dossier containing appropriate visual documentation, résumé, description of research, copies of articles, and reviews or other documentation for outside evaluators chosen by the Promotion and Tenure Committee in consultation with the department chair and the candidate.
 - Provide a dossier of supplemental materials in support of performance. Materials must be submitted in the sequential order prescribed by the Office of Academic Affairs. It is important to note that the comprehensiveness of the documentation in the dossier plays a critical role in the eventual outcome
 - Prepare for a public presentation, approximately one hour, to be scheduled during the review process.

b. Promotion and Tenure Committee Responsibilities

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

- To review this APT document annually and to recommend proposed revisions to the faculty.
- To consider annually, in spring semester, requests from faculty members seeking a non-mandatory review in the following academic year and decide whether it is appropriate for such a review to take place. Only Professors may consider promotion review requests to the rank of Professor. A simple majority of those eligible to vote on a request must vote affirmatively for the review to proceed.
- The Promotion and Tenure Committee meets with faculty who are considering applying for non-mandatory reviews for promotion to Professor or tenure with promotion to Associate Professor. The P&T Committee, on the basis of materials provided by the faculty, assesses the progress of Associate Professors towards the goal of promotion to Professor and the readiness of Assistant Professors for a non-mandatory (i.e., early) review for promotion and tenure. Such screening is designed to avoid premature reviews and is based on consultation with the Department Chair. 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 (e.g., student and peer evaluations of teaching). Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.
 - A tenured faculty member may be denied a formal promotion review under Faculty Rule [3335-6-04A\(3\)](#) only once. [Faculty Rule 3335-7-08](#)

makes the same provision for non-probationary teaching/professional practice faculty. If the denial is based on lack of required documentation and the faculty member insists that the review go forward in the following year despite incomplete documentation, the individual should be advised that such a review is unlikely to be successful.

- o A decision to permit a review to take place in no way commits the Promotion and Tenure Committee, the department chair, or any other party to the review to making a positive recommendation during the review itself.
- To review thoroughly and objectively every candidate's dossier in advance of the meeting at which the candidate's case will be discussed.
- To attend all Promotion and Tenure Committee meetings except when circumstances beyond one's control prevent attendance; to participate in discussion of every case; and to vote.
- Arrange for individual, public presentations for candidates undergoing mandatory and non-mandatory reviews for promotion and tenure and for candidates undergoing non-mandatory reviews for promotion. These public presentations (approximately one hour) shall be focused on the candidate's research and her/his students' work with time allowed for additional questions and discussion.
- Annually, in late spring through early autumn semester, to provide administrative support for the promotion and tenure review process as described below.
 - o **Late spring:** Select from among its members a Procedures Oversight Designee who will serve in this role for the following year. The Procedures Oversight Designee cannot be the same individual who chairs the committee. The Procedures Oversight Designee's responsibilities are described [here](#).
 - o **Late spring:** Suggest names of external evaluators to the department chair. The external evaluators will be drawn predominantly from the lists of peer and aspirational peer programs (see Section VI.B.4 below). Justification will be provided in cases when a suggested evaluator is from a program not included on these lists.
 - o **Early autumn:** 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.
 - o Meet with each candidate for clarification as necessary and to provide the candidate an opportunity to comment on his or her dossier. (This meeting is not an occasion to debate the candidate's record.)
 - o Draft an analysis of the candidate's performance in teaching, research, and service to provide to the full faculty with the dossier and seek to clarify any inconsistent evidence in the case, where possible.

- Consider the interdisciplinary work of a candidate across multiple units as part of the whole work, especially if the candidate has a joint appointment in another unit or is a member of a Discovery Theme.
- Conduct a meeting of eligible faculty to discuss the merits of tenure and/or promotion for the candidate;
- Revise the draft analysis of each case following the meeting of the Committee of the Eligible Faculty to include the faculty vote and a summary of the faculty perspectives expressed during the meeting and forward the completed written evaluation and recommendation to the department chair. The revised document must specify each of the unit's criteria in teaching, scholarship and service, summarize the faculty perspectives on whether the candidate has met each criterion, and include the sources of evidence in the dossier on which these perspectives are based. The completed written evaluation and recommendation is forwarded to the department chair.
- Provide a written response, on behalf of the Committee of the Eligible Faculty, to any candidate comments that warrant response for inclusion in the dossier.
- Provide a written evaluation and recommendation to the department chair in the case of joint appointees whose tenure-initiating unit is another department. The full Committee of the Eligible Faculty does not vote on these cases since the department's recommendation must be provided to the other TIU substantially earlier than the Committee begins meeting on this department's cases.

c. Eligible Faculty Responsibilities

The responsibilities of the members of the eligible faculty are as follows:

- To review thoroughly and objectively every candidate's dossier in advance of the meeting at which the candidate's case will be discussed.
- To attend all eligible faculty meetings except when circumstances beyond one's control prevent attendance; to participate in discussion of every case; and to vote.

d. Department Chair Responsibilities

The responsibilities of the department chair are as follows:

- To determine whether a candidate is authorized to work in the United States and whether a candidate now, or in the future, will require sponsorship for an employment visa or immigration status. (The department must ensure that such questions are asked of all candidates in a non-discriminatory manner.) For tenure-track assistant professors, the department chair confirms that candidates are eligible to work in the U.S. Candidates who are not U.S. citizens or nationals, permanent residents, asylees, or refugees will be

required to sign an [MOU](#) at the time of promotion with tenure.

- **Late Spring Semester:** To solicit external evaluations from a list including names suggested by the Promotion and Tenure Committee, the chair and the candidate. (Also see External Evaluations below.)
- To review candidates with budgeted joint appointments whose primary appointment is in this department. The department chair will seek a letter of evaluation from the TIU head of the joint appointment unit, from a Discovery Theme director in which the candidate is a member of the core faculty, and from an interdisciplinary center or institute in which the candidate plays an active role. The input should be in the form of a narrative commenting on faculty duties, responsibilities, and workload; on any additional assignments; and on impact of the work of the individual in the field of the joint unit.
- To make each candidate's dossier available in an accessible place for review by the Committee of the Eligible Faculty at least two weeks before the meeting at which specific cases are to be discussed and voted.
- To charge each member of the Eligible Faculty Committee to conduct reviews free of bias and based on criteria.
- To remove any members of the Committee of the Eligible Faculty from the review of a candidate when the member has a conflict of interest but does not voluntarily withdraw from the review.
- To attend the meetings of the eligible faculty at which promotion and tenure matters are discussed and respond to questions raised during the meeting. At the request of the eligible faculty, the department chair will leave the meeting to allow open discussion among the eligible faculty members.
- **Mid-Autumn Semester:** To provide an independent written evaluation and recommendation for each candidate, following receipt of the Committee of the Eligible Faculty's completed evaluation and recommendation.
- To explain to the Committee of the Eligible Faculty any recommendations contrary to the recommendations of the committee.
- To inform each candidate in writing after completion of the department review process:
 - of the recommendations by the Committee of the Eligible Faculty and department chair.
 - of the availability for review of the written evaluations by the Committee of the Eligible Faculty and department chair.
 - of the opportunity to submit written comments on the above material, within 10 calendar days from receipt of the letter from the department chair, for inclusion in the dossier. A form accompanies the letter that the candidate returns to the department chair, indicating whether or not he or she will submit comments.
- To provide a written response to any candidate comments that warrant response for inclusion in the dossier.

- To forward the completed dossier to the college office by that office's deadline.
- To receive the written evaluation of the Promotion and Tenure Committee and recommendation of candidates who are joint appointees from other tenure initiating units, and to forward this material, along with the department chair's independent written evaluation and recommendation, to the department chair of the other TIU by the date requested.
- To maintain an ongoing list, available to future Committees of the Eligible Faculty, of outside evaluators. This list should include the names of evaluators, the frequency of requests, their willingness to aid the committee, and the usefulness of their letters.

2. Procedures for Associated Faculty on the Columbus Campus

Adjunct faculty and associated faculty with tenure-track titles for whom promotion is a possibility follow the promotion guidelines and procedures detailed in Section VI.B above, with the exception that the review does not proceed to the college level if the department chair's recommendation is negative (a negative recommendation by the department chair is final in such cases), and does not proceed to the executive vice president and provost if the dean's recommendation is negative. Positive recommendations from the dean also do not proceed to the executive vice president and provost.

3. Procedures for Regional Campus Faculty

The responsibilities of regional campus candidates are the same as those of a Columbus campus candidate as described above.

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

Regional campus teaching/professional practice faculty are reviewed by the regional campus faculty according to the process established on that campus and then by the regional campus dean. Following the review, the regional campus dean consults with the faculty member's department chair. A request to promote follows the same procedures as tenure-track faculty except that external letters are not needed unless scholarship is a component of the assigned role.

Associated faculty are reviewed by the regional campus faculty according to the process established on that campus and then by the regional campus dean. The decision of the regional campus dean is final.

4. External Evaluations

External evaluations of research and scholarly activity are obtained for all promotion reviews in which research must be assessed. These include all tenure-track faculty promotion and tenure or promotion reviews, and all teaching/professional practice faculty promotion reviews to the rank of Teaching Professor or Professional Practice Professor. External evaluations of scholarly activity and research are not obtained for promotion to teaching/ professional practice Associate Professor or for associated faculty unless the faculty member has been involved in a significant amount of scholarship. The decision to seek external evaluations for a teaching/professional practice or associated faculty member will be made by the department chair after consulting with the candidate and the chair of the Promotion and Tenure Committee.

A conflict of interest for external reviewers exists if the reviewer is or has been to the candidate: a) a thesis, dissertation, or postdoctoral advisee/advisor; b) a research collaborator, which includes someone who has been a coauthor on a publication within the past 3 years, including pending publications and submissions; c) a collaborator on a project within the past 3 years, including current and planned collaborations; d) in a consulting/financial arrangement with the candidate within the past 3 years, including receiving compensation of any type (e.g., money, goods, or services); e) a relative or close personal friend; or f) in any relationship, personal or professional, that could reduce the reviewer's objectivity. Also excluded are reviewers from the same institution, or those who had previous employment in the same institution within the past 12 months, or those who are being considered for employment at that institution.

A minimum of five credible and useful evaluations must be obtained when external evaluations are required. A credible and useful evaluation:

- Is written by a person at an appropriate peer or aspirational institution. In keeping with college guidelines, the department will generally obtain evaluations from faculty at R01 institutions that are members of the Association of American Universities (AAU) and the Big Ten Academic Alliance (BTAA) who are in the same field as the candidate. Justification will be provided in each case in which a suggested evaluator is from a program not included on these lists.
- is written by a person highly qualified to judge the candidate's research (or other performance, if relevant) who is not a close personal friend, former academic advisor or post-doctoral mentor of the candidate, or someone who has collaborated extensively with the candidate or is currently collaborating with the candidate (see description of conflict of interest for external reviewers just above). Qualifications are generally judged on the basis of the evaluator's expertise, record of accomplishments, and institutional affiliation. This department will solicit evaluations from professors with institutional affiliations predominately in the programs listed above. In the case of an assistant professor seeking

promotion to associate professor with tenure, a minority of the evaluations may come from associate professors.

- provides sufficient analysis of the candidate's performance to add information to the review. A letter's usefulness is defined as the extent to which the letter is analytical as opposed to perfunctory. Under no circumstances will "usefulness" be defined by the perspective taken by an evaluator on the merits of the case.

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

As described above, a list of potential evaluators is assembled by the Promotion and Tenure Committee, the department chair, and the candidate. All potential evaluators must be approved by the College of Arts and Sciences through the Associate Dean for Academic Affairs. No written justification is required for tenured professors at peer or near peer institutions as defined above. If the potential evaluator is from an academic institution that is not clearly a peer or aspirational peer for Ohio State (defined as AAU or BTAA), or if the potential evaluator is from a nonacademic institution (e.g., a public policy think tank, a private art academy or music conservatory, a museum, a biomedical company, or a governmental agency), a brief written justification is required. The department's justification should be based on the prestige of the institution, the credentials and experience of the evaluator, and/or the specific relevance of the evaluator's expertise to the candidate's activities. International evaluators from strong institutions are allowed. The research credentials of the evaluators should generally mirror those of a professor at the professor rank at Ohio State. As noted above, in the case of an assistant professor seeking promotion to associate professor with tenure, a minority of the evaluations may come from associate professors. The department should provide justification if more than a minority of the evaluations are from associate professors (e.g., candidate's work is in a small or new field for which more senior people are not available, evaluators have gained prominence as national or international experts in the field). For reviews of associate professors, all evaluators must be professors (or equivalent). Emeritus professors are acceptable as long as they are active researchers.

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

Under no circumstances may a candidate solicit external evaluations or initiate contact in any way with external evaluators for any purpose related to the promotion review. If an external evaluator should initiate contact with the candidate regarding the

review, the candidate must inform the evaluator that such communication is inappropriate and report the occurrence to the department chair, who will decide what, if any, action is warranted, e.g., requesting permission from the Office of Academic Affairs to exclude that letter from the dossier. It is in the candidate's self-interest to assure that there is no ethical or procedural lapse, or the appearance of such a lapse, in the course of the review process.

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

VII. PROMOTION AND TENURE AND REAPPOINTMENT APPEALS

Faculty members who believe they have been evaluated improperly for tenure, promotion, or reappointment may appeal a negative decision to the University Senate Committee on Academic Freedom and Responsibility.

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

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

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

The College of Arts and Sciences values excellence in teaching across disciplines and at all levels of instruction. Student and peer evaluations of teaching provide tools for assessing faculty teaching effectiveness and for providing faculty with regular opportunities for improvement.

Evaluation of teaching should be holistic, considering a variety of evidence of accomplishment in the classroom: for example, student evaluations (quantitative and narrative), peer evaluations, examples of curricular or pedagogic innovation, and efforts to improve teaching by taking advantage of college or university resources. In no case should the evaluation of teaching rely exclusively on quantitative instruments (such as the SEI), which have been shown to be unreliable indicators of overall performance in the classroom.

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

The following procedures, designed to provide an effective means to improve teaching skills and to be a comprehensive measure of teaching effectiveness in art, will provide materials to be included in the dossier.

A. Student Evaluation of Teaching

Use of the Student Evaluation of Instruction (SEI) form is required in every course offered in the department. This process is administered by the Office of the Registrar and delivered to the students electronically. The faculty and the chair should encourage a high completion rate by explaining to the students the significance of the evaluation and considering giving students time during class to complete the evaluation using the mobile application. SEI scores are primarily an indicator of student satisfaction and may not be used as the sole evidence for teaching effectiveness.

B. Peer Evaluation of Teaching

1. Review Process

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

Annually the department chair assigns peer reviewers to all faculty who need them. Reasonable efforts are made to distribute service among the tenured and teaching/practice faculty from year to year in order to support and encourage attention to the quality of teaching in the department. Although there is no requirement that a peer reviewer must be of equal or higher rank than the faculty

member being reviewed, such a model will be followed to the extent possible.

Peer evaluations of teaching for probationary faculty and for faculty seeking promotion or reappointment are comprehensive and include, in addition to classroom visitation (or the equivalent for an online course), review of course syllabi, instructional materials, assignments, and exams. Faculty under review should provide peer reviewers with the course syllabus and other materials well in advance of the classroom visit or visits. They should also provide reviewers with a list of preferred visitation dates. In observing the course and reviewing the syllabus and other materials, the peer reviewer should focus on issues such as appropriateness of curricular choices given the level and goals of the course (survey as opposed to required major course), implicit and explicit goals of instruction, quality and effectiveness of assignments and/or testing tools, and appropriateness of approach relative to current disciplinary knowledge.

At the conclusion of the review, the reviewer submits a written report to the department chair, copied to the faculty member. Written reports of peer evaluation of teaching should focus not only on classroom performance but also on curricular choices, implicit and explicit goals of instruction, quality and effectiveness of testing tools, and engagement with current disciplinary knowledge. Written reports should be completed by the end of the semester of review and submitted to the department chair, copied to the faculty member. The faculty member may provide written comments on this report and the peer reviewer may respond in writing to those comments if he or she wishes. All such comments are appended to the report for inclusion in the faculty member's promotion and tenure dossier, unless the faculty member requests the comments be excluded.

Regularly scheduled reviews are both summative and formative (they provide both an assessment of the faculty member's teaching for use in annual and promotion reviews, and advice to improve the faculty member's teaching).

2. Timing of Review

Probationary tenure-track and teaching/professional practice faculty are reviewed annually during the probationary period. Associated faculty with multiple year appointments are also reviewed annually during the term of their first appointment. The goal is to assess teaching at all the levels of instruction to which the faculty member is assigned. When assistant professors are reviewed for tenure and promotion and when probationary teaching and professional practice faculty are reviewed for reappointment, they are required to have a minimum of five peer evaluations of teaching from the probationary period. No more than two evaluations should be prepared by the same colleague.

Tenured associate professors, non-probationary assistant and associate teaching

professors and non-probationary professional practice assistant and associate professors are reviewed 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 with at least three completed reviews required before commencement of a promotion or reappointment review.

The teaching of tenured professors and non-probationary teaching and professional practice professors should be reviewed at least once every four years, with the goal of assessing teaching at all levels of instruction to which the faculty member is assigned. When non-probationary teaching professors and professional practice professors are reviewed for reappointment, they are required to have a minimum of two peer-evaluations of instruction since the last promotion or reappointment.

Faculty not scheduled for review, including professors, may be reviewed at the request of the chair. Such reviews are normally triggered by low or declining student evaluations or other evidence of the need for providing assistance in improving teaching.

Individual faculty members not scheduled for review may also request a review of teaching from the chair in any year to the extent that time permits. These voluntary reviews are considered formative only, with the report being given only to the faculty member who requested the review. Faculty seeking formative reviews should also seek the services of the [Michael V. Drake Institute for Teaching and Learning](#).

Reviews conducted upon the request of the department chair or the faculty member focus on the specific aspects of instruction requested by the chair or faculty member.

Appendix I

Timetable for Mandatory and Non-Mandatory Review

The following is a general timeline and may be adjusted or supplemented by the college. Dates are posted by the college annually at [ASCintranet](#). Timetable for autumn semester evaluations: All mandatory reviews for tenure and promotion; requests for non-mandatory reviews for tenure and promotion and promotion.

BY JANUARY 15

1. All requests for non-mandatory reviews for tenure and promotion and for promotion forwarded to the department chair.

BY JANUARY 20

1. Department chair reports all candidates for review in agenda at a February Faculty Meeting.
2. The P&T committee will arrange to meet with candidates requesting non-mandatory reviews for tenure and promotion and for promotion to determine if the request should advance to the next steps.

BY FEBRUARY 15

1. The department chair appoints the Promotion and Tenure Committee Chair.

BY MARCH

1. The committee(s), in consultation with the department chair, generates a list of potential evaluators (a list of 12 is recommended) for each faculty member being reviewed.
2. The Candidate submits a list of potential reviewers to the chair.
3. The Chair may also generate a list of external evaluators.

BY MARCH 15

1. The chair notifies the Office of the Dean of all non-mandatory reviews for promotion or promotion with tenure that have passed the departmental screening review.

BY APRIL 1

1. The chair meets with the candidate to review the lists of external evaluators and discuss any potential conflicts of interest.
2. The Chair will present the list of potential external evaluators to the dean for approval. The Chair may contact the committee for additional names or secures names independent of the committee if needed.

BY APRIL 30

1. Agreements secured from a minimum of six external evaluators by the chair.
2. Candidates must provide review materials (CV, visual materials and documentation) to be sent to outside evaluators.

BY AUGUST 1

1. Candidate submits completed dossier to P&T committee for review

BY AUGUST 15

1. Candidate's dossier reviewed by the POD and P&T chair, who will consult with

the college as needed. This ensures all materials are properly organized and that the dossier and supplemental materials are made available to faculty and the Promotion and Tenure Committee at the beginning of autumn semester.

BY SEPTEMBER 1

1. Letters of review from external evaluators are due to the Chair.
2. Core dossiers, external review letters, and supplemental materials are made available to the committee and faculty for review.

BETWEEN SEPTEMBER 5 AND SEPTEMBER 30

1. Candidates for promotion with tenure, or promotion reviews, make public presentations of their teaching and research. Faculty peer review evaluations are submitted to the Promotion and Tenure Committee.
2. The Promotion and Tenure Committee completes a preliminary report of the faculty's assessment of each candidate in preparation for a meeting with the eligible faculty for further review and discussion and in preparation for a vote by the eligible faculty.

BY OCTOBER 2

1. The Promotion and Tenure Committee(s) conducts meeting(s) of eligible faculty to discuss the preliminary report for each candidate(s) for promotion and tenure, promotion, fourth and fifth year annual review. The Promotion and Tenure Committee's preliminary report(s) are reviewed and discussed at the meeting(s). A vote on each candidate will be taken. The report of the faculty assessment and recommendation is finalized and forwarded to the department chair for inclusion in the dossier of each candidate.

BY OCTOBER 6

1. For each candidate, the chair of the Department of Art completes a written assessment and recommendation for inclusion in the dossier and notifies each candidate in writing of the availability of these reports. After the departmental review, the letter stating and explaining the promotion and tenure committee recommendations to the Chair and the Chair's letter to the Dean should be made available to the candidate as soon as they are both completed. The candidate must have 10 calendar days to provide written comments (or a written declination to do so). If the candidate writes a response, the committee and Chair have the right to submit a written reply. The completion of these letters by this date will allow ample time for the comments processes to occur before the College submission deadline.

BY OCTOBER 16

1. All departmental review processes are completed. Office staff begins process of reorganizing the file and materials for submission to the dean.

BY LAST FRIDAY OF DECEMBER

1. College Committee meets to discuss each case, determines a recommendation, and prepares letters to Dean.
2. All promotion and tenure materials from the College are due in OAA.

In February or March, candidates will hear from the College office about the recommendation from OAA. The final notification of Promotion and Tenure comes from the Board of Trustees, at the next available bimonthly meeting, usually in June. Candidates will hear from the College office again when the decision regarding promotion and tenure is official.

Appendix II: Timetable for Fourth-Year Review of Probationary Faculty

BY FEBRUARY 1

Submission of all review materials in Interfolio.

BY FEBRUARY 21

Public presentation on research, teaching, and service

BY MARCH 8

Committee of Eligible Faculty meets to discuss and vote on candidate's reappointment

BY MARCH 18

Candidates notified of results of CEF vote and provided Department P&T committee and Chair's letter

BY MARCH 28

Deadline for candidates to respond to 4th-year review letters

BY MARCH 29

Full dossier submitted to College