

Appointments, Promotion, and Tenure Criteria and Procedures

The Ohio State University
College of Food, Agricultural, and
Environmental Sciences



THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,
AND ENVIRONMENTAL SCIENCES

Approved by the Faculty: May 12, 2023

Last approved by the Faculty: May 29, 2018

Approved by the Office of Academic Affairs: November 30, 2023

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I. Preamble

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

Should those rules and policies change, the College of Food, Agricultural, and Environmental Sciences (CFAES) will follow the new rules and policies until this document is edited to reflect the changes. In addition, this document will be reviewed, and either reaffirmed or revised, at least every five years on the appointment or reappointment of the Vice President for Agricultural Administration and Dean (VP/Dean) of CFAES.

The Office of Academic Affairs (OAA) must approve this document before it may be implemented. It sets forth the CFAES mission and, in the context of that mission and the mission of the University, its criteria and procedures for faculty appointments and for faculty promotion, tenure and rewards, including salary increases. In approving this document, the VP/Dean and OAA accept the mission and criteria of the College and delegate to it the responsibility to apply high standards in evaluating current faculty and faculty candidates in relation to the CFAES 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 CFAES; 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 affirmative action and equal employment opportunity](#).

CFAES has tenure-initiating units (TIUs) comprising academic departments, a school, and the OSU ATI and Department of Extension. These TIUs are led by chairs or directors, which are both referred to in this document as "TIU heads."

II. College Mission

We sustain life.

We focus on sustainability through:

- production efficiency and technologies,
- food security and safety,
- economic and policy analysis,
- preservation of the environment, ecosystems, and water quality,

social responsibility and well-being.
We foster economic development through technologies and value-added products.
We strive to ensure human, animal, plant, and environmental health.
We prepare our future leaders and scientists.

III. Definitions

A. Committee of the Eligible Faculty within Each TIU of the College

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

TIU head, the dean and assistant and associate deans of the college, the executive vice president and provost, and the president may not participate as eligible faculty members in reviews for appointment, reappointment, promotion, promotion and tenure, or contract renewal.

1. Tenure-track Faculty

a. Initial Appointment Reviews

Appointment Review

In all TIUs in the college, the appointment recommendation to the TIU head is the responsibility of the search committee. In those TIUs in the college whose appointment decisions include a vote of the eligible faculty, for an appointment (hiring) review of an assistant professor, associate professor, or professor, the eligible faculty consists of all tenure-track faculty in the TIU.

Rank Review

Regardless of whether appointment decisions include a vote of the eligible faculty, a vote on the appropriateness of the proposed rank must be cast by all tenured faculty of equal or higher rank than the position requested.

b. Reappointment, Promotion, or Promotion and Tenure Reviews

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

For the promotion reviews of associate professors, the eligible faculty consists of all tenured professors.

2. Professional Practice Faculty

a. Initial Appointment Reviews

Appointment Review

In all TIUs in the college, the appointment recommendation to the TIU head is the responsibility of the search committee. In those TIUs in the college whose appointment decisions include a vote of the eligible faculty, for an appointment (hiring or appointment change from another faculty type) review of a professional practice assistant professor, professional practice associate professor, or professional practice professor, the eligible faculty consists of all tenure-track faculty and all professional practice faculty in the TIU.

Rank Review

Regardless of whether appointment decisions include a vote of the eligible faculty, a vote on the appropriateness of the proposed rank must be cast by all tenured faculty of equal or higher rank than the position requested, and all nonprobationary professional practice faculty of equal or higher rank than the position requested.

b. Reappointment and Promotion Reviews

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

For the reappointment and promotion reviews of professional practice associate professors, and the reappointment reviews of professional practice professors, the eligible faculty consists of all tenured professors and all nonprobationary professional practice professors.

3. Research Faculty

a. Initial Appointment Reviews

Appointment Review

In all TIUs in the college, the appointment recommendation to the TIU head is the responsibility of the search committee. In those TIUs in the college whose appointment decisions include a vote of the eligible faculty, for an appointment (hiring) review of a research assistant professor, research associate professor, or research professor, the eligible faculty consists of all tenure-track faculty and all research faculty in the TIU.

Rank Review

Regardless of whether appointment decisions include a vote of the eligible

faculty, a vote on the appropriateness of the proposed rank must be cast by all tenured faculty of equal or higher rank than the position requested, and all nonprobationary research faculty of equal or higher rank than the position requested.

b. Reappointment and Promotion Reviews

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

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

4. Associated Faculty

a. Initial Appointment and Reappointment

In all TIUs in the college, the appointment recommendation to the TIU head is the responsibility of the search committee. In those TIUs in the college whose appointment decisions include a vote of the eligible faculty, for the initial appointment (hiring or appointment change from another faculty type), of compensated associated faculty members the eligible faculty consists of all tenure-track faculty, all professional practice faculty, and all research faculty in the TIU. The reappointment of all associated faculty members is decided by the TIU head in consultation with the TIU's appropriate deliberative body as outlined by that TIUs APT document.

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

b. Promotion Reviews

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

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 above.

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

5. Conflict of Interest

Conflict of interest standards may differ among TIUs within CFAES, among colleges within the University, and for external reviewers. As a *minimum* standard for TIUs in CFAES, members of the eligible faculty have a conflict of interest when they are or have been to the candidate:

- a. a thesis, dissertation, or postdoctoral advisee/advisor;
- b. a co-author on more than 50% of publications since appointment or last promotion, including pending publications and submissions;
- c. a collaborator on more than 50% of projects since appointment or last promotion, including current and planned collaborations;
- d. in a consulting/financial arrangement since appointment or last promotion, including receiving compensation of any type (e.g., money, goods, or services); or
- e. in a family relationship such as a spouse, child, sibling, or parent, or other relationship, such as a close personal friendship, that might affect one's judgment or be seen as doing so by a reasonable person familiar with the relationship.

Such faculty members will be expected to withdraw from a promotion, appointment or reappointment review of that candidate. These criteria also apply to members of the college Promotion and Tenure committee.

Furthermore, as a *minimum* standard for TIUs in CFAES, 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 was 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. a consulting/financial arrangement or other conflict of interest in 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 the institution.

The candidate should be shown the list of reviewers by the TIU head before

evaluations are solicited in order to identify any conflicts of interest or other issues that would interfere with the objectivity of the reviews ([see Volume 3, Section 4.1.3.3 of the OAA Policies and Procedures Handbook](#)).

Letters from collaborators may be appropriate as a means of determining a candidate's contributions to jointly conducted work, but collaborators must not be asked to write an external evaluation. Letters from collaborators may be included in the “Other Letters” section (see Volume 3, Section 3.6 of the [OAA Policies and Procedures Handbook](#)).

If the TIU head or deliberative body (P&T Committee) encounters a conflict of interest situation about which they are uncertain, they must bring it to the attention of the VP/Dean (or designee).

6. Minimum Composition

In the event that the TIU does not have at least three eligible faculty members who can undertake a review, the TIU head, after consulting with the VP/Dean, will appoint a faculty member from another TIU within CFAES.

B. CFAES Promotion and Tenure Committee

The CFAES Promotion and Tenure (P&T) Committee reviews the promotion, tenure and reappointment or renewal of faculty and provides an evaluative assessment to the VP/Dean. The Committee's assessment is advisory to the VP/Dean. The Committee will take two votes on each case submitted for promotion or promotion and tenure. The first vote reflects whether the candidate meets University, College, and TIU standards and criteria for promotion and, as appropriate, for tenure, and documents in its letter where the weight of the evidence lies. This vote is reported to OAA. The second vote is a vote concerning the TIU's process of evaluating the candidate and reflects the Committee's judgment whether the TIU has reached a recommendation in a manner consistent with University, College, and TIU policies and rules. The Committee's letter to the VP/Dean will report this vote and, when negative votes are recorded, the letter will detail where the TIU deviated from policies and rules.

1. Composition of the Committee

The CFAES Promotion and Tenure Committee consists of one tenured faculty member holding the rank of Professor from each TIU in CFAES. The members must have primary tenured appointments in the TIU they represent. Members are appointed for a three-year term starting on July 1 with a staggered schedule to ensure that approximately one-third of the committee's members are newly appointed each year.

When considering cases involving professional practice faculty, the committee may

be augmented by two nonprobationary professional practice faculty members. When considering cases involving research faculty, the committee may be augmented by two nonprobationary professional practice faculty members and two nonprobationary research faculty members.

The VP/Dean will make the appointments from the names provided by the CFAES Faculty Advisory Council in accordance with the CFAES Pattern of Administration (POA). An appointee is not eligible for consecutive reappointment unless implementation of this rule impedes the ability of each TIU to be represented on the committee, in which case the VP/Dean or designee may permit a waiver of committee term limits.

Each year, the committee will elect one of its members to serve as committee chair and one of its members to serve as vice-chair for the year. Committee members will not participate in review of candidates from their own TIUs. In case a committee member is temporarily unable to perform his or her duties, the committee shall consult with the VP/Dean or designee to determine committee composition.

2. Procedures Oversight Designee

One primary procedures oversight designee (POD) and one secondary POD for the year (July 1-June 30) will be appointed from the continuing members of the committee by the committee chair and the vice chair. The primary POD will be assigned responsibility for oversight of the review of candidates from TIUs other than the primary POD's home TIU. The secondary POD will be assigned responsibility for oversight of the review of candidates from the TIU of the primary POD. The responsibilities of the POD are described in Volume 3 of the Office of Academic Affairs [Policies and Procedures Handbook](#), and summarized in the [POD Duties document](#).

3. Operation of the Committee

The committee will review and discuss the dossier of each candidate before conducting a secret ballot for each of the two votes described previously. The chair of the committee, or vice-chair as appropriate, will submit a written report of the committee's assessment and votes for each candidate. The review will include an assessment of the strengths and weaknesses, and a judgment as to where the weight of the evidence lies.

The committee will meet annually with the VP/Dean or designee (Senior Associate Dean and Director of Faculty and Staff Affairs) to discuss issues to be considered for possible revision or clarification in the standards, policies, and procedures for review of candidates for promotion and tenure at the TIU and College levels.

The quorum required to discuss and vote is two-thirds of the eligible committee members not on an approved leave of absence or not excused by the VP/Dean or

designee for other extenuating circumstances. Attendance may be accomplished through digital forums that provide both voice and visual contact with all other committee members. Committee members who recuse themselves because of a conflict of interest are not counted when determining quorum.

In all votes taken only “yes” and “no” votes are counted. Abstentions are not votes. Committee 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.

C. Quorum

The quorum required for the college to discuss and vote on all personnel decisions is 50 percent of the eligible faculty. The eligible faculty includes those 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 dean has approved an off-campus assignment. Faculty members who withdraw or recuse themselves because of a conflict of interest are not counted when determining quorum.

D. Recommendation from a TIU's Committee of the Eligible Faculty

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

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

1 Appointment

In the [SHIFT](#) Framework for faculty recruitment, search committees make their recommendations to the TIU head. For those units that incorporate a faculty vote in their overall recommendation, the portion of positive votes required to receive a positive recommendation needs to be defined by the TIU.

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

2 Reappointment, Promotion and Tenure, and Promotion

A positive recommendation from the eligible faculty for reappointment, promotion and tenure, and promotion is determined by each TIU and defined in its APT document.

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

IV. Appointments

A. Criteria

CFAES is committed to making only faculty appointments that enhance or have strong potential to enhance the quality of the faculty. Important considerations include the individual's record to date in teaching, research, extension/outreach, professional practice, service, and administrative duties as applicable to the position; potential for professional growth in each of these areas as applicable; potential to develop national/international recognition for significant contribution in one or more areas of responsibilities; and potential for interacting with colleagues and students in a way that will enhance their academic work and attract other outstanding faculty and students to the TIU and College.

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

Faculty must possess an academic degree relevant to what they are teaching and at least one level above the level at which they teach, except in programs for terminal degrees or when equivalent experience is established. When faculty are employed based on equivalent experience, the institution requires a minimum threshold of experience and an evaluation process that is used in the appointment process. See the [OAA Policies and Procedures Handbook, Volume 1, Chapter 1, Section 2.3.1](#).

For each type of faculty appointment, a TIU APT document must describe: (1) the unit's criteria for making such an appointment, (2) the evidence to be provided in support of such an appointment, and (3) the unit's procedures for making such an appointment. It is the expectation of the College that a faculty appointment forwarded from a TIU for approval by the College or a courtesy faculty appointment made by a TIU will have been made consistent with that TIU 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 appointment of all compensated tenure-track, professional practice, research, and associated faculty, irrespective of rank, must be based on a formal search process following the [SHIFT](#) Framework for faculty recruitment, as stipulated Section IV. B below.

All faculty positions must be posted in [Workday](#), the university's system of record for faculty and staff. Formal interviews are required for all positions. Appropriate disposition codes for applicants not selected for a position must be entered in [Workday](#) to enable the university to explain why a candidate was not selected and what stage they progressed to before being removed.

1. Tenure-track Faculty

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. The TIU will make every effort to avoid such appointments. An appointment at the Instructor level is limited to three years. Promotion to assistant professor occurs without review the semester following completion of the required credentialing. When an instructor has not completed requirements for promotion to the rank of Assistant Professor by the end of the third year of appointment, the third year is a terminal year of employment.

Upon promotion to Assistant Professor, the faculty member may request prior service credit for time spent as an Instructor. This request must be approved by the TIU's eligible faculty, the TIU head, the VP/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

A minimum requirement for appointment at or promotion to the rank of assistant professor or a higher rank is an earned doctorate or other terminal degree in the relevant field of study or possession of appropriate experience. Evidence of potential for scholarly productivity, high-quality teaching (including extension teaching as appropriate to the position, and high-quality service to the TIU and the profession is highly desirable. Appointment at the rank of Assistant Professor is always probationary, with mandatory tenure review occurring in the sixth year of service. Review for tenure prior to the mandatory review year is possible when the unit's 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. If tenure review has not occurred prior to the sixth year, the faculty member will be informed by the end of the sixth year as to whether promotion and tenure will be granted at the beginning of the seventh year. If the sixth-year review is negative, the seventh year is a terminal appointment.

c. Associate Professor and Professor

Appointment offers at the rank of Associate Professor or Professor and offers of prior service credit require prior approval of the Office of Academic Affairs. Appointment at senior rank requires that the individual, at a minimum, meet the TIU's criteria in teaching (including extension teaching as applicable, research, and service for promotion to these ranks. Appointment at the rank of associate professor normally entails tenure. A probationary appointment is appropriate only under unusual circumstances, such as when the candidate has limited prior teaching experience or has taught only in a foreign country. A probationary period of up to four years is possible, on approval of the Office of Academic Affairs, with review for tenure occurring in the final year of the probationary appointment. If tenure is not granted, an additional (terminal) year of employment is offered.

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

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

2. 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 professional practice faculty members must be for a period of five years. The initial contract is probationary, with reappointment considered annually. Second and subsequent contracts for 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 professional practice professors must be for a period of at least three years and no more than eight years. Tenure is not granted to professional practice faculty. There is also no presumption that subsequent contracts will be offered, regardless of performance. If the TIU wishes to consider contract renewal **Error! Bookmark not defined.**, a formal review of the faculty member is required in the penultimate year of the current contract period. For more information see Faculty Rule [3335-7](#).

Individuals appointed as professional practice faculty may participate in all governance and committee functions at the unit, College, and University levels, except where restricted by College or University rules (e.g., they may not vote on promotion and tenure for tenure-track faculty). Professional practice faculty may be

nominated for and serve if elected on the University Senate as representatives of the College, see Faculty Rule [3335-7-11](#). Principal investigator status is automatically granted for professional practice faculty having at least a 50% appointment. Professional practice faculty may qualify for participation as Graduate School advisors and committee members consistent with Graduate School guidelines.

Each TIU appointing professional practice faculty must have a POA that describes the governance rights to be extended to such faculty within the appointing unit.

Professional practice faculty are practitioners and shall be engaged primarily in teaching activities related to courses or instructional situations involving professional skills and practicum supervision. Such faculty may comprise no more than twenty percent of the total tenure-track faculty in CFAES. Professional practice faculty in CFAES will be referred to as Professional Practice Assistant Professor, Associate Professor, or Professor with ranks based on the level of distinction attained by the candidate according to criteria detailed in the APT document of the appointing unit.

a. Professional Practice Assistant Professor

Appointments at the rank of Professional Practice Assistant Professor require clear evidence of experience in the practice of the discipline, knowledge of subject matter in the area of specialization, and the ability to share and transfer this experience and knowledge to students. Normally, the candidate will have a doctorate or terminal degree (e.g., DVM or MBA) in the relevant field of study. Promise of excellence in service and professional accomplishment are also desirable.

b. Professional Practice Associate Professor and Professor

External hires at the Associate Professor or Professor levels must demonstrate the same accomplishments in teaching and service as persons promoted within the University. Criteria must be detailed in the AP&T document of the appointing unit.

3. Research Faculty

Research faculty may be appointed in CFAES units if the faculty of the academic unit has voted to have research faculty.

Appointment of research faculty entails one- to five-year appointments. The initial appointment is probationary, with reappointment considered annually. Tenure is not granted to research faculty. There is also no presumption that subsequent appointments will be offered, regardless of performance.

The POA of each TIU that appoints research faculty must describe the governance rights to be extended to its research faculty.

a. Research Assistant Professor

Appointment at the rank of Research Assistant Professor requires that the

individual have a doctorate and a record of high-quality publications that strongly indicate the ability to sustain an independent, externally funded research program.

b. Research Associate Professor and Research Professor

Appointment at the rank of Research Associate Professor or Research Professor requires that the individual have a doctorate and meet, at a minimum, the TIU's criteria for promotion to these ranks.

4. Associated Faculty

Associated faculty appointments may be as short as a few weeks to assist with a focused project, a semester to teach one or more courses, or for up to three years when a longer contract is useful for long-term planning and retention. Associated faculty may be reappointed.

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

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

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. Evidence of ability to provide high-quality instruction is desirable. Lecturers are not eligible for tenure, but may be promoted to senior lecturer if they meet the criteria for appointment at that rank. The initial appointment for a lecturer should generally not exceed one year.

c. Senior Lecturer

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

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

Appointment at tenure-track titles is for individuals at 49% FTE or below, either compensated (1 to 49% FTE) or uncompensated (0% FTE). The rank of associated faculty with tenure-track titles is determined by applying the criteria for appointment of tenure-track faculty. Associated faculty members with tenure-

track titles are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure-track faculty.

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

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

5. Emeritus Faculty

Emeritus faculty status is an honor given in recognition of sustained academic contributions to the university as described in Faculty Rule [3335-5-36](#). Full-time tenure track, professional practice, research, or associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service.

Faculty will send a request for emeritus faculty status to the TIU head (regional campus dean for associated faculty on regional campuses) outlining academic performance and citizenship. The faculty eligible to conduct promotion reviews within the requestor's appointment type (see Section III.A.1-4) will review the application and make a recommendation to the TIU head. The TIU head will decide upon the request, and if appropriate submit it to the dean, who will forward a recommendation to the executive vice president and provost. If the faculty member requesting emeritus status has in the 10 years prior to the application engaged in serious dishonorable conduct in violation of law, rule, or policy and/or caused harm to the university's reputation or is retiring pending a procedure according to Faculty Rule [3335-5-04](#), emeritus status will not be considered.

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

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

6. Courtesy Appointments for Faculty

Occasionally the active academic involvement in this TIU by a tenure-track, professional practice, or research faculty member from another TIU at Ohio State warrants the offer of a 0% FTE (courtesy) appointment in this TIU. Appropriate active involvement includes research collaboration, graduate student advising,

teaching some or all of a course from time to time, or a combination of these. A courtesy appointment is made at the individual's current Ohio State rank, with promotion in rank recognized.

B. Procedures

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

See the [Policy on Faculty Recruitment and Selection](#) and the [Policy on Faculty Appointments](#) for information on the following topics:

- recruitment of tenure-track, professional practice, research, and associated faculty **Error! Bookmark not defined.**
- appointments at senior rank or with prior service credit
- hiring faculty from other institutions after April 30
- appointment of foreign nationals
- letters of offer

Details about standard procedures (Faculty Hiring Checklist) for CFAES faculty searches can be found at the [CFAES Office of Faculty and Staff Affairs website](#).

1. Tenure-track Faculty

A national search is required to ensure a diverse 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 Volume 1, Chapter 4, section 5.1 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](#).

Searches for tenure-track faculty proceed as follows:

The TIU head, in consultation with the faculty, determines the need for a tenure-track faculty member based on existing unit strengths and/or gaps. The College requires documentation of all particulars relative to a position by means of the CFAES position request form, available from the VP/Dean or designee. The position request form, and any accompanying documentation demonstrating unit, College,

and University strategic alignment of the position must be submitted to the VP/Dean or designee before the position will be approved.

The VP/Dean of CFAES provides approval for the unit 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 TIU head appoints a search committee consisting of three or more faculty who reflect the field of expertise that is the focus of the search (if relevant) as well as other fields within the TIU.

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 AA/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 and diverse 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, diverse talent pools to ensure alignment with university and unit AA/EEO goals 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, fairness, and equity 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.

Following completion of interviews, the eligible faculty meet to discuss perceptions and preferences, and to vote on each candidate. The eligible faculty reports a recommendation on each candidate to the TIU head.

If the offer involves senior rank, the eligible faculty members vote also on the appropriateness of the proposed rank. If the offer may involve prior service credit, the eligible faculty members vote on the appropriateness of such credit. The eligible faculty reports a recommendation on the appropriateness of the proposed rank or the appropriateness of prior service credit to the TIU head. Appointment offers at the rank of Associate Professor or Professor, with or without tenure, and/or offers of prior service credit require prior approval of the Office of Academic Affairs.

In the event that more than one candidate achieves the level of support required to extend an offer, the TIU head decides which candidate to approach first. The details of the offer, including compensation, are determined by the TIU head.

TIUs are advised to discuss potential appointment of a candidate requiring sponsorship for permanent residence or nonimmigrant work-authorized status with the Office of International Affairs. 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. Professional Practice Faculty

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

3. Research Faculty

Searches for research faculty generally proceed identically as for tenure-track faculty,

with the exception that during the interview the candidate is not asked to teach a class.

4. Transfer from the Tenure-track

Tenure-track faculty may transfer to a professional practice or research appointment if appropriate circumstances exist. Tenure is lost upon transfer, and transfers must be approved by the TIU head, the VP/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 professional practice appointment and from a research appointment to the tenure-track are not permitted. Professional practice faculty members and research faculty members may apply for tenure-track positions and compete in national searches for such positions.

5. Associated Faculty

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

The reappointment of all compensated associated faculty is decided by the unit's head in consultation with the unit's designated committee.

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

Appointment and reappointment of uncompensated adjunct or visiting faculty may be proposed by any faculty member in the unit and are decided by the unit head in consultation with the unit's designated committee.

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

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

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

6. Courtesy Appointments for Faculty

Any unit faculty member may propose a 0% FTE (courtesy) appointment for a tenure-track, professional practice, or research faculty member from another Ohio State TIU. A proposal that describes the uncompensated academic service to this TIU justifying the appointment is considered at a regular faculty meeting. If the proposal is approved by the eligible faculty, the unit head extends an offer of appointment. The unit head reviews all courtesy appointments every three years to determine whether they continue to be justified, and takes recommendations for nonrenewal before the faculty for a vote at a regular meeting.

V. Annual Performance and Merit Review Procedures

Every faculty member must have an annual performance and merit review. Annual performance and merit reviews must include a scheduled opportunity for a face-to-face meeting as well as a written assessment. The TIU shall follow the requirements for annual reviews as set forth in the [Policy on Faculty Annual Review and Reappointment](#). It is the expectation of the college that annual performance and merit reviews will also be consistent with a TIU's APT document and other relevant policies, procedures, practices, and standards established by: (1) the college, (2) the Faculty Rules, (3) the Office of Academic Affairs, and (4) the Office of Human Resources.

Depending on their appointment type, the annual reviews of faculty members are based on expected performance in teaching (including extension teaching), research, and service as set forth in the unit's guidelines on faculty duties and responsibilities; on any additional assignments and goals specific to the individual; and on progress toward promotion where relevant.

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.

Meritorious performance in teaching, scholarship, and service is assessed in accordance with the same criteria that form the basis for promotion decisions.

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

The dean must assess an annual performance and merit review when a TIU has submitted (1) a Report of Non-Renewal of Probationary Appointment of Faculty; (2) the fourth-year review of a probationary faculty member; or (3) a Report of Contract Renewal or Non-Renewal for professional practice faculty or research faculty. In each of these cases, the decision of the

dean is final.

A. Documentation

For their annual performance and merit review, the college requires faculty members to submit the following documents to their TIU head when requested:

- Office of Academic Affairs dossier outline, [Policies and Procedures Handbook](#), Volume 3 (*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. This documentation will be described in Section VI of each TIU's APT.

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

B. Probationary Tenure-track Faculty

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

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

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

1. Fourth-Year Review

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

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

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

The eligible faculty forwards a record of the vote and a written performance review to the TIU head. The TIU head conducts an independent assessment of performance and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment. At the conclusion of the unit 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 TIU head recommends renewal or nonrenewal.

2. Extension of the Tenure Clock

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

C. Tenured Faculty

Every tenured faculty member must be reviewed annually following the procedures of the TIU of the faculty member and in alignment with the CFAES guidelines for faculty rewards associated with annual performance review.

The annual review of professors is based on their having achieved sustained excellence and ongoing outcomes, as defined by the TIU and proportionate to the professor's distribution of effort, in the discovery and dissemination of new knowledge relevant to the mission of the tenure initiating unit, as demonstrated by ongoing national and international recognition of their scholarship; ongoing excellence in teaching, including

their leadership in graduate education in both teaching and mentoring students; and ongoing outstanding service to the TIU, the university, and their profession, including their support for the professional development of assistant and associate professors. Professors are expected to be role models in their academic work, interaction with colleagues and students, and in the recruitment and retention of junior colleagues. As the highest ranking members of the faculty, the expectations for academic leadership and mentoring for professors exceed those for all other members of the faculty.

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

D. Professional Practice Faculty

Every professional practice faculty member must be reviewed annually following the unit's approved procedures.

In the penultimate contract year of a professional practice faculty member's appointment, the TIU head must determine whether the position held by the faculty member will continue. If the position will not continue, the faculty member is informed that the final contract year will be a terminal year of employment. The standards of notice set forth in Faculty Rule [3335-6-08](#) must be observed.

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 proceeds according to procedures detailed in the unit's APT document and consistent with College and University rules. There is no presumption of renewal of contract.

E. Research Faculty

Every research faculty member must be reviewed annually following the unit's approved procedures.

In the penultimate contract year of a research faculty member's appointment, the TIU head must determine whether the position held by the faculty member will continue. If the position will not continue, the faculty member is informed that the final contract year will be a terminal year of employment. The standards of notice set forth in Faculty Rule [3335-6-08](#) must be observed.

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 proceeds according to procedures detailed in the unit's APT document and consistent with College and University rules. There is no

presumption of renewal of contract.

F. Associated Faculty

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

Compensated associated faculty members on a multiple year appointment are reviewed annually by the unit head, or designee. The unit head, 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 head will decide whether or not to reappoint. The unit head's recommendation on reappointment is final.

G. Salary Recommendations

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

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

Meritorious performance in teaching (including extension teaching), research, and service are assessed in accordance with the same criteria that form the basis for promotion decisions, with attention to patterns of increasing or declining productivity. Faculty with high-quality performance in all three areas of endeavor and a pattern of consistent professional growth will necessarily be favored. Faculty members whose performance is unsatisfactory in one or more areas are likely to receive minimal or no salary increases.

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

The TIU head recommends annual salary increases and other performance rewards to the VP/Dean, who may modify these recommendations. 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 TIU head 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.

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

VI. Promotion and Tenure and Promotion Reviews

A. Criteria

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

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

In accordance with Faculty Rule [3335-6-02\(E\)](#), each TIU must have an APT document that describes (1) the unit's criteria for the award of tenure and promotion to the rank of associate professor, and (2) the unit's criteria for promotion to the rank of professor. Each TIU with professional practice faculty must have in its APT document the unit's criteria for promotion to the rank of associate professor and professor for its professional practice faculty. Each TIU with research faculty must have in its APT document the unit's criteria for promotion to the rank of associate professor and professor for its research faculty. TIU APT documents also must include the evidence to be provided in support of each of the foregoing actions that are relevant to that unit.

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

review is that the recommendation of the unit is not consistent with university, college, and TIU standards, criteria, policies, and rules, the dean may make a recommendation that is contrary to the recommendation of the TIU.

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

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

Within the College of Food Agricultural and Environmental Sciences, teaching may include classroom and extension teaching, and research includes studies in pedagogy of classroom and/or extension teaching as well as research in the candidate's area of specialization.

1. Promotion to Associate Professor with Tenure

Faculty Rule [3335-6-02](#) provides the following general criteria for promotion to associate professor with tenure:

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

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

The award of tenure is an acknowledgement of excellence and future potential for preeminence. It is therefore essential to evaluate and judge that the candidate demonstrates an upward trajectory of productivity and to evaluate and judge the probability that faculty, once tenured, will continue to develop professionally and contribute to the TIU's academic mission at a high level for the duration of their time at the University. Above all, candidates are held to a very high standard of excellence in the areas central to their responsibilities. If, for example, a candidate's primary

teaching role is and will continue to be extension teaching, then excellence in extension teaching is required. A mediocre performance in this area would not be adequately counterbalanced by excellent performance in another aspect of teaching or research that is a significantly smaller part of the individual's responsibilities.

Excellence in teaching, research, 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](#).

The accomplishments listed below in the areas of teaching, research, and service are recommended considerations for TIUs in developing their criteria regarding promotion to associate professor with tenure.

a. Teaching

For promotion to associate professor with tenure, TIUs should consider the following:

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

In addition to the above, TIUs should consider the following regarding extension teaching:

- an understanding of the needs for knowledge by outreach students/clients/users;
- effective communications with outreach students; and
- the ability to respond to 'teachable moments' with appropriate educational activities.

- an understanding of the needs for knowledge by outreach students/clients/users;
- the ability to communicate effectively with outreach students; and
- the ability to anticipate the "teachable moment" regarding the needs of outreach students and to respond with appropriate educational activities.
- In addition, performance in extension teaching required for promotion to associate professor with tenure must document excellence in:
 - the development and delivery of outreach education programs;
 - the development of teaching materials; and
 - extension publications and juried presentations.

b. Research

For promotion to associate professor with tenure, TIUs should consider the following:

- published a body of work in high-quality peer-reviewed venues that is thematically focused, contributes substantively to knowledge in the area of focus, and is beginning to be favorably cited or otherwise show evidence of influence on the work of others. The following attributes of the body of work are considered:
 - quality, impact, quantity, originality;
 - unique contribution to a line of inquiry or repackaging of earlier work;
 - rigor of the peer-review process and degree of dissemination of publication venues (archival journal publications and monographs are weighted more heavily than conference proceedings, published scholarship more than unpublished scholarship, and original works more than edited works); and
 - collaborative work, including interdisciplinary and team-based research, is valued, and indeed is essential to some types of inquiry. The candidate's intellectual contributions to collaborative work must be clearly and fairly described to permit accurate assessment.
- a demonstrated ability to obtain and potential to sustain research program funding sufficient to sustain the effectiveness of the candidate's research program.
- a developing regional/national/international reputation in the candidate's field as evidenced by external evaluations, invitations to present at recognized prestigious forums, invitations to review research papers and grant proposals, and a beginning trend of positive citations in other researchers' publications. A reputation based on the quality of the research contribution is distinguished from one based mainly on familiarity through the faculty member's frequent attendance at national and international conferences.
- demonstrated a high degree of ethics in the conduct of research

including, but not limited to, full and timely adherence to all regulations relevant to the research program, and ethical treatment of graduate students, postdoctoral fellows, and collaborators.

c. Service

For promotion to associate professor with tenure, TIUs should consider the following:

- made substantive contributions to the governance structure and/or committees of the TIU or at other institutional levels (e.g., College, University) in a manner that facilitates positive contributions by others, and demonstrated contributions to the profession or the public.

2. Promotion to Professor

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

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

The specific criteria in teaching, research, and service for promotion to professor are similar to those for promotion to associate professor with tenure, with the added expectation of sustained accomplishment and quality of contributions, a record of continuing professional growth, and evidence of established national or international reputation in the field.

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. The principle of reasonable flexibility should be exercised with an understanding that no area of responsibility (teaching, research, service) should be below the minimum expectation level identified for promotion, nor an outstanding performance in one dimension be used to overcome deficiencies in another dimension.

3. Professional Practice Faculty

Candidates for promotion must have an earned doctorate or terminal degree (e.g.,

DVM) in the relevant field of study or equivalent professional experience as required for appointment. Promotion to the rank of Professional Practice Associate Professor or Professor must involve clear evidence that the candidate has met or exceeded the standards established by the appointing unit for advancement to the designated rank as detailed in the unit's APT document. At a minimum, the candidate must have demonstrated sustained excellence in teaching and practicum supervision as evidenced by student and peer evaluations of instruction. Excellence in service to the appointing unit, FAES, the University, the profession, and supporting industries is also expected.

4. Research Faculty

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

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

5. 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, professional practice, or research faculty, as appropriate to the appointment, above.

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

Promotion to Senior Lecturer. Lecturers may be promoted to senior lecturer if they meet the criteria for appointment at that rank as described in Section IV.A.4.

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

B. Procedures

The college's procedures for promotion and tenure and promotion reviews are fully consistent with those set forth in Faculty Rule [3335-6-04](#) and the Office Academic Affairs annually updated procedural guidelines for promotion and tenure reviews found in Volume 3 of the OAA [Policies and Procedures Handbook](#).

1. Tenure-Track, Professional Practice, and Research Faculty

a. Candidate Responsibilities

Candidates for promotion and tenure or promotion within the College of Food, Agricultural, and Environmental Sciences are responsible for submitting a complete, accurate dossier and providing a copy of the APT document under which they wish to be reviewed. If external evaluations are required, candidates are responsible for reviewing the list of potential external evaluators compiled for their case according to their TIU's guidelines. Each of these elements is described in detail below.

Dossier:

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

- While a TIU's eligible faculty or Promotion and Tenure Committee will make reasonable efforts to check the dossier for accuracy and completeness, the candidate bears full responsibility for all parts of the dossier that are to be completed by him/her/them.
- TIUs may require additional unit-appropriate documentation. It is the responsibility of the TIU to evaluate and verify this documentation.
- The time period for teaching documentation to be included in the dossier for probationary faculty is the start date to present. For tenured or 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.
- 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.

- 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.
- The complete dossier is forwarded when the review moves beyond the TIU. The documentation of teaching is forwarded along with the dossier. The documentation of scholarship and service is for use during the TIU review only, unless reviewers at the college and university levels specifically request it.

Appointments, Promotion, and Tenure (APT) Document:

Candidates must indicate the APT document under which they wish to be reviewed. A candidate may be reviewed using their TIU's current APT document, or they may elect to be reviewed under either (a) the APT document that was in effect on their start date, or (b) the APT document that was in effect on the date of their last promotion or reappointment (for professional practice and research 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 TIU.

External Evaluations:

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

b. TIU Promotion and Tenure Committee Responsibilities

The responsibilities of a TIU's Promotion and Tenure Committee are as follows:

To review its unit's Appointments, Promotion, and Tenure document annually and to recommend proposed revisions to the faculty.

To consider annually, in spring semester, requests from faculty members seeking a non-mandatory review in the following academic year and to decide whether it is appropriate for such a review to take place. Only professors on the committee may consider promotion review requests to the rank of professor. A two-thirds majority of those eligible to vote on a request must vote affirmatively for the review to proceed.

The committee bases its decision on assessment of the record as presented in the faculty member's CV and on a determination of the availability of all required documentation for a full review (student and peer evaluations of teaching). Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.

A tenured faculty member may only be denied a formal promotion review under Faculty Rule **Error! Bookmark not defined.** [3335-6-04](#) only once. Faculty Rules [3335-7-08](#) and [3335-7-36](#) make the same provision for nonprobationary professional practice and research faculty, respectively. If the denial is based on lack of required documentation and the faculty member insists that the review go forward in the following year despite incomplete documentation, the individual should be advised that such a review is unlikely to be successful.

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

Annually, in late spring through early autumn semester, to provide administrative support for the promotion and tenure review process as described below.

Late Spring: 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 heads the committee. The Procedures Oversight Designee's responsibilities are described in the Office of Academic Affairs [annual procedural guidelines](#).

Late Spring: Suggest names of external evaluators to the TIU head. The external evaluators will be drawn predominantly from the peer and aspirational peer programs listed in Section VI.B.4 of each TIU's Appointments, Promotion, and Tenure document. Justification will be provided in cases when a suggested evaluator is from a program not included on these lists.

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 (such as a journal article acceptance after the initial dossier submission) are made in the dossier before the formal review process begins.

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.

Draft an analysis of the candidate's performance in teaching, research and service to provide to the full eligible faculty with the dossier; and seek to clarify any inconsistent evidence in the case, where possible. The committee neither votes on cases nor takes a position in presenting its analysis of the record.

Revise the draft analysis of each case following the faculty meeting, to include the faculty vote and a summary of the faculty perspectives expressed during the meeting; and forward the completed written evaluation and recommendation to the TIU head.

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

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

c. TIU 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. TIU Head Responsibilities

The responsibilities of the TIU head 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. For tenure-track assistant professors, TIU heads are to confirm that candidates are eligible to work in the U.S. Candidates who are not U.S. citizens or nationals, permanent residents, asylees, or refugees will be

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

Late Spring Semester: To solicit external evaluations from a list including names suggested by the Promotion and Tenure Committee, the TIU head and the candidate. (Also see External Evaluations below.)

To review faculty with budgeted joint appointments. The TIU head from the joint appointment unit must provide a letter of evaluation to the primary TIU head. 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 eligible faculty at least two weeks before the meeting at which specific cases are to be discussed and voted.

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

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

To attend the meetings of the eligible faculty at which promotion and tenure matters are discussed and respond to questions raised during the meeting. At the request of the eligible faculty, a TIU head will leave the meeting to allow open discussion among the eligible faculty members.

To begin requesting internal letters of evaluation from other heads of TIUs where faculty have an appointment less than 50%, or Discovery Theme faculty leads of Discovery Theme hires. These letters of evaluation should be shared at the TIU-level of the review and included with the review by the TIU head.

Mid-Autumn Semester: To provide an independent written evaluation and recommendation for each candidate, following receipt of the eligible faculty's completed evaluation and recommendation.

To meet with the eligible faculty to explain any recommendations contrary to the recommendation of the committee.

To inform each candidate in writing after completion of the TIU review process of the recommendations by the eligible faculty and TIU head, the availability for review of the written evaluations by the eligible faculty and TIU head, and the opportunity to submit written comments on the above material, within ten days from receipt of the letter from the TIU head, for inclusion in the dossier. The letter is accompanied by a form that the candidate returns to the TIU head, indicating whether or not they

expect to 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 VP/Dean's office by that office's deadline, except in the case of associated faculty for whom the TIU head recommends against promotion. A negative recommendation by the TIU head is final in such cases.

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

e. College Promotion and Tenure Committee Responsibilities

- The College Promotion and Tenure Committee is comprised according to the committee structures outlined in the college POA document.
- Once the committee is constituted, the Senior Associate Dean and Director of Faculty and Staff Affairs will call the first meeting where the chair, vice chair and POD of the committee will be elected by the voting members of the committee.
- The committee will review the materials provided by the TIUs for promotion and tenure consideration. These will be prepared in a manner spelled out by the TIU's Appointments, Promotion, and Tenure: Criteria and Procedures document.
- Once materials are submitted to the college for review, with the exception of questions regarding procedural errors and/or the availability of significant new information, no further consultation with TIU heads or committees on substantive matters should take place. This assures that the levels of review are independent.
- Any committee member from a candidate's TIU will be ineligible to participate in any discussion of the case, including procedures, policies, or culture of the TIU. Only the dossier material should be discussed and evaluated.
- Should questions arise with respect to procedural errors (those that reasonably could have affected the outcome), they should be addressed before the review continues. The error should be corrected at the level of the review at which it occurred. The case should be fully reconsidered from that point on. If internal letters have been generated at that level of review and beyond, they should be saved but not included in the dossier. The new written evaluations

should note that reconsideration took place because of a procedural error and state the nature of that error. The comments process must be repeated for the new internal letters.

- Should there be significant new information, the record may be amended; however, all parties to the review process must review an amended record. If the information becomes available after a case has left the TIU, the college committee may return the case to the TIU.
- After the college committee completes its work, the Senior Associate Dean and Director of Faculty and Staff Affairs shall advise the Dean on tenure and promotion for each candidate. Following that consultation, the Dean shall make a final recommendation in writing to the executive vice president and provost.
- Fourth-year reviews will follow the above procedures with one exception. The final decision with respect to reappointment will rest with the Dean. There is no comments process following the final decision.

a. College Dean's Responsibilities

- Upon the receipt of a dossier from a TIU on a candidate for promotion and/or tenure, the dean will submit the dossier to the college promotion and tenure committee for review.
- The dean will consider the recommendations of the committee. The dean's decision shall be final with respect to reappointment and nonreappointment. Decisions with respect to promotion for tenure-track, professional practice, and research faculty shall be forwarded to the executive vice president and provost, who shall review the decision consistent with review procedures set forth in Faculty Rules [3335-6-03](#) and [3335-6-04](#). Any decision of the executive vice president and provost shall be final.
- Once the dean completes his/her/their letter to the executive vice president and provost, the dean will inform the candidate and the TIU head of the completion of the college-level review and of the availability of the reports. The candidate and TIU head will be provided with copies of those reports. University rules and OAA guidelines regarding the comments process will then be followed.
- When a promotion and tenure decision is negative, the dean must advise the candidate of his/her/their right to appeal and also of his/her/their final date of employment under the seven-year rule (if applicable).

2. Procedures for Associated Faculty

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

3. External Evaluations

External evaluations of scholarly activity and research are obtained for all promotion reviews in which research must be assessed. These include all tenure-track promotion and tenure or promotion reviews and all research faculty appointment contract renewals and promotion reviews. External evaluations of research activity and scholarship are not obtained for professional practice or associated faculty unless the faculty member has been involved in a significant amount of research. The decision to seek external evaluations for professional practice or associated faculty member will be made by the TIU head after consulting with the candidate and the chair of the Promotion and Tenure Committee.

TIUs within this college will seek external evaluations predominately from evaluators in peer and aspirational peer programs as specified in the Appointments, Promotion, and Tenure document of each unit. Justification will be provided whenever a suggested evaluator is from a program not so specified.

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. A credible and useful evaluation:

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, research collaborator, or former academic advisor or post-doctoral mentor of 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. TIUs in this college will solicit evaluations only from professors at institutions comparable to Ohio State. In the case of an assistant professor seeking promotion to associate professor with tenure, a minority of the evaluations may come from associate professors.

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

Since a TIU cannot control who agrees to write and or the usefulness of the letters received, more letters are sought than are required, and they are solicited 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 TIU head, and the candidate. If the evaluators suggested by the candidate meet the criteria for credibility, a letter is requested from at least one of those persons. Faculty Rule [3335-6-04](#) requires that no more than half the external evaluation letters in the dossier be written by persons suggested by the candidate. In the event that the person(s) suggested by the candidate do not agree to write, neither the Office of Academic Affairs nor TIUs in this college require that the dossier contain letters from evaluators suggested by the candidate.

TIUs will follow the Office of Academic Affairs suggested format for letters requesting external evaluations. A sample letter for tenure-track faculty can be found [here](#). A sample letter for 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 TIU head, who will decide what, if any, action is warranted (requesting permission from the Office of Academic Affairs to exclude that letter from the dossier). It is in the candidate's self-interest to assure that there is no ethical or procedural lapse, or the appearance of such a lapse, in the course of the review process.

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

VII. Promotion and Tenure and Reappointment

Appeals

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

Performance that is adequate for annual reappointment may not be adequate for the granting of promotion or tenure with promotion for faculty on the tenure track or, in the case of clinical/teaching/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 the result of a sixth-year (mandatory tenure) review.

IX. Procedures for Student and Peer Evaluation of Teaching

A. Student Evaluation of Teaching

Use of the Student Evaluation of Instruction (eSEI) is required in every residential instruction course offered in CFAES TIUs. Faculty members should choose a day late in the semester when attendance is likely to be high if s/he is going to provide in-class time for students to complete the evaluation using a mobile application. The faculty member must leave the classroom during the time allotted for completing the evaluation. The faculty member should reiterate to students that the feedback provided in the evaluations is used both for performance reviews and to provide feedback that can be taken into account in future teaching. Evaluation of extension teaching should rely upon the Evaluation of Effective Extension Teaching (EEET) instrument or another valid instrument accepted by the TIU that is implemented systematically and administered according to best practices outlined by the TIU.

B. Peer Evaluation of Teaching

The TIU head oversees the TIU's peer evaluation of teaching process.

Annually the TIU head appoints a Peer Review of Teaching Committee of a size judged sufficient to meet the volume of peer review activity expected that year, without overburdening any of the members. The term of service is one year, with reappointment possible. Reasonable efforts are made to distribute service among the tenured faculty from year to year in order to support and encourage attention to the quality of teaching in the TIU. Although there is no presumption that a peer reviewer must be of equal or higher rank than the faculty member being reviewed, such a model will be followed to the extent possible.

The responsibilities of the Peer Review of Teaching Committee are as follows:

- to review the teaching of probationary tenure-track and professional practice faculty at least once per year during the first two years of service, and, for tenure-track faculty, at least twice more before the commencement of the mandatory tenure review, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned
- to review the teaching of tenured associate professors and nonprobationary professional practice associate professors at least once every other year, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned over a six year period and of having at least two peer reviews of teaching before the commencement of a promotion review
- to review the teaching of tenured professors and nonprobationary professional practice professors at least once every four years with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned during the year of the review
- To review, upon the TIU head's request, the teaching of any faculty member not currently scheduled for review. Such reviews are normally triggered by low or declining student evaluations or other evidence of the need for providing assistance in improving teaching.
- To review the teaching of a faculty member not currently scheduled for review, upon that individual's request, to the extent that time permits. Reviews conducted at the request of the faculty member are considered formative only. The TIU head is informed that the review took place, but the report is given only to the faculty member who requested the review. Faculty seeking formative reviews should also seek the services of the [Michael V. Drake Institute for Teaching and Learning](#).

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

Regularly scheduled peer teaching evaluations (the first three situations listed above) are comprehensive and should include, in addition to class visitation, review of course syllabi

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

In observing the course and reviewing the syllabus and other materials, the peer reviewer should focus on such issues as the appropriateness of the course design given the goals and level of the course, the quality and effectiveness of the instructional materials and assessment tools, and the appropriateness of the approach relative to current disciplinary knowledge. At the conclusion of the class visits, the reviewer meets with the candidate to give feedback and also submits a written report to the TIU head, copied to the candidate. The candidate may provide written comments on this report and the reviewer may respond if they wish. The reports are included in the candidate's promotion and tenure dossier.