

**APPOINTMENTS, PROMOTION AND TENURE CRITERIA AND PROCEDURES FOR
THE DEPARTMENT OF MOLECULAR GENETICS**

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I. PREAMBLE

This document is a supplement to Chapters 6 and 7 of the [Rules of the University](#) and the Office of Academic Affairs 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 of Arts and Sciences (ASC) and University to which the Department and its faculty are subject.

Should those rules and policies change, the Department of Molecular Genetics (hereafter referred to as the Department) will follow those new rules and policies until such time as the Department can update this document to reflect the changes. In addition, this document must be reviewed, and either reaffirmed or revised, at least every four years on appointment or reappointment of the Department Chair.

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

II. DEPARTMENT MISSION

The missions of Molecular Genetics are formally designated as teaching, research, and service. The Department is committed to providing an integrated approach to research and classroom and individualized instruction in molecular genetics. We aspire to use our knowledge and research and teaching expertise within the life sciences to serve the college, the university, the professional community and the broader society in which we live.

The teaching mission of the department is to provide quality education at the undergraduate and graduate levels in areas of classical genetics, biology, molecular biology, cell biology and developmental biology as well as allied areas that pertain to special topics of current faculty interest through a variety of programs including undergraduate courses in molecular genetics, plant, cell and molecular biology and the Center for Life Science Education (CLSE) and the graduate students in the Molecular Genetics graduate program and interdisciplinary graduate programs such as Molecular and Cellular and Developmental Biology (MCDB), Ohio State Biochemistry Program (OSBP), and the Biomedical Sciences Graduate Program. Education of students is addressed through formal lectures, seminar courses, laboratory exercises, tutorials, individual or group instruction, discussions and demonstrations.

The research mission of the department is focused on the analysis of fundamentally important

problems in genetics, molecular biology, cell biology, and developmental biology using a broad array of research approaches encompassing disciplines of genetics, genomics, biochemistry, cell biology, development biochemistry, physiology, and structure. The emphasis within the department is to exploit model organisms and genetic systems ranging from cultured cells to microbes to higher plants and animals to best make new discoveries and advance our understanding of how life forms work.

The service mission of the department encompasses all faculty activities that provide service to the department, the college, the Ohio State University, other universities and scientific societies, private organizations, government agencies, the nation and humanity as a whole. Faculty members are committed to increasing public awareness of the importance of their research results and research focus areas by a variety of means, including publications, seminars and other informative public talks, and patent applications. In all such activities the faculty are committed to facilitating the impact of their research to best benefit society.

The faculty continuously strive to improve the quality of their activities in the teaching, service and research arenas.

III. DEFINITIONS

A. Committee of the Eligible Faculty

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

The department chair, the dean, divisional deans, and assistant and associate deans of the college, the executive vice president and provost, and the president may not participate as eligible faculty members in reviews for appointment, reappointment, promotion, or promotion and tenure.

1 Tenure-track Faculty

Initial Appointment Reviews

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

Reappointment, Promotion, or Promotion and Tenure Reviews

- For the reappointment and promotion and tenure reviews of assistant professors and the tenure reviews of untenured associate 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 Teaching Faculty

Initial Appointment Reviews

- For an appointment (hiring or appointment change from another faculty type) review of an assistant teaching professor, an associate teaching professor, or a teaching professor, the

eligible faculty consists of all tenure-track faculty and all teaching faculty in the department.

- 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 non-probationary teaching faculty of equal or higher rank than the position requested.

Reappointment and Promotion Reviews

- For the reappointment and promotion reviews of assistant teaching professors, the eligible faculty consists of all tenured associate professors and professors, all non-probationary associate teaching professors, and all non-probationary teaching professors.
- For the reappointment and promotion reviews of associate teaching professors, and the reappointment reviews of teaching professors, the eligible faculty consists of all tenured professors and all non-probationary teaching professors of equal or higher rank.

3 Research Faculty

Initial Appointment Reviews

- For an appointment (hiring or appointment change from another faculty type) 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 department.
- 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.

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 and all nonprobationary research associate professors and 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

Initial Appointment and Reappointment

- 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 teaching faculty, and all research faculty in the department.

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

- For reappointments, the eligible faculty are all tenured faculty members of equal or higher rank than the candidate and all non-probationary teaching faculty and research faculty of equal or higher rank than the candidate.

Promotion Reviews

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

For the promotion reviews of associated faculty with adjunct titles, the eligible faculty shall be the same as for tenure-track, teaching, or research faculty, as appropriate to the appointment, as described in Sections III.A.1, 2 or 3 above.

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

The promotion of a lecturer to senior lecturer is decided by the department chair in consultation with eligible faculty.

5 Conflict of Interest

- **Search Committee Conflict of Interest**

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

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

- **Eligible Faculty Conflict of Interest**

A member of the eligible faculty has a conflict of interest when he/she/they are or have been to the candidate:

- a thesis, dissertation, or postdoctoral advisee/advisor;
- a co-author on more than 50% of the candidate's publications since appointment or last promotion, including pending publications and submissions;
- a collaborator on more than 25% of projects since appointment or last promotion, including current and planned collaborations;
- in a consulting/financial arrangement with the candidate since appointment or last promotion, including receiving compensation of any type (e.g., money, goods, or services) or is dependent in some way on the candidate's services; or
- 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 review of that candidate.

6 Minimum Composition

In the event that the department does not have at least three eligible faculty members who can undertake a review, the department chair, after consulting with the dean, will appoint a faculty member from another tenure-initiating unit within the college.

B. Quorum

A quorum for a meeting of the eligible faculty will consist of two-thirds of all eligible members 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. Faculty can be “present” if they are linked in through skype or other video link or through a conference call. If a member of the eligible faculty judges that he/she has a conflict of interest in a specific case, that member will explain the conflict to the Chair of the eligible faculty and will be excused from discussion and voting. A member of the eligible faculty on Special Assignment may be excluded from the count for the purpose of determining quorum only if the department chair has approved an off-campus assignment.

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

C. Recommendation from the Committee of the Eligible Faculty

In all votes taken on personnel matters with the department, only “yes” and “no” votes are counted. Abstentions are not votes and may result in a loss of quorum. Faculty members are strongly encouraged to consider whether they are participating fully in the review process when abstaining from a vote on a personnel matter. Absentee ballots and proxy votes are not permitted but participating fully in discussions and voting via remote two-way electronic connection are allowed.

1. Appointment

A positive recommendation from the eligible faculty for appointment is secured when at least more than half of the votes cast are positive.

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

2. Reappointment, Promotion and Tenure, and Promotion

A positive recommendation from the eligible faculty for reappointment, promotion and tenure, and promotion is secured when at least more than half of the votes cast are positive.

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

IV. APPOINTMENTS

A. Criteria

The department is committed to making only faculty appointments that enhance or have strong

potential to enhance its quality. Important considerations include the individual's record to date in teaching, scholarship and service; the potential for professional growth in each of these areas; and the potential for interacting with colleagues and students in a way that will enhance their academic work and attract other outstanding faculty and students to the department. No offer will be extended in the event that the search process does not yield one or more candidates who would enhance the quality of the department. The search is either cancelled or continued, as appropriate to the circumstances.

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

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

1. Tenure Track Faculty

Although there will be variations in the specific criteria established for any given faculty search, the following criteria apply to all searches for tenure track faculty:

- Earned Ph.D. or M.D. or equivalent in a field relevant to the mission of the Department and the specified research area(s) of the position;
- Postdoctoral research experience;
- Demonstrated ability to carry out modern research through to completion, as evidenced by publications in refereed journals of original research;
- Strong Potential to support research program by successfully competing for external funding;
- Demonstrated potential to develop into an accomplished teacher, as evidenced by evaluations of prior teaching or other relevant experiences;
- Commitment to excellence in undergraduate and graduate education in a major research university setting;
- Potential for interacting with colleagues and students in a way that will enhance their academic work and attract other outstanding faculty and students to the Department.
- Potential to contribute to departmental diversity, equity, and inclusion goals

Appointment decisions for tenure-track faculty positions, as defined in rule [3335-5-19](#) of the Administrative Code, are based on criteria that reflect strong potential to attain tenure and advance through the faculty ranks.

Instructor. Faculty in the Department of Molecular Genetics will normally be hired at the rank of assistant professor or higher. 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. An appointment to the rank of instructor is limited to three years. Promotion to assistant professor occurs without review the semester following completion of the required credentialing. An instructor must be approved for promotion to assistant professor by the beginning of the third year of appointment or the appointment will not be renewed beyond the end of the third year. When an instructor is promoted to the rank of assistant professor, the faculty member may request prior service credit in writing at the time of the promotion. This written request must be approved by the eligible faculty, the chair, the dean, and Office of Academic Affairs through the dean of the college so that tenure records may be adjusted accordingly. The eligible faculty should carefully consider whether prior service credit is

appropriate since prior service credit cannot be revoked once granted except through an approved request to extend the probationary period. In addition, all probationary faculty members have the option to be considered for early promotion.

Assistant Professor. An earned doctoral degree is the minimum requirement for appointment at the rank of assistant professor. Appointments at the rank of assistant professor will be made to individuals who have strong prior research accomplishments, the potential for sustained research productivity at OSU, a high probability of securing outside funding to support their research, strong teaching capabilities, and strong potential to contribute to the diversity, equity, and inclusion commitment of the department, college, and university. 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 Committee of the Eligible Faculty determines such a review to be appropriate. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged as it cannot be revoked once granted except through an approved request to extend the probationary period.

Associate Professor and Professor. All appointments to the rank of Associate Professor or Professor require prior approval of the dean and the Executive Vice President and Provost. Rank and tenure eligibility must be approved by the departmental eligible faculty using the criteria specified in this APT document.

An appointment at the rank of associate professor will be based on compelling evidence that the faculty member has achieved excellence as a teacher, as a scholar, and as one who provides effective service; and can be expected to continue a program of high-quality teaching, scholarship, and service relevant to the mission of the Department of Molecular Genetics. An appointment at the rank of professor will be based on compelling 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.

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

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

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

2. Teaching Faculty

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

MOLGEN supports Teaching Faculty. These appointments exist for faculty members who focus

principally on the educational needs of students in the department or college. Teaching Faculty members are expected to contribute to the department's research and education mission as reflected in undergraduate and graduate program development and teaching. Teaching Faculty appointments are made in accordance with Faculty Rule [3335-7](#). Each new appointment must enhance, or have strong potential to enhance, the quality of the department.

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

Assistant Teaching Professor. An earned doctorate are the minimum requirements for appointment at the rank of assistant teaching professor. Evidence of ability to teach is highly desirable.

Associate Teaching Professor and Teaching Professor. Appointment at the rank of associate teaching or teaching professor requires that the individual have an earned doctorate and meet, at a minimum, the department's criteria—in teaching, service, and scholarship—for promotion to these ranks.

3. Research Faculty

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

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

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

Research Associate Professor and Research Professor. Appointment at the rank of research associate professor or research professor requires that the individual has a doctorate and meets, at a minimum, the department'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.

Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor. Adjunct titles are used to confer faculty status on individuals who have credentials comparable to tenure-track, clinical/teaching/professional practice, or research faculty of equivalent rank. The adjunct faculty rank is determined by applying the criteria for appointment of tenure-track, clinical/teaching/professional practice, or research faculty, as appropriate to the appointment.

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

Assistant Professor, Associate Professor, Professor with FTE below 50%. An earned terminal degree is the minimum requirement for appointment of tenure-track titles at 49% FTE or below. Appointment at tenure-track titles is possible for individuals at 1-49% 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.

Lecturer. Appointment as lecturer requires that the individual hold, 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 cannot exceed one year. Second and subsequent contracts for lecturers cannot exceed three years.

Senior Lecturer. Appointment as senior lecturer requires that the individual has, 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 instruction. Senior lecturers are not eligible for tenure or promotion. The initial appointment for a senior lecturer cannot exceed one year. Second and subsequent contracts for senior lecturers cannot exceed three years.

Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor. Visiting faculty appointments may either be compensated or uncompensated. Visiting faculty members on leave from an academic appointment at another institution are appointed at the rank held in that position. The rank at which other (non-faculty) individuals are appointed is determined by applying the criteria for appointment of tenure-track faculty. Visiting faculty members are not eligible for tenure or promotion. Visiting faculty appointments may be renewed annually for only three consecutive years.

5. Regional Campus Faculty

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

Regional campus criteria for the appointment of teaching faculty, research faculty, and associated faculty are the same as those for Columbus campus faculty in each of these categories.

6. 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, teaching, research, or

associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service.

Faculty will send a request for emeritus faculty status to the department chair (regional campus dean for associated faculty on regional campuses) outlining academic performance and citizenship. The 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 department chair, who will decide upon the request, and if appropriate submit it to the dean. If the faculty member requesting emeritus status has in the 10 years prior to the application engaged in serious dishonorable conduct in violation of law, rule, or policy and/or caused harm to the university's reputation or is retiring pending a procedure according to Faculty Rule [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.

7. Courtesy Appointments

The Department of Molecular Genetics may occasionally appoint as courtesy faculty members of other academic units at the university. The criteria are similar to those used for the appointment of tenure track, teaching, or research faculty in the department, but include an emphasis on identifying faculty who can fulfill a unique role in the department. Courtesy appointments are made with the intent of strengthening the departmental graduate and undergraduate degree programs, the teaching program, and the service activities of the Department of Molecular Genetics. Except in extreme circumstances, the number of courtesy faculty should not exceed 30% of the number of tenure track faculty FTE. 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, teaching, research, and associated faculty, irrespective of rank, must be based on a formal search process following the [SHIFT](#) Framework for faculty recruitment. All faculty positions must be posted in [Workday](#), the university's system of record for faculty and staff. A formal review and selection process, including interviews using pre-designed evaluation rubrics, is required for all positions. Appropriate disposition codes for applicants not selected for a position must be entered in [Workday](#) to enable the university to explain why a candidate was not selected and what stage they progressed to before being removed.

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

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

1. Tenure Track Faculty on the Columbus Campus

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 Chapter 5, section 4.1 of the [Policies and Procedures Handbook](#). Exceptions to this policy must be requested from the Office of Academic Affairs in advance. Search procedures must entail substantial faculty involvement and be consistent with the OAA [Policy on Faculty Recruitment and Selection](#).

The search for and appointment of a tenure track faculty member will follow these guidelines:

- The Divisional Dean of the Division of Natural and Mathematical Sciences (NMS) and Dean of the College of Arts and Sciences (ASC) provide approval for the Department to commence a search process. This approval may be accompanied by constraints on salary, rank, setup funds, and area of expertise.
- Discussions concerning the nature of vacant positions in the Department will include tenure-track faculty and associated and courtesy faculty with tenure-track appointments. However, only members of the Department's tenure track faculty will vote on decisions regarding vacant tenure-track positions.
- The Chair of the Department will appoint an *ad hoc* Search Committee consisting of no fewer than three tenure track Department faculty to coordinate the logistical arrangements of the search. A Search Committee member may be appointed from outside the tenure track faculty after discussion between the Chair of the Department and the search committee chair. The Chair of the Search Committee will be chosen by the Department Chair.
- 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 the university’s commitment to AA/EEO principles and advance the eminence of the institution.
- “Phase 2 | Preliminary Review of Applicants” focuses on best practices for the application review and candidate screening processes. The guidelines and resources in this section support consistency, 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.
 - 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 department chair. Appointment offers at the rank of Associate Professor with or without tenure, Professor with tenure, and/or offers of prior service credit require prior approval of the Office of Academic Affairs.
 - If two or more candidates achieve equivalent levels of support to extend an offer, the Department Chair decides which candidate to approach first. The details of the offer, including compensation, are determined by the Department Chair.

The department will 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.

- In the event that one or more of the candidates should decline the position, or if an agreement cannot be reached with any of the acceptable candidates that were interviewed, the Search Committee will determine whether candidates of equivalent caliber to those originally interviewed are among the remaining applicant pool. If so, the Search Committee Chair will seek approval from the Divisional Dean and the Associate Dean for Diversity, Equity, and Inclusion to interview additional candidates. If there are no additional viable candidates, or if approval is denied, the search process will be repeated the following academic year (pending College approval).
- At the time of appointment, new faculty will receive copies of the Department of Molecular Genetics and College of Arts and Sciences Pattern of Administration and Appointments, Promotion and Tenure documents as well as all revised copies of these documents.

In some cases, a faculty member may be hired in collaboration with another unit on campus such as another department, the Cancer Center, or the Center for RNA Biology. Molecular Genetics will serve as the tenure initiating unit for those faculty recruits who have a 50% or greater appointment in the Department of Molecular Genetics. The same criteria will apply in these situations although the search committee will consist of faculty from both units. A Memorandum of Understanding between both units will be developed prior to initiating the search.

2. Teaching Faculty on the Columbus Campus

Searches for teaching faculty may proceed as for tenure-track faculty, with the exception that the candidate's presentation during the virtual or on-campus interview is on teaching rather than

scholarship.

3. Research Faculty on the Columbus Campus

Searches for research faculty may proceed identically as for tenure-track faculty with the exception that during the virtual or on-campus interview the candidate is not asked to teach a class.

4. Transfer from the Tenure Track

Tenure-track faculty may transfer to a teaching or research appointment if appropriate circumstances exist. Tenure or tenure eligibility is lost upon transfer, and transfers must be approved by the department chair, the college dean, and the executive vice president and provost.

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

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

5. Associated Faculty on the Columbus Campus

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

The reappointment of all compensated associated faculty members is decided by the department chair following a vote by the eligible faculty.

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

Appointment and reappointment of uncompensated adjunct or visiting faculty may be proposed by any faculty member in the department and are decided by the department chair in consultation with the faculty.

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

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

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

6. Regional Campus Faculty

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

The regional campus has primary responsibility for determining the position description for a tenure-track faculty search, but the regional campus dean or designee consults with the department chair to reach agreement on the description before the search begins. The regional campus search committee must include at least one representative from the department.

Candidates are interviewed by, at a minimum, the regional campus dean, department chair, and either the regional campus search committee or a broader representation of the regional and Columbus faculties. The regional campus may have additional requirements for the search not specified in this document. A decision to make an offer requires agreement by the department chair and regional campus dean. Until agreement is reached, negotiations with the candidate may not begin, and the letter of offer must be signed by the department chair and the regional campus dean.

Searches for regional campus teaching, research, and associated faculty are the same as those described above for tenure-track faculty.

7. Courtesy Appointments for Faculty

Any department faculty member may propose a 0% FTE (courtesy) appointment for a tenure-track, teaching, or research faculty member from another Ohio State tenure-initiating unit. A proposal that describes the uncompensated academic service to this department or ability to fulfill a unique role in the department justifying the appointment is considered at a regular faculty meeting. Initial appointment as a courtesy faculty member requires a positive vote from at least 2/3 of the eligible faculty. Courtesy faculty appointments will be renewed every five years. Renewal of a courtesy appointment requires a positive vote from at least 1/2 of the eligible faculty.

V. ANNUAL PERFORMANCE AND MERIT REVIEWS

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

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

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

In all cases, accountability for the annual review process resides with the chair.

Depending on their appointment type, the annual performance and merit review of faculty members is based on expected performance in teaching, scholarship, and/or service as set forth in the department's guidelines on faculty duties, responsibilities, and workload; on any additional

assignments and goals specific to the individual; and on progress toward promotion where relevant. 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.

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

A. Documentation

For their annual performance and merit review, faculty members must submit the following documents to the department chair no later than February 15 of the following Spring semester.

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

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

Under no circumstances should faculty solicit evaluations from any party for purposes of the annual performance and merit review.

B. Probationary Tenure Track Faculty on the Columbus Campus

At the time of appointment, probationary faculty members shall be provided with all pertinent documents detailing departmental, college, and university promotion and tenure policies and criteria. If these documents are revised during the probationary period, probationary faculty members shall be provided with copies of the revised documents.

During a probationary period, every probationary faculty member shall be reviewed annually in accordance with the policies of the department, college, and university. The annual review will encompass the faculty member's performance in teaching, research, and service as well as evidence of continuing development. The department will use the review process to be supportive and helpful to untenured faculty as well as to candidly and clearly communicate aspects of performance that need improvement if the candidate is to make acceptable progress. However, if it is apparent that the candidate's likelihood of meeting expectations for promotion and tenure is poor, the appointment of the candidate may not be renewed. A non-renewal decision must be based on the results of a formal performance review conducted in accordance with fourth-year review procedures.

The Department Chair shall inform probationary faculty members when the annual review will take place and provide a copy of the dossier outline to be completed by the faculty member in reporting accomplishments to date. The Department Chair conducts an independent assessment, meets face to face with the faculty member to discuss his or her performance and future plans and goals, and prepares a written evaluation on these topics.

The departmental eligible faculty will also perform an annual review of all probationary faculty.

The eligible faculty will vote (in writing) on continuation of the appointment of each probationary faculty member. A formal report summarizing the results of the evaluation and the outcome of the vote will be prepared by the eligible faculty and provided to the department chair. The chair's decision on reappointment of a probationary faculty member may be contrary to that of the eligible faculty, although the reasons for the contrary decision must be communicated to the committee.

At the completion of the review, the department chair shall provide the faculty member and the dean of the college with a written assessment of the faculty member's performance and professional development. The assessment will include both strengths and weaknesses, as appropriate. Annual review letters will be constructive and candid. When probationary faculty receive their annual review, the department chair shall inform them of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment or other material contained in the file. The faculty member shall also be given an opportunity to discuss the results of the annual review with the department chair and with other members of the eligible faculty, as appropriate, and to provide written comments on the review. All annual review letters (along with the faculty member's comments, if provided) shall become a part of a faculty member's dossier for subsequent annual reviews during the probationary period, including the review for promotion and tenure.

If the Chair's recommendation is to reappoint the faculty member to another probationary year of service, that recommendation shall be final. A recommendation from the chair not to reappoint the faculty member to another probationary year requires a review that follows fourth year review procedures per Faculty Rule [3335-6-03](#). The dean shall make the final decision in the matter.

Fourth Year Review

The fourth-year review of probationary faculty shall follow the same process as the review for tenure and promotion at the department and college levels, except that external letters are not solicited and the dean, not the department chair, makes the final decision regarding renewal or nonrenewal of the probationary appointment. Renewal of the appointment of a probationary assistant professor for the fifth year requires the approval of the dean of the college.

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

The eligible faculty forwards a record of the vote and a written performance review to the department chair, who conducts an independent assessment of performance and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment. At the conclusion of the departmental review, the formal comments process (per Faculty Rule [3335-6-04](#)) is followed and the case is forwarded to the college for review, regardless of whether the department chair recommends renewal or nonrenewal.

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 the department's right to recommend nonrenewal of an appointment during an annual review.

C. Tenured Faculty on the Columbus Campus

Associate Professors are reviewed annually by the Department Chair. The department chair conducts an independent assessment, prepares a written evaluation and meets with the faculty member, if

requested, to discuss his/her/their performance and future plans and goals. The faculty member may provide written comments on the review.

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

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

D. Teaching Faculty on the Columbus Campus

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

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

There is no presumption of renewal of appointment.

E. Research Faculty on the Columbus Campus

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

In the penultimate contract year of a research faculty member's appointment, the department chair must determine whether the position held by the faculty member will continue. If it 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.

There is no presumption of renewal of appointment.

F. Associated Faculty on the Columbus Campus

Compensated associated faculty members in their initial appointment must be reviewed before reappointment. The department chair, or designee, prepares a written evaluation and meets with the faculty member to discuss his/her/their performance, future plans, and goals.

The department chair's decision on renewal of the appointment is final. In making a decision on renewal of the appointment the chair will be guided by a vote of the eligible faculty. If the decision is to renew, the department chair may extend a multiple year appointment.

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

G. Regional Campus Faculty

Regional campus tenure-track faculty are reviewed according to the process established on that campus, with the review focusing on teaching and service. Following the review by the regional campus, the regional campus dean meets with the department chair for evaluation of the faculty member's research and creative activity during the review period. The regional campus dean provides an annual performance and merit review letter. In the event of divergence in performance assessment between the regional campus and the department, the department chair discusses the matter with the regional campus dean/director to clarify and reconcile the divergence, so that the faculty member receives consistent assessment and advice. For probationary tenure-track faculty, in the event that the regional campus dean recommends renewal and the department chair recommends nonrenewal, the case shall be reviewed by the college dean or their designee, with the college dean's or their designee's judgment prevailing.

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

The annual performance and merit review of regional campus research faculty is conducted by the department and proceeds as described above for Columbus campus research faculty. The department chair will provide the regional campus dean/director a copy of the faculty member's annual performance and merit review letter.

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

H. Salary Recommendations

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

As a general approach to formulating salary recommendations, the department chair divides faculty into at least four groups based on continuing productivity (high, average, low, and unsatisfactory) and considers market and internal equity issues. The department chair should proactively engage in equity audits of faculty salary to ensure faculty salaries are commensurate both within the department and across the field or fields represented in the department. Salary increases should be based upon these considerations.

Faculty members who wish to discuss dissatisfaction with their salary increase with the department chair should be prepared to explain how their salary (rather than the increase) is inappropriately low,

since increases are solely a means to the end of an optimal distribution of available merit increase pool.

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

VI. PROMOTION AND TENURE AND PROMOTION REVIEWS

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

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

A. Criteria and Evidence that Support Promotion

1 Tenure Track Faculty

a) Promotion to Associate Professor with Tenure

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

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

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

The award of tenure is an acknowledgement of excellence and future potential for preeminence. It is therefore essential to evaluate and judge the probability that faculty, once tenured, will continue to develop professionally and contribute to the department's academic mission at a high level for the duration of their time at the university.

The contributions of probationary faculty members in the areas of teaching, research, and service will be considered during the tenure review process. In particular, the eligible faculty will scrutinize the candidate's dossier for evidence of a pattern of consistent and sustained performance during the probationary period that suggests that the candidate has developed and will continue to develop professionally. During their deliberations the members of the eligible faculty will recognize that each faculty member can contribute to each of the Department's missions in different ways, and that a candidate should be held to the highest standards of excellence in the area or areas that are central

to his/her responsibilities.

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

Teaching: All probationary faculty are expected to contribute to the full range of Departmental teaching activities, including formal undergraduate courses, graduate courses and seminars, and individualized teaching. The faculty member's teaching will be assessed by a combination of student and peer review, such as the quantitative measure of Student Evaluation of Instruction, qualitative written feedback from students, and written reviews of teaching by other faculty members. The teaching must be demonstrably strong (or, at the least, consistently improving) quality. High quality training of graduate students is also an important component of teaching activities. An outstanding research program will not substitute for substandard teaching performances in the final review for promotion and tenure.

Research: All faculty members are expected to develop a productive, high-quality program of research scholarship. The contributions of a probationary faculty member in this area will be based on his/her record in: (1) applying for and success in obtaining extramural funding; (2) publications and presentations of original research data; and (3) other activities indicative of a research program of recognized excellence. In addition, a high degree of ethics must be demonstrated 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.

The evaluation of extramural funding is based primarily on the evidence of effort by the faculty member in garnering such funding and maintaining such funding once it is received. Applications for extramural funding by faculty members to governmental agencies or private foundations are expected. Faculty members with projects that are especially difficult to fund must consider applying to several funding sources, if appropriate. Successful applications for extramural funding, which have been critiqued by external reviewers, indicate original and potentially productive research ideas. Successful applications are, therefore, weighted more heavily in favor of candidates for promotion or tenure. Continued failure to obtain extramural funding will jeopardize a faculty member's chances for promotion or tenure. In a time of decreasing availability of extramural funds, all sources of potential funds must be explored. Engagement with business entrepreneurship, including (but not limited to) invention disclosures, patents, corporate licensing, startup companies, and other business activities, is also valued.

The evaluation of a faculty member's publications is based primarily on the quality of the research, the frequency of publications, and their place of publication or other indicators of quality of work. Major publications in peer-reviewed, high quality journals, that report the results of original research are expected. Articles published in journals of the faculty member's primary field of interest with critical peer review and high editorial standards are weighted more heavily than articles published in less demanding journals. Articles in which the faculty member is senior or corresponding author are weighted more heavily. Technical reports, final project reports for grants, and published or unpublished abstracts are of relatively low value in supporting a promotion and tenure recommendation. It is realized that a probationary faculty member may publish papers resulting from research done before his/her arrival at the University. However, it is expected that by the time of their fourth year review probationary faculty will have published papers resulting from research done entirely since his/her appointment to the tenure track faculty; these latter publications are considered essential in demonstrating the development of a productive and independent research program.

Additional venues for presentation of research data are scientific meetings at the state, regional, national and international levels. Attendance and presentations at meetings are essential for the development and maintenance of a productive, up-to-date research program and, therefore, are necessary for promotion and tenure. However, presentations, whether or not by invitation, do not substitute for peer-reviewed publications in scientific journals.

Other activities of faculty members are indicative of a well-established, productive and sustained research program, and the faculty member's status in his/her field of research. Such activities include, but are not limited to, (1) authorship of review articles, monographs, or book chapters, especially by invitation, (2) the ability to attract and support postdoctoral fellows, (3) authoring or editing books, (4) presentations of research at invited symposia or seminars, and (5) generation of intellectual property such as invention disclosures, licensing agreements, and patents. These and related activities provide additional support for tenure and promotion recommendations.

Collaborative and multidisciplinary work is valued by the department. However, it is incumbent on the candidate for promotion to clearly delineate their specific and relative intellectual contributions to each paper, grant, or patent.

Service: Service includes a mixture of professional activities that can be placed in three categories; University service, professional service, and public service. University service encompasses administration of academic units, programs, or facilities, membership on Department, College or University committees, and undergraduate student advising. This work is essential for the maintenance and development of the University, and all faculty members in the Department of Molecular Genetics are expected to contribute. Professional service includes membership on executive or editorial boards and special committees of professional societies, reviewing manuscripts submitted for publication or proposals submitted to funding agencies, service on grant panels, and organizing seminars and symposia. These activities provide an avenue for career development complementary to research endeavors, and increase the stature of the Department, the College, and The Ohio State University in academic and scientific communities. Public service involves assistance or advice given to individuals or groups outside of academic or professional circles that requires application of special skills or expertise in biological sciences. Membership in civic or religious organizations does not qualify in this regard.

Service is an important mission of The Ohio State University and all faculty are expected to contribute.

Tenure-track faculty with <50% FTE appointments will be reviewed using the same criteria outlined above and letters from the P&T committee and Departmental Chair will be included in the dossier.

b. Promotion to Rank of Professor

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

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

The specific criteria in teaching, scholarship, and service for promotion to professor are similar to those for promotion to associate professor with tenure (see charts in Section VI.A.), 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.

Promotion to the rank of Professor shall be based on convincing evidence that the faculty member has a sustained record of excellence in teaching; has produced a high impact of work that is recognized nationally or internationally; and has demonstrated leadership in administrative/professional service. In addition, as further specified by Faculty Rule [3335-6-02](#), assessment is in relation to specific assigned responsibilities with reasonable flexibility being exercised in order to balance, where the case requires, heavier responsibilities and commitment in one area against lighter ones in another. Promotion should reflect the reality that (a) not all faculty members have the same distribution of assignments (b) not all faculty members will be able to contribute excellence equally in all evaluation dimensions; and (c) there is a multi-faceted institutional responsibility that must be achieved by the skills of the faculty collectively. Promotion to professor should be awarded not only to those faculty who have demonstrated impact in their scholarship of research and creative inquiry, teaching and learning, and service, but also to those who have exhibited excellence in leadership to make visible and demonstrable impact upon the mission of the department, college, and university.

However, in accordance with the College of Arts and Sciences policies, the department also recognizes that a career may consist of various phases in which a concentration on scholarly activity, teaching, or administrative/professional service creates a composite professional life. Where a candidate has made truly extraordinary contributions in the areas of teaching or service, that record may warrant promotion in combination with a less extensive, though excellent record of continued productivity in scholarship. Teaching excellence will be assessed by a combination of student and peer review, such as the quantitative measure of Student Evaluation of Instruction, qualitative written feedback from students, and written reviews of teaching by other faculty members. The teaching must be consistently strong. Evidence of a significant body of scholarship will be based upon the track record of extramural grant funding, publications in high quality journals, invitations to present research results at meetings and/or other academic units, and evaluation letters by experts in the field. Leadership in service will be evaluated by activities in departmental, college, university and professional services as described for promotion of probationary faculty to tenure.

2. Teaching Faculty

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

b) Promotion to Associate Teaching Professor. For promotion to associate teaching professor, a faculty member must show convincing evidence of excellence as a teacher and a provider of effective service; must have a documented high level of competence in professional practice; and must display the potential for continuing a program of high-quality teaching and service relevant to the mission of this department. Specific criteria in teaching and service for promotion to associate teaching professor are similar to those for promotion to associate professor with tenure. Active scholarship, as documented in peer-reviewed publications, is viewed positively, while taking in consideration the substantial teaching loads associated with these positions. This scholarship may

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

c) Promotion to Teaching Professor. For promotion to teaching professor, a faculty member must have a record of continuing professional growth and increasing quality of contributions, including a sustained record of excellence in teaching and professional practice; leadership in service to this department and to the profession; and production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

3. Research Faculty

a) 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 extramural and/or commercial funding is required along with evidence of a growing national reputation. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

b) 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 extramural and/or commercial funding is required, along with demonstrated research productivity as a result of such funding. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

4. Associated Faculty

a) 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, teaching, or research faculty, as appropriate to the appointment, above.

b) 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.

c) 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.

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

5. Regional Campus Faculty

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

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

B. Procedures for Promotion and Tenure and Promotion Reviews

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

1. Tenure-Track, Teaching, and Research Faculty on the Columbus Campus

a) Candidate Responsibilities

Candidates for promotion and tenure or promotion 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 departmental guidelines. Each of these elements is described in detail below.

- **Dossier**

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

While the Committee of the Eligible Faculty makes reasonable efforts to check the dossier for accuracy and completeness, the candidate bears full responsibility for all parts of the dossier that are to be completed by him/her/them.

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

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.

Teaching:

Cumulative SEI reports (Student Evaluation of Instruction computer generated summaries of any discursive comments prepared by the Office of the University Registrar) for every class. See the appendix to this document for procedures for collecting and reporting SEI results.

Peer evaluation of teaching reports are required (details provided in the Appendix to this document).

Copies of research papers, pedagogical papers, books, or other materials published or accepted for publication.

Other relevant documentation of teaching as appropriate.

Research: Faculty should keep records of all activities demonstrating research productivity and excellence. For example, records of publications, grants submitted, grants received, presentations at scientific meetings, and seminar presentations should be included in the dossier. Any other activities that demonstrate that the faculty member is developing a productive, high quality research program, such as awards from professional societies, should also be included.

Service: Service on Department, College and University committees, or election to any of the University's governing boards (e.g., University Senate) should be documented, as well as any leadership role on these committees (e.g., Chair, etc.). Any activities associated with professional societies should also be documented. Such activities might include service on society committees, organizing workshops, symposia, or serving as a session Chair at meetings. Similarly, any other service activities performed outside of the University, but requiring an expertise in biology, should be documented. Such activities would include presentations at local schools, judging at science fairs, answering letters of inquiry, representing the Department at various activities. Service in civic and religious organizations should not be included in this section.

In some instances, it may be difficult to evaluate the quality and quantity of service, especially in those activities outside of the University. Thus, candidates for promotion and/or tenure should, if necessary, explain the nature of the service activity. For example, faculty should indicate whether they were asked (or elected) to perform the service activity or if they volunteered. They should also indicate if the service activity involved a leadership role, and the nature of that role.

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

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

Candidates must also indicate the APT under which they wish to be reviewed. Candidates may elect to be reviewed under (a) the department's current APT document; (b) the APT document that was in effect on their start date; or (c) the APT document that was in effect on the date of their last promotion (or last reappointment in the case of teaching and research faculty), whichever of these two latter documents is the more recent. However, the current APT

document must be used if the letter of offer or last promotion, whichever is more recent, was more than 10 years before April 1 of the review year.

If a candidate wishes to be reviewed under an APT other than the current approved version available [here](#), a copy of the APT document under which the candidate has elected to be reviewed must be submitted when the dossier is submitted to the department.

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

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

External evaluation letters are not required for promotion of teaching faculty to the Associate Professor of Teaching rank.

b) Promotion and Tenure Committee (Committee of the Eligible Faculty)

The responsibilities of the Promotion and Tenure Committee, which in MOLGEN is the Committee of the Eligible Faculty, are as follows:

- To review this APT document annually and to recommend proposed revisions to the faculty.
- To consider annually, in spring semester, requests from faculty members seeking a non-mandatory review in the following academic year and to decide whether it is appropriate for such a review to take place. Only professors on the committee may consider promotion review requests to the rank of professor. A two-thirds majority of those eligible to vote on a request must vote affirmatively for the review to proceed.
 - The committee bases its decision on assessment of the record as presented in the faculty member's CV and on a determination of the availability of all required documentation for a full review (student and peer evaluations of teaching). Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.
 - A tenured faculty member may be denied a formal promotion review under Faculty Rule [3335-6-04](#) only once. Faculty Rules [3335-7-08](#) and [3335-7-36](#) make the same provision for non-probationary teaching 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 department chair, or any other party to the review to making a positive recommendation during the review itself.
- Annually, in late spring through early autumn semester, to provide administrative support for the promotion and tenure review process as described below.
 - **Late Spring:** Select from among its members a Procedures Oversight Designee who will serve in this role for the following year. The Procedures Oversight Designee cannot be the same individual who chairs the committee. The Procedures Oversight Designee's

responsibilities are described in the Office of Academic Affairs [annual procedural guidelines](#).

- **Late Spring:** Suggest names of external evaluators to the department chair.
- **Early Autumn:** Review candidates' dossiers for completeness, accuracy (including citations), and consistency with Office of Academic Affairs requirements; and work with candidates to assure that needed revisions are made in the dossier before the formal review process begins.
- Meet with each candidate for clarification as necessary and to provide the candidate an opportunity to comment on his/her/their dossier. This meeting is not an occasion to debate the candidate's record.
- Draft an analysis of the candidate's performance in teaching, scholarship and service to provide to the full eligible faculty with the dossier; and seek to clarify any inconsistent evidence in the case, where possible.
- Consider the interdisciplinary work of a candidate across multiple units as part of the whole work, especially if the candidate has a joint appointment in another unit or is a member of a Discovery Theme.
- Revise the draft analysis of each case following the meeting of the full eligible faculty, to include the faculty vote and a summary of the faculty perspectives expressed during the meeting; and forward the completed written evaluation and recommendation to the department chair.
- Provide a written response, on behalf of the eligible faculty, to any candidate comments that warrant response, for inclusion in the dossier.
- Provide a written evaluation and recommendation to the department chair in the case of joint appointees from another tenure-initiating unit. The full eligible faculty does not vote on these cases since the department's recommendation must be provided to the other tenure-initiating unit substantially earlier than the committee begins meeting on this department's cases.
- 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.

c) Department Chair Responsibilities

The responsibilities of the department chair are as follows:

- To determine whether a candidate is authorized to work in the United States and whether a candidate now, or in the future, will require sponsorship for an employment visa or immigration status. (The department must ensure that such questions are asked of all candidates in a non-discriminatory manner.) For tenure-track assistant professors, the department chair will confirm that candidates are eligible to work in the U.S. Candidates who are not U.S. citizens or nationals, permanent residents, asylees, or refugees will be required to sign an [MOU](#) at the time of promotion with tenure.
- **Late Spring Semester:** To solicit external evaluations from a list including names suggested

by the Committee of the Eligible Faculty, the department chair, and the candidate. (Also see External Evaluations below.)

- To review faculty with budgeted joint appointments whose primary appointment is in this department. The department chair will seek a letter of evaluation from the TIU head of the joint appointment unit. 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 the criteria established in this document
- 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, the department chair will leave the meeting to allow open discussion among the eligible faculty members.
- **Mid-Autumn Semester:** To provide an independent written evaluation and recommendation for each candidate, following receipt of the eligible faculty's completed evaluation and recommendation.
- To meet with the eligible faculty to explain any recommendations contrary to the recommendation of the committee.
- To inform each candidate in writing after completion of the departmental review process:
 - of the recommendations by the eligible faculty and department chair;
 - of the availability for review of the written evaluations by the eligible faculty and department chair; and
 - of the opportunity to submit written comments on the above material, within ten calendar days from receipt of the letter from the department chair, for inclusion in the dossier. The letter is accompanied by a form that the candidate returns to the department chair, indicating whether or not he/she/they will submit comments.
- To provide a written response to any candidate comments that warrant response for inclusion in the dossier.
- To forward the completed dossier to the college office by that office's deadline.
- To receive the eligible faculty's written evaluation and recommendation of candidates who are joint appointees from other tenure-initiating units, and to forward this material, along with the department chair's independent written evaluation and recommendation, to the head of the other tenure-initiating unit by the date requested.

2. Procedures for Associated Faculty on the Columbus Campus

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

3. Procedures for Regional Campus Faculty

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

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

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

The review of regional campus research faculty takes place on the Columbus campus and follows the same procedures as those described above for Columbus campus research faculty. Following the review, the department chair will consult with the regional campus dean/director. A request to promote requires agreement by the regional campus dean/director and the department chair.

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

4. External Evaluations

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

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 scholarship (or other performance, if relevant) who is not a close personal friend, research collaborator, or former academic advisor or post-doctoral mentor of the candidate (see description of conflict of interest for external reviewers just above). Qualifications are generally judged on the basis of the evaluator's expertise, record of accomplishments, and institutional affiliation. This department will solicit evaluations 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 the department cannot control who agrees to write and or the usefulness of the letters received, more letters are sought than are required, and they are solicited 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 Committee of the Eligible Faculty, the department chair, and the candidate. If the evaluators suggested by the candidate meet the criteria for credibility, a letter is requested from at least one of those persons. Faculty Rule [3335-6-04](#) requires that no more than half the external evaluation letters in the dossier be written by persons suggested by the candidate. In the event that the person(s) suggested by the candidate do not agree to write, neither the Office of Academic Affairs nor this department requires that the dossier contain letters from evaluators suggested by the candidate.

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

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

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

VII. PROMOTION AND TENURE AND REAPPOINTMENT APPEALS

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 teaching or research faculty, for securing a reappointment.

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

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

VIII. SEVENTH YEAR REVIEWS

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

Every effort should be made to consider new information about a candidate's performance before a final decision is made if the new information becomes available before a decision is rendered. In rare instances, the department may petition the dean to conduct a seventh year review for an assistant professor who has been denied promotion and tenure. Both the eligible faculty of the department and the chair must approve proceeding with a petition for a seventh year review. The petition must provide documentation of substantial new information regarding the candidate's performance that is germane to the reasons for the original negative decision. Petitions for seventh year reviews must be initiated before the beginning of the last year of employment because the seventh year review, if approved, would take place during the regular university review cycle of the assistant professor's seventh and last year of employment.

If the dean concurs with the Department's position, the dean shall in turn petition the executive vice president and provost for permission to conduct a seventh year review. If the provost approves the request, a new review will be conducted equivalent to the one that resulted in the nonrenewal of the appointment. Conducting a seventh year review does not presume a positive outcome. In addition, should the new review result in a negative decision, the faculty member's last day of employment is that stated in the letter of nonrenewal issued following the original negative decision.

A faculty member may not request a seventh year review, appeal the denial of a seventh year review petition initiated by his or her department, or appeal a negative decision following a seventh year review, since the faculty member has already been notified that tenure has been denied at the conclusion of the sixth year review.

IX. PROCEDURES FOR STUDENT AND PEER EVALUATION OF TEACHING

The overall goal of the teaching program in the Department of Molecular Genetics is to provide students with an exceptional learning experience. To meet this goal, the members of the teaching staff in the Department of Molecular Genetics are expected to provide the best possible instruction in all courses in which they participate. The department will use the procedures described below to monitor the quality of instruction and to provide feedback that will lead to improvements in the quality of instruction.

A. Student Evaluations of Teaching

- Student evaluation of faculty instruction will be performed for each formal lecture and laboratory course for all faculty in the department.

- Faculty will use SEI forms for the evaluation of instruction in all lecture and laboratory courses since these forms will permit comparison of results with other colleagues in the department, college and university. Additional comments may also be obtained using a form that is designed by the instructor.
- The administration of the evaluation must not be under the control of the faculty member being evaluated.
- A copy of the results of the evaluation will be included with the annual Faculty Activity Report.
- Summaries of discursive evaluations that for inclusion in the promotion and tenure dossier must be prepared by someone other than the candidate.

B. Peer Evaluation of Teaching

The department chair or designee oversees the department's peer evaluation of teaching process.

- Probationary tenure-track, teaching, and associated faculty will be evaluated at least once in every calendar year that they teach, with a goal of providing at least one evaluation for each individual course that they contribute to. A minimum of five evaluations are required for promotion.
- Tenured associate professors and nonprobationary associate teaching professors will be evaluated at least every two years (a minimum of two peer reviews are required when being considered for promotion or reappointment).
- A faculty member who is of equal or greater rank than the faculty member who is being evaluated will conduct the evaluation.
- Wherever possible, faculty who are team teaching in the same course should perform the evaluation at least once per promotion/reappointment period.
- Regularly scheduled peer teaching evaluations are comprehensive and should include, in addition to class visitation, review of course syllabi and related instructional materials. The peer reviewer should meet with the candidate to establish a time for the visit and to understand the goals of the course and the candidate's teaching philosophy. If possible, the peer reviewer should attend two different class sessions over the course of the semester.
- In observing the course and reviewing the syllabus and other materials, the peer reviewer should focus on such issues as the appropriateness of the course design given the goals and level of the course, the quality and effectiveness of the instructional materials and assessment tools, and the appropriateness of the approach relative to current disciplinary knowledge. At the conclusion of the class visits, the reviewer meets with the candidate to give feedback and also submits a written report to the department chair, copied to the candidate. The candidate may provide written comments on this report and the reviewer may respond if desired. The reports are included in the candidate's promotion and tenure dossier.
- Upon the department chair's request, there will be a review of the teaching of any faculty member not currently scheduled for review. Such reviews are normally triggered by low or declining student evaluations or other evidence suggesting a need for improvements. The teaching of a faculty member not currently scheduled for review, upon that individual's request, may also be reviewed, to the extent that time permits. Reviews conducted at the request of the faculty member are considered formative only. The department chair is informed that the review took place, but the report is given only to the faculty member who requested the review. Faculty seeking formative reviews should also seek the services of the [Michael V. Drake Institute for Teaching and Learning](#). Reviews conducted upon the request of the department chair or the faculty member focus on the specific aspects of instruction requested by the department chair or faculty member and may or may not include class visitations.