Process for Today

- This presentation and other P&T related documents are available at: [https://oaa.osu.edu/policies-and-procedures-handbook](https://oaa.osu.edu/policies-and-procedures-handbook)

- The presentation is broken into 6 sections
  - Use the Q&A feature to ask questions
  - Jan will answer while I’m talking
  - I’ll answer additional questions after each section

- If needed, we will update the P&T FAQ document following this session
THE OFFICE OF ACADEMIC AFFAIRS

1. Definitions
2. Responsibilities of TIU Head
3. Responsibilities of Chair of Eligible Faculty
4. Responsibilities of POD
5. Process
6. Additional Notes
1 Definitions
Principles of the Promotion and Tenure Process at Ohio State

- Specific criteria developed by the TIUs in APT Documents

- Peer review (internal and external faculty colleagues)

- 3 levels of review: Unit, College, Office of Academic Affairs
Definitions

• P&T Committee
• Eligible Faculty
• Mandatory Review (including 4th or 8th, 6th or 11th, Penultimate Year)
• Non-mandatory Review
• Tenure-Initiating Unit (TIU)
• Procedures Oversight Designee (POD)
2 Responsibilities of TIU Head
TIU Chair Duties: Rule 3335-3-35(C)(3)
APT Document

- Prepare—after consultation with faculty—a statement setting forth the criteria and procedures according to which recommendations are made
- Made available to all faculty
- Reaffirmed/updated at the beginning of each four year term
APT Documents

- Include both criteria and documentation – sample criteria and documentation on the OAA website

- Posted on the OAA website (http://oaa.osu.edu/governance.html); this is the document of record for the review unless faculty member requests to use the one that was in effect at appointment

- Should be reviewed by eligible faculty as part of consideration of case and included in dossiers of any cases with negative recommendations
TIU Chair Duties: Rule 3335-6-04(B)(5)

The chair shall prepare a separate written assessment of the case and recommendation for the dean for inclusion in the dossier. As soon as the faculty report and chair's letter have been completed, the candidate should be notified in writing of the completion of the tenure initiating unit review and of the availability of these reports. The candidate may request a copy of these reports. The candidate may provide the tenure initiating unit chair with written comments on the tenure initiating unit review for inclusion in the dossier within ten calendar days of notification of the completion of the review. The promotion and tenure committee (eligible faculty) and/or chair may provide written responses to the candidate's comments for inclusion in the dossier. Only one iteration of comments on the departmental level review is permitted.
3 Responsibilities of Chair of Eligible Faculty
Responsibilities of Eligible Faculty Chair

- **Spring semester**
  - Review APT Document
  - Consider requests from faculty members seeking non-mandatory review
  - Suggest names for external evaluators to TIU head or solicit letters on their behalf
  - Provide consultation with TIU head regarding requests to lengthen the probationary period for tenure-track faculty; these must be submitted before April 1st of the calendar year of a mandatory review
Responsibilities of Eligible Faculty Chair

- Spring or early fall semester if not sooner
- Have Committee appoint Procedures Oversight Designee (POD)
- Meet with candidates for clarification as necessary (can also be the POD)
- Help adjudicate conflicts of interest as necessary
Responsibilities of Eligible Faculty Chair

- **Mid fall semester**

  - Write letter summarizing eligible faculty’s analysis of each candidate, including faculty vote and summary of perspectives expressed during the meeting (Vote 5-4: what would I read?)

  - Provide a written response (for inclusion in dossier) on behalf of eligible faculty to any comments that warrant response

  - Provide written evaluation and recommendation to department chair in case of jointly appointed faculty whose TIU is elsewhere (if called for in APT Document)
4 Responsibilities of Procedures Oversight Designee (POD)
Responsibilities of TIU POD

- Committee/Chair of Eligible Faculty selects; cannot be the Eligible Faculty Chair or TIU Head

- Candidate checklist signed prior to review—page 1 Form 105

- Reasonable efforts to assure that the review body follows the written procedures governing its reviews and that its proceedings are carried out in a highly professional manner

- The POD should clarify that the correct set of criteria are being used in the review process

- Criteria should be read prior to each review so comparisons are made to criteria, not between individuals
POD role continued…

- POD should monitor the review process in regard to equitable treatment for women and minority candidates, including assuring that the proceedings are free of inappropriate comments or assumptions about members of underrepresented groups that could bias their review.

- Increased complaints regarding discussions that are inappropriate in the committee meetings … these must be stopped!
POD role

- If the POD has concerns about a review, these concerns should first be brought to the attention of the person or review body generating the concerns.
  - Candidate who prepared the dossier
  - Faculty who may not be following procedure
  - Committees not following procedure

- If concerns cannot be resolved to the satisfaction of the POD, then they should be brought to the attention of the relevant administrator (TIU head or dean) who must look into the matter and reply in writing to the POD.
POD Signs

- Page 3—Form 105 Internal Evaluation
- Page 4—Form 105 Numerical Voting
5 Process
Core Dossier

• Importance of narrative sections
  • Research and teaching statements
  • Description of collaborative effort
  • Quality indicators

• Items should only be listed once

• Teaching Evaluation including SEI summarized
Internal Review Letters

- Need to be solicited by TIU head or P&T committee chair
- Collaborators
- Other units on campus in which the candidate holds a joint or courtesy appointment (including centers and discovery theme)
- Regional campus letters if applicable
- Peer reviews of teaching
- Annual review letters (date of hire or past 5 years) plus comments
- 4th Year Review letter plus comments
Internal Peer Review (Rule 3335-6-01(A))

- Provides the foundation for decisions regarding faculty appointment, reappointment, and promotion and tenure. Peers are those faculty who can be expected to be most knowledgeable regarding an individual’s qualifications and performance—normally TIU colleagues or colleagues in related units or centers.

- Recommendations by the faculty vested with the responsibility for providing peer review will be accepted unless they are not supported by the evidence presented regarding how the candidate meets the criteria established by the unit. Administrators and faculty review bodies at the college or university level may make a recommendation that is contrary to that of the TIU if, in its judgment, the TIU recommendation is not consistent with university, college, and TIU standards, criteria, policies, and rules.
Peer Review—Eligible Faculty

• Conflict of interest

• Collaborators within department
External Peer Review

• Need 5 letters

• No more than half by the candidate; solicited by chair or P&T chair

• Arms’ length (e.g., not advisors; major collaborators; post-doctoral supervisors)

• Credible source/peer institution

• Should focus on research/scholarship unless documentation of other areas is included/needed based upon job assignments

• Open-records laws
The lack of five external letters will not stop a mandatory review from proceeding, but will halt a non-mandatory review from proceeding unless the candidate, P&T chair, and the chair all agree in writing that it may proceed and will not constitute a procedural error.

http://oaa.osu.edu/assets/files/policies-procedures-handbook/3HBPT.pdf
Process for Promotion and/or Tenure for Clinical/Teaching/Practice-, Research-, and Tenure-Track

TIU P&T Review → Chair Review → 10 Day Response Period → TIU and Chair Response

College Committee Process followed? Recommendation on proposed action to Dean → Dean → 10 Day Response Period → College and Dean Response

University Committee College without TIU Mixed, Negative, Concern → Provost Level Review All Dossiers → Board of Trustees Final - June
TIU Level Review

• Preparation and presentation of case

• Distribution of materials

• Confidentiality
Voting of Eligible Faculty

- **Must** attend meeting in order to vote
- Attendance can be via teleconference or other means
- Vote can be held during the meeting or for some time afterwards (OAA does not recommend afterwards)
- Vote can be electronic
- Regional campus faculty can vote
- Abstentions do not count as a vote
- Consideration of response from candidate
Voting of Eligible Faculty

- Quorum and percentage vote needed for a positive recommendation are in APT Document.
- Quorum does not count eligible faculty who are on leave or have a conflict of interest.
- Percentage needed for a positive vote varies by unit from simple majority to 66 to 75%
- Can add faculty outside of unit if needed to meet minimum composition (3 at rank of need) – Chair and Dean select
TIU Review

• TIU head may attend the meeting, but may not vote

• Chair of Eligible Faculty writes a letter summarizing the review and reporting the vote. Letter to include both positive and negative views, even if minority view

• TIU head makes independent assessment
Internal Recommendation Letters

- Summary of TIU eligible faculty assessment and vote
  - Contextualize vote
  - Fulfillment of criteria
  - Peer evaluation of documented record

- TIU head’s independent assessment
  - Minimal repetition of record
  - Assist with placing in context of position – 75% teaching or 75% administration
  - Interpretation and assessment including relation to mission of unit
Withdrawing from Review

• Only the candidate can stop the review once it has begun.

• Withdrawing from a mandatory review must be in writing and accompany a letter of resignation to the TIU head.

• Last date of employment is no later than May 31 of the year following the mandatory review year.

• Letter must acknowledge that the decision to terminate is irrevocable and that tenure will not be granted.
Procedural Errors and New Information

- Significant procedural errors (those that reasonably could have affected the outcome of the deliberations) should be corrected before the review continues. The error should be corrected at the level where the error occurred and be fully reconsidered from that point onward.

- Occasionally it may be appropriate to amend the record when significant new information becomes available. An amended record must be reviewed by all parties to the review process.
Fourth Year Review

<table>
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<tr>
<th>Nonrenewal at 4th or 8th Year – Form 101 by June 1</th>
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<tr>
<td>Regional Dean</td>
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<tr>
<td>No Units</td>
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<tr>
<td>College with Units</td>
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<tr>
<td>Regional Campus</td>
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Additional Notes
Why would the University Advisory Committee and the Provost not agree with the TIU?

- Criteria not used as basis for decision or not documented well
- Criteria description in letters does not match governance document
- Criteria and documentation of governance document do not match
- Annual reviews are not descriptive of any concerns
- Fourth year review not descriptive of any concerns
Contemporary Issues

- Teaching
  - How to evaluate when limited time at OSU
  - STEP Mentor—where does it fit?
  - Mentor for Institute of Teaching and Learning

- Scholarship/Creative Works
  - Team Science/Collaborative Works – Documenting a unique contribution

- Engagement
  - What is engagement that extends across teaching, scholarship, and service?

- Administration
  - What happens when an associate faculty member excels at administration?

- COVID-19
Notes

- Non-mandatory reviews – required documents needed
- Write letters differently depending on level – TIU Chair and Chair of Eligible Faculty
- Exclusion year – do not discuss in letters
- Not all materials move forward
- Narratives need to be used better!
- Requests for change of composition of committee
Notes

- Annual Reviews
  - Faculty must be offered the opportunity for a face-to-face annual review meeting

  - Importance of annual reviews—while positive year to year annual reviews may not suggest that a person meets total criteria for promotion—no statements regarding overall trajectory can cause concerns with a negative review
Questions?