

Appointments, Promotion, and Tenure

Criteria and Procedures
Department of Theatre, Film, and Media
Arts

The Ohio State University Department of Theatre, Film and Media Arts College of Arts and Sciences

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I Preamble

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

Should those rules and policies change, the department shall follow those new rules and policies until such time as it can update this document to reflect the changes. In addition, this document must be reviewed, and either reaffirmed or revised, at least every four years on appointment or reappointment of the department chair.

The dean of the College of the Arts and Sciences and the Office of Academic Affairs must approve this document before it may be implemented. It sets forth the department's mission and, in the context of that mission and the missions of the college and university, its criteria and procedures for faculty appointments, and its criteria and procedures for faculty promotion, tenure and rewards, including salary increases. In approving this document, the dean and the Office of Academic Affairs accept the mission and criteria of the department and delegate to it the responsibility to apply high standards in evaluating current faculty and faculty candidates in relation to departmental mission and criteria.

The faculty and administration are bound by the principles articulated in [Faculty Rules 3335-6-01](#) of the Administrative Code. In particular, all faculty members accept the responsibility to participate fully and knowledgeably in review processes; to exercise the standards established in [Faculty Rule 3335-6-02](#) and other standards specific to this department and college; and to make negative recommendations when these are warranted in order to maintain and improve the quality of the faculty.

Decisions considering appointment, reappointment, and promotion and tenure will be free of discrimination in accordance with the university's [policy on affirmative action and equal employment opportunity](#).

II Department Mission

The Ohio State University Department of Theatre, Film, and Media Arts is dedicated to the education and training of artists, scholars, and teachers in the fields of theatre arts, media arts, film studies, and performance studies. We are committed to training students for careers in academia, in the entertainment industry, and in a variety of careers in adjacent fields. The Department serves communities within and outside of The Ohio State University through courses, productions, lectures, screenings, and community engagement and we serve the field through the creation of new art and new knowledge. Theatre and film can facilitate the synthesis of critical and creative thinking, the development of communication and leadership skills, and the strengthening of the abilities needed to be citizens in a democratic society.

III Definitions

A Committee of the Eligible Faculty

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

The department chair, the dean and the divisional, 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

a. Initial Appointment Reviews

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

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

b. Reappointment, Promotion, or Promotion and Tenure Reviews

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

2 Teaching Faculty

a. Initial Appointment Reviews

Appointment Review. In the Department of Theatre, Film, and Media Arts, the eligible faculty 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 consists of all tenure-track faculty and all teaching faculty.

Rank Review. 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 teaching faculty of equal or higher rank than the position requested.

b. Reappointment and Promotion Reviews

- The eligible faculty for reappointment and promotion reviews of teaching assistant professors consists of all tenured associate professors and professors and all non-probationary teaching associate professors and professors.
- The eligible faculty for the reappointment and promotion reviews of teaching associate professors, and the reappointment reviews of teaching professors consists of all tenured professors and all teaching professors of higher rank than the candidate.

3 Associated Faculty

a. Initial Appointment and Reappointment

- 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 below) and candidate interviews. The appointment is then decided by the department chair in consultation with the associated faculty's area head and the program coordinators.
- The reappointment of associated faculty members is decided by the department chair in consultation with the associated faculty's area head and the program coordinators.

b. Promotion Reviews

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

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

The promotion of a lecturer to senior lecturer is decided by the department chair in consultation with the associated faculty's area head and the program coordinators.

4 Conflict of Interest

Search Committee Conflict of Interest

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

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

Eligible Faculty Conflict of Interest

A member of the eligible faculty has a conflict of interest when 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.

Prior to the start of a review process, all eligible faculty should be asked to indicate any conflicts to the committee of eligible faculty chair, the Procedures Oversight Designee (POD), or the chair. Members of the eligible faculty with a conflict of interest must recuse themselves from the review process. When there is a question about potential conflicts, the committee of the eligible faculty chair, in consultation with the POD, shall determine whether it is appropriate for the faculty members to recuse themselves from a particular review. Faculty members who do not voluntarily recuse themselves may be removed by the chair.

5 Minimum Composition

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

B Promotion and Tenure Committee

The Promotion and Tenure Committee shall be composed of not less than three and no more than five members of the tenured faculty. Each of the ranks of Professor and Associate Professor will be represented when possible and always when required by University Rules. The committee's chair and membership are appointed by the department chair.

When considering cases involving teaching faculty the Promotion and Tenure Committee may be augmented by non-probationary teaching faculty members at the rank of associate professor or professor, as appropriate to the case.

Selection should include consideration of the need for representation of the sub-disciplines of the department as well as gender and racial/ethnic diversity. Members serve two-year staggered terms, and can only be reappointed once, consecutively. Service begins and ends at the end of the academic year. A member having served a total of four consecutive years shall be ineligible for re-appointment for a period of one year, except when an Associate Professor is being considered for promotion. The appointment pattern will be followed to the extent possible. Emeriti faculty may not serve on promotion and tenure committees.

C Quorum

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

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

D Recommendation from the Committee of the Eligible Faculty

In all votes taken on personnel matters only “yes” and “no” votes are counted. Faculty who do not attend the entire discussion of a particular case are not permitted to vote on that case. All votes are to be cast by secret ballot. Votes must be cast prior to the meeting adjournment.

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

1 Appointment

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

- In the case of a joint appointment, the department must seek input from a candidate’s joint-appointment TIU prior to the faculty member’s 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 a simple majority 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 the faculty member’s reappointment, or promotion and/or tenure.

IV Appointments

A Criteria

The Department of Theatre, Film, and Media Arts is committed to making only faculty appointments that enhance or have strong potential to enhance the quality of the department. Important considerations include the individual's credentials, and 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 if 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, and associated faculty, irrespective of rank, must be based on a formal search process following the [SHIFT](#) Framework for faculty recruitment.

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

1 Tenure-track Faculty

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

Upon promotion to assistant professor, the faculty member may request prior service credit for time spent as an instructor. This request must be approved by the department's eligible faculty, the department chair, the dean or designee, and the Office of Academic Affairs. Faculty members should carefully consider whether prior service credit is appropriate since prior service credit cannot be revoked once granted except through an approved request to exclude time from the probationary period. In addition, all probationary faculty members have the option to be considered for early promotion.

Assistant Professor. At a minimum it is expected that individuals who are appointed as an assistant professor without tenure will have earned a terminal degree in an appropriate field of study, shown evidence of the potential to develop into an internationally-recognized scholar and artist, demonstrated potential as an effective teacher at both the undergraduate and graduate levels, and have a willingness to provide high-quality service to the field and institution. At the time of appointment to the rank of assistant professor, the individual must have a strong potential to attain tenure and advance through the ranks in a timely fashion.

An appointment to the rank of assistant professor is always probationary and may not exceed six years, including prior service credit. An assistant professor is reviewed for promotion and tenure no later than the sixth year of appointment as an assistant professor and informed by the end of the sixth year as to whether or not promotion and tenure will be granted.

Promotion and tenure may be granted at any time during the probationary period when the faculty member's record of achievement merits tenure and promotion. Review for tenure prior to the mandatory review year is possible when the Promotion and Tenure Committee determines such a review to be appropriate. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged as it cannot be revoked once granted except through an approved request to exclude time from the probationary period.

Similarly a probationary appointment may be terminated at any time subject to the notice provisions of Faculty Rule [3335-6-08](#) and the provisions of paragraphs (G), (H), and (I) of Faculty Rule [3335-6-03](#).

Associate Professor (with or without tenure): Appointment offers at the rank of Associate Professor with or without tenure and offers of prior service credit require prior approval of the Office of Academic Affairs. 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.

Appointment as an associate professor with tenure may be granted to a nationally recognized researcher and artist with a high-quality body of scholarship and creative production, has demonstrated excellence in teaching undergraduate and graduate students, and demonstrated excellence in service and outreach to their profession and field as well as locally to the university. It is expected at the time of appointment to the rank of associate professor that the individual has strong potential to advance to the rank of professor in a timely fashion.

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

Professor (with tenure). Appointment as professor with tenure may be granted to someone who has established a national or international reputation as a leading scholar and artist with an outstanding body of scholarship and creative production, has demonstrated excellence in teaching at graduate and undergraduate levels and has demonstrated a record of high-quality service to the field and institution.

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

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.

Teaching faculty appointments exist for faculty members who focus principally on the education 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.

Assistant Teaching Professor: An earned doctorate or other appropriate terminal degree in the relevant field is the minimum requirement for appointment at the rank of assistant teaching professor. Evidence of ability to teach is highly desirable and evidence of exceptional teaching ability is necessary for a teaching faculty appointment.

Associate Teaching Professor and Teaching Professor. Appointment at the rank of associate teaching professor or teaching professor requires that the individual have an earned doctorate or other appropriate terminal degree in the relevant field and meet, at a minimum, the department's criteria—in teaching, professional practice and other service—for promotion to the rank. Appointment at the rank of associate teaching professor also requires production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice. Appointment at the rank of teaching professor requires production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice.

3. 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.

Lecturer. Appointment as lecturer requires that the individual have, at a minimum, a Master's degree in a field appropriate to the subject matter to be taught. Evidence of ability to provide high-quality instruction is desirable. Lecturers are not eligible for tenure, but may be promoted to senior lecturer if they meet the criteria for appointment at that rank. The initial appointment for a lecturer should generally not exceed one year.

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

Assistant Professor, Associate Professor, Professor with FTE below 50%. Appointment at tenure-track titles is for individuals at 49% FTE or below, either compensated (1 – 49% FTE) or uncompensated (0% FTE). The rank of associated faculty with tenure-track titles is determined by applying the criteria for appointment of tenure-track faculty. Associated faculty members with tenure-track titles are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure-track faculty.

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

4 Regional Campus Faculty

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

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

5 Emeritus Faculty

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

Faculty will send a request for emeritus faculty status to the department chair (regional campus dean for associated faculty on regional campuses) outlining academic performance and citizenship. The department chair 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 [3335-05-04](#), emeritus status will not be considered.

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

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

6. Courtesy Appointments for Faculty

Occasionally the active academic involvement in this department by a tenure-track faculty member from another department at Ohio State warrants the offer of a 0% FTE (courtesy) appointment in this department. Appropriate active involvement includes research collaboration, graduate student advising, teaching some or all of a course from time to time, or a combination of these. A courtesy appointment is made at the individual's current Ohio State rank, with promotion in rank recognized.

B Procedures

The appointment of all compensated tenure-track, teaching, and associated faculty, irrespective of rank, must be based on a formal search process following the [SHIFT](#) Framework for faculty recruitment. All faculty positions must be posted in [Workday](#), the university's system of record for faculty and staff. Formal interviews are required for all positions. Appropriate disposition codes for applicants not selected for a position must be entered in [Workday](#) to enable the

university to explain why a candidate was not selected and what stage they progressed to before being removed.

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

- recruitment of tenure-track, teaching, 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. The only exception is for dual career partners, as described in Volume 1, Chapter 4, section 5.1 of the [Policies and Procedures Handbook](#). Exceptions to this policy must be approved by the Office of Academic Affairs in advance. Search procedures must entail substantial faculty involvement and be consistent with the OAA [Policy on Faculty Recruitment and Selection](#).

Searches for tenure-track faculty proceed as follows:

The dean of the college provides approval for the department to commence a search process. This approval may or may not be accompanied by constraints with regard to salary, rank, and field of expertise.

The department chair appoints a search committee consisting of three or more faculty who reflect the field of expertise that is the focus of the search (if relevant) as well as other fields within the department.

Prior to any search, members of all search committees must undergo 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 Affirmative Action/Equal Employment Opportunity requirements and advance the eminence of the institution.
- “Phase 2 | Preliminary Review of Applicants” focuses on best practices for the application review and candidate screening processes. The guidelines and resources in this section support consistency, fairness, and equity in the review, assessment, and selection of candidates moving forward in the recruitment process. This section also outlines how to select a list of candidates for on-campus interviews.
- “Phase 3 | Finalists Interviews & Evaluations” provides guidance and tools for conducting interviews and campus visits, requesting reference letters (if not requested earlier in the application stage), and collecting feedback from everyone who interacted with the candidates. Adherence to the guidelines outlined in this section has a direct impact on enhancing the candidate experience and ensuring a consistent evaluation process. This phase concludes with the submission of a letter from the search committee to the TIU chair/director.
- “Phase 4 | Extend Offer” provides guidance and resources related to effectively selecting the most qualified candidate(s) for the position(s) and successfully negotiating to result in an accepted offer.
- “Phase 5 | Preboard and Onboard” offers resources to help prepare and support new faculty as they transition to Ohio State. The suggestions in this phase focus on creating a seamless transition for incoming faculty and their partners/families, if applicable.
- “Phase 6 | Reflect and Assess the Search” is a process supported by OAA to reflect on the hiring cycle each year and evaluate areas that may need improvement and additional support.

Following completion of the campus visit, the committee proposes a ranked and annotated list to the eligible faculty for a vote. The search committee presents the results of this vote to the department chair.

If the offer involves senior rank or prior service credit, the search committee presents their recommendations for the appropriateness of the rank and credit to the eligible faculty members for a vote. The search committee reports the vote of the eligible faculty reports to the department chair. Appointment offers at the rank of Associate Professor or Professor, with or

without tenure, and offers of prior service credit require prior approval of the Dean and the Office of Academic Affairs. The required documentation for appointments at senior rank and junior appointments with prior service credit can be found in the Faculty Appointments Policy.

In the event that more than one candidate achieves the level of support required 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 in consultation with the Divisional Dean of Arts and Humanities.

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.

2 Teaching Faculty on the Columbus Campus

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

3 Transfer from the Tenure Track

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

4 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 in consultation with the associated faculty's area head and the program coordinators.

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

Appointment and reappointment of uncompensated visiting faculty may be proposed by any faculty member in the department and are decided by the department chair in consultation with the associated faculty's area head and the program coordinators.

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

Lecturer and senior lecturer appointments are made on an annual basis and rarely semester by semester.

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

5 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 is to consult with, and reach agreement on, the description with the department chair. The search committee for the position is to include representation from both the regional campus and Columbus department.

Candidates are to be interviewed by, at a minimum, the regional campus dean/director, the department chair, and either the search committee or broader representation of the regional and Columbus faculties. The regional campus may have additional requirements for the search not specified in this document. A hiring decision requires agreement on the part of the department chair and regional campus dean/director. Negotiations with a candidate should not begin without such agreement, and the letter of offer must be signed both by the department chair and the regional campus dean/director.

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

Associated faculty are appointed by the regional campus associate dean, in consultation with the dean, department chair, program coordinators, and other relevant faculty members.

6 Courtesy Appointments for Faculty

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

V Annual Performance and Merit Review Procedures

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 as well as 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 annual performance and merit review of a faculty member is the responsibility of the department chair.

- Depending on a faculty member's appointment type, the review 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.
- Annual performance and merit reviews must include a scheduled opportunity for a face-to-face meeting as well as a written assessment.

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 the first Friday of spring semester:

- Office of Academic Affairs dossier outline, [Policies and Procedures Handbook](#), Volume 3 (*required for probationary faculty*) or updated documentation of performance and accomplishments (*non-probationary faculty*)
- updated CV, which will be made available to all faculty in an accessible place (*all faculty*)
- Department of Theatre, Film, and Media Arts Activity Report

As a portion of each annual performance and merit review, faculty members may develop a body of outside responses to their work. The faculty member informs the department chair of the potential responder and the department chair arranges for the response. Outside responses shall be submitted as part of the annual report for inclusion in a faculty member's file. These outside responses help to inform the chair of a faculty member's professional activities and accomplishments beyond the Department of TMFA. This solicited material is not, however, an official part of the sixth-year dossier, which is limited to outside evaluations solicited by the chair and the Promotion and Tenure Committee. Copies of these responses may be used by the faculty member in the materials to be submitted to outside evaluators in sixth year and promotion to professor reviews.

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

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

At the completion of the review process, the department chair shall provide each faculty member and the Dean or designee a copy of the report and a written assessment of the faculty member's performance and professional development. The assessment should include both strengths and weaknesses as appropriate.

The department chair shall inform the Chair of the Promotion and Tenure Committee in writing when the annual performance and merit reviews of all faculty members are completed. Should the chair's recommendation be non-renewal in the first, second, third, or fifth year of a probationary appointment, then fourth year review procedures are immediately applied, including formal faculty vote, chair recommendation, comments process, and college level review (see Fourth Year Review below).

All annual review letters and related materials shall become a part of a faculty member's file for subsequent annual reviews and shall be made available to the Promotion and Tenure Committee.

B Probationary Tenure-track Faculty on the Columbus Campus

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

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

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

1 Fourth-Year Review

During the fourth year of the probationary period, the annual review follows the same procedures as the mandatory tenure review, with the exceptions that external evaluations are optional and the dean (not the department chair) makes the final decision regarding renewal or nonrenewal of the probationary appointment.

External evaluations are only solicited when either the department chair or the eligible faculty determine that they are necessary to conduct the Fourth-Year Review. This may occur when the candidate's scholarship is in an emergent

field, is interdisciplinary, or the eligible faculty do not feel otherwise capable of evaluating the scholarship without outside input.

The eligible faculty conducts a review of the candidate that takes into consideration performance since the time of appointment to the tenure track. On completion of the review, the eligible faculty votes on whether to renew the probationary appointment.

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

2 Extension of the Tenure Clock

[Faculty Rule 3335-6-03 \(D\)](#) sets forth the conditions under which a probationary tenure-track faculty member may extend the probationary period. Faculty Rule [3335-6-03 \(E\)](#) does likewise for reducing the probationary period. A faculty member remains on duty regardless of extensions or reductions to the probationary period, and annual reviews are conducted in every probationary year regardless of time extended or reduced. Approved extensions or reductions do not limit 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 who meets with the faculty member to discuss the faculty member's performance and future plans and goals; and prepares a written evaluation on these topics. The faculty member may provide written comments on the review.

Professors are reviewed annually by the department chair, who meets with the faculty member to discuss the faculty member's 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. 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 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 chair must determine whether the position held by the faculty member will continue. If the position will not continue, the faculty member is informed that the final contract year will be a terminal year of employment. The standards of notice set forth in Faculty Rule [3335-6-08](#) must be observed.

If the position will continue, a formal performance review for reappointment is necessary in the penultimate contract year to determine whether the faculty member will be offered a new contract. This review generally proceeds in the same manner as the Fourth-Year Review procedures for tenure track faculty.

There is no presumption of renewal of appointment.

E 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 the faculty member's performance, future plans, and goals. The department chair's recommendation on renewal of the appointment is final. If the recommendation is to renew, the department chair may extend a multiple year appointment.

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

F 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 each regional campus faculty member 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 in an effort to clarify and reconcile the divergence, so that the faculty member receives consistent assessment and advice.

Regional campus teaching faculty are reviewed according to the process established on that campus, with the review focusing on teaching and service. The dean will provide the department chair a copy of a teaching faculty member's annual performance and merit review letter.

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.

G Salary Recommendations

The department chair recommends annual salary increases and other performance rewards to the dean or designee, who may modify these recommendations. The recommendations are based on the current annual performance and merit review as well as on the performance and merit reviews of the preceding 24 months. Occasionally, additional funding may be requested from the Dean to supplement departmental allocations following the same criteria detailed above. Salary final approval rests with the Dean.

In formulating recommendations, the department chair shall consult the Faculty Activity Reports, Annual Review Letters, and any reports developed by the Promotion and Tenure Committee related to the faculty member in order to formulate a salary recommendation. The department chair should proactively engage in an annual equity audit of faculty salaries to ensure that they 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 salaries.

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

The department chair shall inform the faculty member in writing of his/her salary level as soon as final approval is received.

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.

Each faculty member under review will be judged with respect to the requirements, duties, and standards for the proposed rank in light of the Mission Statement of the Department of Theatre, Film, and Media Arts. Three general areas of evaluation apply: Teaching, Scholarship and Creative Activity, and Service. For teaching faculty, emphasis will be given to teaching.

A Criteria and Evidence that Support Promotion

Citizenship, collegiality and/or ethical behavior may not be established as a fourth criterion in promotion and tenure reviews independent of teaching, research, and service. On request of the Senate Rules Committee, in May 2000, OAA responded that the Faculty Rules provide solely for review of teaching, research, and service in promotion and tenure reviews.

Such subjective criteria often mask implicit bias and reviewing bodies are asked to be mindful of possible internalized biases when considering a candidate's performance.

Although criteria will vary both according to the specific responsibilities of each faculty member, every candidate is to be held to a standard of excellence in all aspects of performance. Though the total body of work over the course of a career is considered in promotion and tenure decisions, the highest priority is placed on achievements while a faculty member is at Ohio State. It is essential that the pattern of performance over the probationary period yields a high degree of confidence that the candidate will continue to develop professionally.

Above all, candidates are to be held to a very high standard of excellence in the areas central to their responsibilities. For example, if a candidate's documented primary responsibility in teaching is and will continue to be undergraduate teaching, then excellence in undergraduate teaching should be required. Under-performance in this area would not be adequately counterbalanced by excellent performance in another aspect of teaching that is a significantly smaller part of the individual's responsibilities. Similarly, performance in secondary areas should not be assessed with the same rigor as performance in the primary area.

1 Promotion to Associate Professor with Tenure

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

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

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

The award of tenure is an acknowledgement of excellence and future potential for preeminence. It is therefore essential to evaluate and judge 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.

Excellence in teaching, scholarship, and service are moreover defined to include professional ethical conduct in each area of responsibility, consistent

with the [American Association of University Professors' Statement on Professional Ethics](#).

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

Teaching

TEACHING	
Criteria	Types of Evidence Demonstrating Impact and Showing Criteria Have Been Met
Developed new and effective instructional techniques and materials appropriate for the objectives and level of the course	<ul style="list-style-type: none"> • Changes to or development of syllabi, capstone projects, engagement opportunities, and assessment criteria • Completed Foundations, Impact Teaching through the Drake Institute for Teaching and Learning • Completed Teaching at Ohio State through the Drake Institute for Teaching and Learning • Awarding of “Endorsement” from Drake Institute of Teaching and Learning
Demonstrated continuing growth in subject matter knowledge	<ul style="list-style-type: none"> • Changes to or development of syllabi, capstone projects, engagement opportunities, and assessment criteria • Summary of class comments demonstrate instructional content up-to-date • Experts in field evaluate and determine syllabi, class evaluation items and class materials up-to-date and appropriate for topic and audience • External faculty expert reviews course materials (syllabus, assignments, examinations, sample class information) and evaluates meeting contemporary expectations for topic • Attended continuing education on topic or focus area and adopted new materials in class
Engaged students actively in the learning process and encouraged independent thought, creativity, and appreciation of the knowledge creation process, provided appropriate and timely feedback to students, and treated students with respect and courtesy.	<ul style="list-style-type: none"> • Summary of class comments demonstrate a tone of respect and the creation of an open and dynamic learning atmosphere. • Peer reviews demonstrate a tone of respect and the creation of an open and dynamic learning atmosphere.
<i>Further examples of criteria and types of evidence that demonstrate impact are in Appendix A.</i>	

SCHOLARSHIP/CREATIVE WORKS/RESEARCH

Criteria	Types of Evidence Demonstrating Impact and Showing Criteria Have Been Met
Candidates must have:	Candidates may be asked to submit:
<p>Demonstrated research/scholarship/creative outcomes that contributes to knowledge in areas of expertise and relationship to candidate's scholarly agenda, unit mission, and societal needs</p>	<ul style="list-style-type: none"> • A body of work in peer reviewed journals, or other journals consistent with the standards of our fields, and/or conferences of high quality, that clearly demonstrates creation of an independent research/scholarship/creative program over time, and contributes substantively to knowledge/outcomes in the areas of focus. Publications demonstrate research/scholarship/creative foci. • Complete publication record including archival journal papers, conference papers and posters (both refereed and otherwise), monographs, books, book chapters, textbooks based on scholarship, and magazine articles and on-line publications. • Sustained grants and contracts, including foundations, federal agencies, major industry, or private sector – may be as Primary Investigator or Co-Investigator with documented focused contribution on multiple grants or projects • White papers that can be shown to have influenced policy or practice • Creative works pertinent to the candidate's professional areas in professional venues and renowned festivals including directing, design, acting, dramaturgy, artwork, choreography, collections, compositions, curated exhibits, moving images, multimedia, radio, recitals, production technology or management, recordings, television, and websites • Collaborations on any of the above. Candidate should note specific contribution and percentage. • Research awards (internal and external) • Artistic awards (i.e. – Academy, Golden Globe, Sundance). Candidate should not list any awards for which their specific contribution was not at issue in the adjudication (i.e. – Design award where candidate was an actor) • Keynote presentations at international and national conferences • Invited talks at symposia, conferences, other field-specific venues that demonstrate the recognition of the thought leadership of the candidate.
<i>Further examples of criteria and types of evidence that demonstrate impact are in Appendix A.</i>	

SERVICE	
Criteria	Types of Evidence Demonstrating Impact and Showing Criteria Have Been Met
Candidates must have:	Candidates may be asked to submit:
Demonstrated excellence in service to the TIU	<ul style="list-style-type: none"> • Searched effectively as Vice Chair, DUS, DGS, or Chair of Promotion and Tenure Committee • Served effectively as Season Selection Chair and Liaison to Production

	<ul style="list-style-type: none"> • Served effectively as Chair of any committee (ie – DEIJ committee, search committee, ad hoc committee) • Served effectively as Dramaturgy Coordinator • Served effectively as area head in candidate’s respective area • Recognition (awards and prizes) for service to TIU • Annual evaluations document excellent service to TIU
Demonstrated high quality administration to the university at any level	<ul style="list-style-type: none"> • Served effectively on college or university committees, faculty senate, or collaborating on college and university-wide service initiatives
Demonstrated high quality service to the field	<ul style="list-style-type: none"> • Effective service to professional organizations, journals, review boards, and award-granting bodies.
Demonstrated community-engagement	<ul style="list-style-type: none"> • Effective service to community organizations • Unique engagement with community partners.
<i>Further examples of criteria and types of evidence that demonstrate impact are in Appendix A.</i>	

2 Promotion to Professor

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

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

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

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

In addition, as further specified by [Faculty Rule 3335-6-02](#), assessment is in relation to specific assigned responsibilities with reasonable flexibility being exercised in order to balance, where the case requires, heavier responsibilities and commitment in one area against lighter ones in another.

Promotion should reflect the reality that (a) not all faculty members have the same distribution of assignments (b) not all faculty members will be able to contribute excellence equally in all evaluation dimensions; and (c) there is a multi-faceted institutional responsibility that must be achieved by the skills of the faculty collectively. Promotion to professor should be awarded not only to those faculty who have demonstrated impact in their scholarship of research

and creative inquiry, teaching and learning, and service, but also to those who have exhibited excellence in the scholarship of leadership to make visible and demonstrable impact upon the mission of the department, college, and university.

3 Teaching Faculty

a) Promotion to assistant teaching professor in the Department of Theatre, Film, and Media Arts requires that a faculty member has completed their doctoral or other terminal degree in the relevant field or equivalent experience, and be performing satisfactorily in teaching, professional practice, and service. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

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

c) Promotion to teaching professor in the Department of Theatre, Film, and Media Arts requires that a faculty member have a record of continuing professional growth and increasing quality of contributions, including a sustained record of excellence in teaching and/or practicum supervision or professional practice; leadership in service to TFMA and to the profession; and production and dissemination of scholarly materials pertinent to pedagogy or professional practice. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

4 Associated Faculty

Promotion to Associate Professor and Professor with FTE below 50%.

The relevant criteria for the promotion of associated faculty members with tenure-track titles are those for the promotion of tenure-track faculty above.

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

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

5 Regional Campus Faculty

The primary function of the regional campuses is to provide high-quality undergraduate instruction and to serve the academic needs of their communities.

With this consideration in mind, in evaluating regional campus tenure-track faculty for promotion and tenure or promotion, the department will give greater emphasis to the quality of teaching and service relative to 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 nevertheless expects regional campus tenure-track faculty to establish a program of high-quality scholarly activity.

In evaluating regional campus teaching faculty, and associated faculty for promotion, TFMA will use the same criteria that is used for the promotion of faculty in each of these categories.

B Procedures

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

1 Tenure-Track and Teaching Faculty on the Columbus Campus

The chair of the Promotion and Tenure Committee together with the chair shall determine which candidates will be screened for review at the beginning of the calendar year. Any faculty wishing to be considered for non-mandatory review need to state their intention to do so at the start of the spring semester. The Promotion and Tenure Committee will screen the candidates and make recommendations to the eligible faculty during the spring term. The eligible faculty will vote on the recommendations made. All candidates wishing to stand for promotion review must be screened.

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 other than the department's current document. 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 (due August 15)**

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

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, reappointment, 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 or reappointment 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 or reappointment 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, reappointment, 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 or reappointment if it believes such information would be relevant to the review. Any such material should be clearly indicated.

1 Teaching examples of documentation include:

- cumulative SEI reports (Student Evaluation of Instruction computer-generated summaries prepared by the Office of the University Registrar) for every class
- peer evaluation of teaching reports as required by the department's peer evaluation of teaching program (details, including number, provided in Section IX below)
- copies of pedagogical papers, books or other materials published, or accepted for publication. Material accepted for publication but not yet published must be accompanied by a letter from the publisher stating that the work has been unequivocally accepted.
- teaching activities as listed in the core dossier including:
 - o involvement in graduate/professional exams, theses, and dissertations, and undergraduate research
 - o mentoring postdoctoral scholars and researchers
 - o extension and continuing education instruction
 - o involvement in curriculum development
 - o awards and formal recognition of teaching
 - o presentations on pedagogy and teaching at national and international conferences
 - o adoption of teaching materials at other colleges or universities
- other relevant documentation of teaching as appropriate

2 Scholarship examples of documentation include:

- copies of all books, articles, and scholarly papers published or accepted for publication. Papers accepted for publication but not yet published must be accompanied by a letter from the publisher stating that the paper has been unequivocally accepted.
- documentation of grants and contracts received
- other relevant documentation of research as appropriate (published reviews including publications where one's work is favorably cited, grants and contract proposals that have been submitted)
- scholarship activities as listed in the core dossier including
 - o documentation of creative works pertinent to the candidate's professional focus including moving images, directing, design, acting, choreography, collections, compositions, curated exhibits, multimedia, voice acting, and websites
 - o list of prizes and awards for research, scholarly, or creative work

3 Service examples of documentation include:

- service activities as listed in the core dossier including
 - o involvement with professional journals and professional societies
 - o consultation activity with industry, education, or government
 - o clinical services
 - o administrative service to department
 - o administrative service to college
 - o administrative service to university and Student Life

- o advising to student groups and organizations
- o awards and prizes for service to profession, university, or department
- any available documentation (e.g. letters from committee chairs) of the quality of service that enhances the list of service activities in the dossier

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 indicate the APT document under which they wish to be reviewed. A candidate may be reviewed using the department's current APT document, or they may elect to be reviewed under either (a) the APT document that was in effect on their start date, or (b) the APT document that was in effect on the date of their last promotion (or last reappointment in the case of teaching faculty), whichever of these two latter documents is the more recent. However, for tenure track faculty the current APT document must be used if the letter of offer or last promotion, whichever is more recent, was more than 10 years before April 1 of the review year.

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

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

If external evaluations are required, candidates are responsible for reviewing the list of potential external evaluators developed according to departmental guidelines by April 1. The candidate may add no more than three additional names, but is not required to do so. The candidate may request the removal of no more than two names, providing the reasons for the request. The department chair decides whether removal is justified.

- **Additional Responsibilities**

Candidates must inform the department chair and head of the Promotion and Tenure Committee of their intention to stand for promotion by the start of spring semester. They must then take a P&T workshop to help prepare materials in the spring semester. They must also submit the TFMA statements on Teaching, Research, Service, and DEI/Outreach efforts by April 1st.

b. Promotion and Tenure Committee Responsibilities

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

- To review this APT document annually and to recommend proposed revisions to the faculty.
- To consider annually, at the start of 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. The committee, in consultation with the department chair, will determine if a candidate is ready to stand for non-mandatory promotion. 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. Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.
 - A tenured faculty member may only be denied a formal promotion review under [Faculty Rule 3335-6-04](#) for one year. Faculty Rule [3335-7-08](#) makes the same provision for nonprobationary teaching faculty. If the denial is based on lack of required documentation and the faculty member insists that the review go forward in the following year despite incomplete documentation, the individual should be advised that such a review is unlikely to be successful.
 - 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.
 - After reviewing and affirming the candidates standing for promotion, the committee will 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.

- Suggest names of external evaluators to the department chair by April 1st. The external evaluators will be drawn predominantly from the lists of peer and aspirational peer programs (see Section VI.B.4 below). Justification will be provided in cases when a suggested evaluator is from a program not included on these lists.
- 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 in late August.
- Meet with candidates for clarification as necessary and to provide the candidates with an opportunity to comment on their dossiers. 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. The committee neither votes on cases nor takes a position in presenting its analysis of the record.
- Call a meeting of the eligible faculty in order to vote on each case before the mid-October deadline set by OAA.
- 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 whose tenure-initiating unit is another department. 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.

c. *Eligible Faculty Responsibilities*

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

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

d. Department Chair Responsibilities

The responsibilities of the department chair are as follows:

- To charge each member of the Eligible Faculty Committee to conduct reviews free of bias and based on criteria.
- To determine whether a candidate is authorized to work in the United States and whether a candidate now, or in the future, will require sponsorship for an employment visa or immigration status. For tenure-track assistant professors, 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 Promotion and Tenure Committee, the chair, and the candidate. (Also see External Evaluations below.)
- To solicit an evaluation from the department chair of any TIU in which the candidate has a joint appointment.
- To review faculty with budgeted joint appointments. The TIU head from the joint appointment unit must provide a letter of evaluation to the primary TIU head. The input should be in the form of a narrative commenting on faculty duties, responsibilities, and workload; on any additional assignments; and on impact of the work of the individual in the field of the joint unit.
- To make each candidate's dossier electronically available in a secure and 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 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 department 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
 - of the opportunity to submit written comments on the above material, within ten 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 the candidate expects to submit comments.
- To provide a written response to any candidate comments that warrant response for inclusion in the dossier.
- To forward the completed dossier to the college office by that office's deadline.
- To receive the Promotion and Tenure Committee's written evaluation and recommendation of candidates who are joint appointees from other tenure-initiating units, and to forward this material, along with the 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

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, and does not

proceed to the executive vice president and provost if the dean's recommendation is negative.

3 Procedures for Regional Campus Faculty

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 forwards the report and recommendation of the regional campus review to the TIU head, from which point the review follows the same procedures as for Columbus campus faculty.

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.

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

This department will seek external evaluations predominately from evaluators in the following programs:

a Peer and Near Peer Institutions

Big Ten Academic Alliance and AAUP Institutions.

Examples of the best programs in each area are listed below.

For MIP:

UCLA
 NYU
 University of Chicago
 Northwestern
 USC
 Columbia University

For Film Studies:

The University of Chicago
 Brown
 USC
 The University of Michigan
 UC-Santa Barbara
 UC-Berkeley
 Cornell University
 Yale University
 University of Iowa
 University of Washington

For Theatre Studies:

Tufts
 University of Minnesota
 University of Illinois-UC
 NYU
 UCLA
 Northwestern

For Acting and Directing:

UCLA
 NYU
 Julliard
 Yale University
 UCSD
 Columbia University

For Design:

Yale University
 USC
 Carnegie-Mellon University
 UCSD
 NYU
 University of Cincinnati

Justification will be provided in each case when a suggested evaluator is from a program not included on these lists.

External evaluations of scholarly activity and research are obtained for all promotion reviews in which scholarship must be assessed. These include all tenure-track promotion and tenure or promotion reviews. 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 Promotion and Tenure Committee.

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

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

- Is written by a person highly qualified to judge the candidate's scholarship (or other performance, if relevant) who can give an "arm's-length" evaluation of the research record and 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 prioritize evaluations from professors with institutional affiliations predominately in the programs listed above. In the case of an assistant professor seeking promotion to associate professor with tenure, a minority of the evaluations may come from associate professors.
- Provides sufficient analysis of the candidate's performance to add information to the review. A letter's usefulness is defined as the extent to which the letter is analytical as opposed to perfunctory. Under no circumstances will "usefulness" be defined by the perspective taken by an evaluator on the merits of the case.

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

As described above, a list of potential evaluators is assembled by the Promotion and Tenure Committee, the department chair, and the candidate and sent to the college for review and approval. 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

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

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

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

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

VIII Seventh-Year Reviews

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

IX Procedures for Student and Peer Evaluation of Teaching

A Student Evaluation of Teaching

Student evaluation is focused on students' perceptions of instruction, taking into account those factors shown by research to affect such responses, including class size and whether the course was required or an elective in the student's program. For required components and further discussion see the Office of Academic Affairs [Policies and Procedures Handbook](#) Volume 1, Chapter 2, Section 1.4.4.2: Student Evaluation.

Solicited letters from former students are not credible forms of evaluation of teaching.

At no point should a faculty member be judged by student evaluations alone. Current research shows implicit bias in student evaluations and that such evaluations are significantly skewed against women, people of color, senior faculty, and people who identify as LGBTQ. Reviewing bodies are asked to keep this bias in mind when evaluating evidence of effective teaching.

B Peer Evaluation of Teaching

The department chair oversees the department's peer evaluation of teaching process. Peer evaluation should focus on those aspects of teaching that students cannot evaluate, such as appropriateness of curricular choices given the goals of the course (survey, major required course), implicit and explicit goals of instruction, choice of examination/evaluation materials by the faculty member, and consistency with current disciplinary knowledge.

The Promotion and Tenure committee annually selects faculty from the department to conduct peer reviews. Reasonable efforts are made to distribute service among the tenured faculty from year to year in order to support and encourage attention to the quality of teaching in the department. Although there is no presumption that a peer reviewer must be of equal or higher rank than the faculty member being reviewed, such a model will be followed to the extent possible.

The responsibilities of the Promotion and Tenure Committee regarding peer review of teaching are as follows:

- To review the teaching of probationary tenure-track and teaching faculty at least once per year, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned. When assistant professors are reviewed for tenure and promotion, they are required to have a minimum of five (5) peer evaluations of teaching from the probationary period.
- To review the teaching of tenured associate professors, nonprobationary assistant teaching professors, and nonprobationary associate teaching professors at least once every other year, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned over a six-year period and of having at least four peer reviews of teaching before the commencement of a promotion review.
- To review the teaching of tenured professors and nonprobationary teaching professors at least once every other year when possible, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned during the year of the review.
- To review, upon the department chair's request, the teaching of any faculty member not currently scheduled for review. Such reviews are normally triggered by low or declining student evaluations or other evidence of the need to provide assistance in the improvement of teaching.
- To review the teaching of a faculty member not currently scheduled for review, upon that individual's request, to the extent that time permits. Reviews conducted at the request of the faculty member are considered formative only. The 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 chair or faculty member and may or may not include class visitations.

Regularly scheduled peer teaching evaluations (the first three situations listed above) are comprehensive and should include, in addition to class visitation, review of course syllabi and related instruction materials, including assignments and exams. In the case of peer review for the purposes of promotion and tenure reviews, the class visitation is conducted by one or more senior peers whom the promotion and tenure chair has identified in consultation with the candidate. The peer reviewer should meet with the candidate to establish a time for the visit and to understand the goals of the course and the candidate's teaching philosophy. If

possible, the peer reviewer should attend two different class sessions over the course of the semester.

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