

**DEPARTMENT OF
PLASTIC AND RECONSTRUCTIVE SURGERY**

**APPOINTMENTS, PROMOTION,
AND TENURE**



THE OHIO STATE UNIVERSITY

APPOINTMENTS, PROMOTION AND TENURE

Criteria and Procedures for the DEPARTMENT OF PLASTIC AND RECONSTRUCTIVE SURGERY

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I. Preamble

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

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

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

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

All individuals considered for appointment, reappointment, promotion and/or tenure within the Department of Plastic and Reconstructive Surgery must have a record of excellence in teaching, research and scholarship, and service in accordance with the guidelines described in this document, and must also demonstrate conduct consistent with the Statement on Professional Ethics of the American Association of University Professors (1987).

The Department of Plastic and Reconstructive Surgery endorses the University's recognition of the value of diverse contributions by individual faculty members toward the realization of the overall mission of the institution. For example, within the Tenure-track there may be many different patterns of scholarly activity that reflect a range of faculty interests, skills, and accomplishments. These different patterns of performance may result in variation in emphasis between teaching, scholarship and service. Although faculty members may choose to place greater emphasis on certain aspects of scholarly activity, and less emphasis on others, the Department requires that the faculty member demonstrate excellence in all areas.

In addition, faculty members' activities may change over time, and thus may be consistent with different patterns of performance throughout the course of their careers. All of these different patterns of faculty activity will still lead to consideration for, and granting of, promotion and/or tenure, provided that the Department's standard of excellence in all areas (including demonstration of national or international impact and recognition) as appropriate to the faculty level, is met.

It follows that the purpose of promotion to a senior faculty position and/or achievement of tenure is to recognize individual contributions and to build and maintain a strong and diverse university and departmental faculty that will enrich the academic fabric. This document outlines the individual milestones required for a faculty member to attain senior rank and/or tenure. It should be appreciated that these guidelines are not absolutely rigid, and there will arise the need for flexibility in the application of

the standards to allow non-traditional faculty members who have made unique and substantial contributions in innovation, leadership, team science, education and clinical care to be considered for promotion and tenure.

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

II. Department Mission

The Department of Plastic and Reconstructive Surgery of the Ohio State University is dedicated to the achievement of excellence in education, research, and service (i.e. clinical care) in all disciplines encompassed by the specialty.

Education is the cornerstone of the Department of Plastic and Reconstructive Surgery at Ohio State University. The department is an active participant in the education of medical students through the entire spectrum of the medical curriculum. It also educates medical school graduates in a Plastic and Reconstructive Surgery residency program and fellowship programs. Graduates of these programs become eligible for certification by Plastic Surgery and/or other specialty boards. The department is also involved in the instruction of Masters and doctoral level candidates of the College of Medicine and University. Given the department's recognized expertise, it conducts a variety of teaching programs for practicing physicians and may also participate in educational projects for the general public.

The Department faculty, including both those with medical and non-medical doctoral degrees, conduct basic, translational, clinical, and health services research to advance the field of Plastic and Reconstructive Surgery. The department's research programs are active in the instruction of pre-medical students, medical students, residents, postdoctoral fellows and graduate students in research methodology and technique. Departmental research is supported by both internal and external funding. Department members are engaged in collaborative projects with researchers in other departments of the University as well as outside of the University. This research commitment results in the dissemination of information, innovation and progress via peer-reviewed publications and presentations at local, regional, national and international scientific meetings. Scientific discoveries and surgical techniques are also published in books and other media.

Many faculty are active clinicians. These physicians and non-physicians perform the depth and breadth of Plastic and Reconstructive Surgery with excellence. The faculty may be organized into divisions based upon surgical specialties; these divisions are responsible for providing care to patients whose medical problems are encompassed by the specialty or sub-specialty. The department maintains a clinical staff, including non-physician practitioners, with the capability of providing a broad spectrum of plastic surgical and related services.

Department faculty also participate in the administration and governance of the OSU Medical Center, the College of Medicine, the University and Nationwide Children's Hospital as members and officers of various committees. In addition, faculty serve local, regional and national medical, charitable and service organizations in a variety of administrative positions.

The department values contributions to health of the local community and to diversity, equity and inclusion. Our DEI statement is: The faculty, residents, fellows and staff of the Department of Plastic and Reconstructive Surgery are fully committed to promoting Diversity, Equity and Inclusion and believe that they drive excellence in patient care, education, research and innovation.

III. Definitions

A. Committee of the Eligible Faculty

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

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

1. Tenure-track Faculty

Initial Appointment Reviews

- For an appointment (hiring or appointment change from another faculty type) review of an assistant professor, the eligible faculty consists of all tenure-track faculty in the department.
- For an appointment (hiring or appointment change from another faculty type) review at senior rank (associate professor or professor), the eligible faculty consists of all tenure-track faculty in the department. A vote on the appropriateness of the proposed rank must then be cast by all tenured faculty of equal or higher rank than the position requested.

Reappointment, Promotion, or Promotion and Tenure Reviews

- For the reappointment and promotion and tenure reviews of assistant professors, 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. Clinical Faculty

Initial Appointment Reviews

- For an appointment (hiring or appointment change from another faculty type) review of a clinical assistant professor, the eligible faculty consists of all tenure-track faculty and all clinical faculty in the department.
- For an appointment (hiring or appointment change from another faculty type) review at senior rank (clinical associate professor or professor), the eligible faculty consists of all tenure-track and all clinical faculty in the department. A vote on the appropriateness of the proposed rank must be cast by all tenured faculty of equal or higher rank than the position requested, and all nonprobationary clinical faculty of equal or higher rank than the position requested.

Reappointment, Contract Renewal, and Promotion Reviews

- For the reappointment, contract renewal, and promotion reviews of clinical assistant professors, the eligible faculty consists of all tenured associate professors and professors, and all nonprobationary clinical associate professors and professors.

- For the reappointment, contract renewal, and promotion reviews of clinical associate professors, and the reappointment and contract renewal reviews of clinical professors, the eligible faculty consists of all tenured professors, and all nonprobationary clinical professors.

3. Research Faculty

Initial Appointment Reviews

- For an appointment (hiring or appointment change from another faculty type) review of a research assistant professor, the eligible faculty consists of all tenure-track faculty, all clinical faculty, and all research faculty in the department.
- For an appointment (hiring or appointment change from another faculty type) review at senior rank (research associate professor or research professor), the eligible faculty consists of all tenure-track, all clinical faculty, and all research faculty in the department. A vote on the appropriateness of the proposed rank must be cast by all tenured faculty of equal or higher rank than the position requested and all nonprobationary clinical and research faculty of equal or higher rank than the position requested.

Reappointment and Contract Renewal Reviews

- For the reappointment and contract renewal reviews of research assistant professors, the eligible faculty consists of all tenured associate professors and professors, all nonprobationary clinical associate professors and professors, and all nonprobationary research associate professors and professors.
- For the reappointment and contract renewal reviews of research associate professors and the reappointment and contract renewal reviews of research professors, the eligible faculty consists of all tenured professors, all nonprobationary clinical professors, and all nonprobationary research professors.

Promotion Reviews

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

4 Associated Faculty

Initial Appointment, Reappointment, and Contract Renewal

- Initial appointment (hiring or appointment change from another faculty type), reappointment, and contract renewal of compensated associated faculty members are decided by the department chair in consultation with the appropriate vice chair.

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

Promotion Reviews

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

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

For the promotion reviews of associated practice faculty, the eligible faculty shall be the same as for clinical faculty as described in Section III.A.2 above.

The promotion of a lecturer to senior lecturer is decided by the department chair in consultation with the Promotion and Tenure Committee.

5. Conflict of Interest

A conflict of interest exists when an eligible faculty member is related to a candidate or has a comparable close interpersonal relationship, 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 so extensively with the candidate that an objective review of the candidate's work is not possible. Generally, faculty members who have collaborated with a candidate on at least 50% of the candidate's published work since the last promotion will be expected to withdraw from a promotion review of that candidate

6. Minimum Composition

In the event that the department does not have at least three eligible faculty members who can undertake a review, the Tenure Initiating Unit (TIU) chair, after consulting with the Vice Dean for Faculty Affairs, will appoint to the committee one or more faculty members from other department(s) within the College taking into consideration gender, race and ethnic diversity.

B. Promotion and Tenure Committee

The Promotion and Tenure Committee assists the Committee of the Eligible Faculty and advises faculty and department chair in managing appointments, promotion, tenure and renewals. The committee consists of two professors and one associate professor, at a minimum, and at least one tenure-track and two clinical faculty. The committee's chair and membership are appointed by the department chair. The term of service is three years, with reappointment possible. The chair of the Promotion and Tenure Committee will also serve as the chair of the Committee of the Eligible Faculty.

When considering cases involving clinical faculty, the Promotion and Tenure Committee may be augmented by one additional non-probationary clinical faculty member at the associate professor or professor level.

When considering cases involving research faculty, the Promotion and Tenure Committee may be augmented by one non-probationary research faculty member at the associate professor or professor level.

C. Quorum

The quorum required to discuss and vote on all personnel decisions is a simple majority (greater than 50%) of the committee.

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

Faculty members on approved university leave (e.g. medical, business, parental) are not counted when determining quorum unless they declare, in advance and in writing, their intent to participate in all proceedings for which they are eligible during the leave.

Faculty members with a competing scheduling constraint at the scheduled meeting time are not excused absences and do count as members of the eligible faculty.

D. Recommendation from the Committee of the Eligible Faculty

In all votes taken on appointments, promotion, tenure and renewals, only “yes” and “no” votes are counted. Abstentions are not votes. Faculty members are strongly encouraged to consider whether they are participating fully in the review process when abstaining from a vote on a personnel matter.

Absentee ballots and proxy votes are not permitted.

1. Appointment

A positive recommendation from the eligible faculty for appointment is secured when a simple majority (greater than 50%) of the votes cast are positive.

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

2. Reappointment, Promotion and Tenure, Promotion, and Contract Renewal

A positive recommendation from the eligible faculty for reappointment, promotion and tenure, promotion, and contract renewal is secured when a simple majority (greater than 50%) of the votes cast are positive.

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

IV. Appointments

Faculty appointments in the Department of Plastic and Reconstructive Surgery shall be made only to individuals with clear potential to enhance the quality of the department and facilitate the achievement of the department's mission. Important considerations include the individual's record to date in teaching, research 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, residents and students to the department. Contribution to the diversity of the department will be valued. No offer will be extended in the event that the search process does not yield one or more candidates who would enhance the quality of the department. The search is either cancelled or continued, as appropriate to the circumstances.

A. Appointment Criteria

1. Tenure-track Faculty

The Tenure-track exists for those faculty members who primarily strive to achieve sustained evidence of excellence in the discovery and dissemination of new knowledge, as demonstrated by national and international recognition of their scholarship and successful competition for extramural funding such as that provided by the National Institutes of Health or similar agencies including industry. This may include participation as a co-investigator if the faculty member is a greater than 0.5 clinical FTE. Although excellence in teaching and outstanding service to The Ohio State University is required, these alone are not sufficient for progress and promotion.

Faculty appointed on the tenure-track must have the potential for excellence in all three critical areas: teaching, scholarship and service. In addition, faculty members are encouraged to develop programs that reflect the integration of teaching, service and research in a specific content area.

These appointments are made in accordance with University Rule 3335-6-02. Each new appointment must enhance, or have strong potential to enhance, the quality of the department. There must be an expectation that faculty members who are appointed to the tenure-track will be assigned a workload that provides sufficient time for the faculty member to meet the expectations and requirements for tenure-track appointments. The appointment process requires the department to provide sufficient evidence in support of a Tenure-track faculty appointment so as to ensure that the faculty candidate has clearly and convincingly met or exceeded applicable criteria in teaching, scholarship, and service. [See Section VI. of this document for examples]. Each candidate for appointment should undergo an appropriate faculty review by the department. Consensus in support of appointment must be achieved.

University promotion and tenure policies and criteria are modified on occasion. If these documents are revised during the probationary period, probationary Tenure-track faculty members will be provided with copies of the revised documents.

Criteria

In this section, criteria for appointment in the tenure-track at the rank of instructor and assistant professor will be outlined in detail. Appointments at higher ranks shall be based upon fulfilling the same criteria described in section VI A and VI B that relate to promotion to the rank of Associate Professor and Professor in the tenure-track.

Appointment: Instructor of Plastic and Reconstructive Surgery, Tenure-track

Under certain circumstances, the Department may choose to appoint a new faculty member at the **Instructor** level. This title is appropriate for individuals who embody most of the characteristics listed below under Assistant Professor, but have not completed the terminal degree or other relevant training (e.g. residency or fellowship) at the time of appointment. In select circumstances, individuals who are eligible but have not achieved board certification may be appointed as an instructor.

In addition, the department may choose to make an appointment at the instructor level in order to give an individual the opportunity to gain the requisite skills or experience to fully qualify for the Assistant Professor title. When an individual is appointed to the rank of Instructor, the letter of offer should indicate the specific benchmarks and achievements required for promotion to Assistant Professor.

Procedures for appointment are identical to that of assistant professor. 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 beginning 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, 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.

Criteria for appointment to the rank of Instructor include the following.

1. Anticipated receipt of an earned doctorate or other terminal degree in the relevant field of study or possession of equivalent experience, i.e. residency, post doctoral training or fellowship. Individuals who have completed all the requirements of their terminal degree, but who have not obtained the final degree at the time of initial employment will be appointed as an Instructor. In addition, appointment at the rank of Instructor is appropriate for individuals who, at the time that they join the faculty, do not have the requisite skills or experience to fully assume the full range of responsibilities of an Assistant Professor.
2. Evidence of potential for excellence in scholarship. Such evidence might include peer-reviewed publications in a mentored setting, but insufficient evidence of an independent, creative, and productive program of research with potential for external funding.
3. A mindset and track record reflecting adherence to standards of professional ethical conduct consistent with the "Statement on Professional Ethics" by the American Association of University Professors [see Appendix 2].

In aggregate, accomplishments related to the above criteria should be sufficiently compelling that the appointee is judged to have significant potential to attain tenure and a distinguished record as a faculty member in the College of Medicine.

Appointment: Assistant Professor of Plastic and Reconstructive Surgery, Tenure-track

An appointment to the rank of assistant professor is always probationary. During a probationary period a faculty member does not have tenure and is considered for reappointment annually. Tenure cannot be awarded at the rank of assistant professor. An assistant professor must be reviewed for promotion and tenure no later than the mandatory review year (6th year of appointment for faculty without significant clinical responsibilities, 11th year of appointment for faculty with significant clinical service responsibilities); however, promotion and tenure may be granted by following the promotion and tenure review process at any time during the probationary period when the faculty member's record of achievement so merits. Similarly, a probationary appointment may be terminated at any time subject to the provision of University Rule [3335-6-08](#) and the provision of paragraphs (6), (H), and (I) of University Rule [3335-6-03](#).

Consistent with Faculty Rule, [3335-6-09](#) faculty members without clinical service responsibilities are reviewed for promotion & tenure no later than the 6th year as to whether promotion and tenure will be granted at the beginning of the 7th year. For individuals not recommended for promotion and tenure after the mandatory review, the 7th year will be the final year of employment. Faculty members with significant clinical service responsibilities are granted an extended probationary period of up to 11 years, including prior service credit, depending on the pattern of research, teaching, and service workload. An assistant professor with an extended probationary period is reviewed for promotion and tenure no later than the 11th year as to whether promotion and tenure will be granted at the beginning of the 12th year. For individuals not recommended for promotion and tenure after the mandatory review, the 12th year will be the final year of employment. unless the individual moves to the clinical faculty pursuant to University rules regarding changing tracks. Note: This should happen prior to the review and independent of the review.

For appointments at the rank of assistant professor, prior service credit of up to three years may be granted for work experience at the time of the initial appointment. Doing so requires the approval of the eligible faculty, TIU Chair, Dean, and Executive Vice President and Provost. Prior service credit shortens a probationary period by the amount of the credit. The granting of prior service credit is strongly discouraged as it cannot be revoked once granted except through an approved request to exclude time from the probationary period.

A candidate for appointment as **Assistant Professor** should have early evidence of impact and recognition at a local or regional level. The following will constitute characteristics of individuals worthy of appointment as assistant professor in the areas of teaching, research and service. These metrics serve as guidelines and are not an absolute standard, as each individual's accomplishments should be considered when considering appointment.

Teaching

1. Evidence of teaching competence during residency training, fellowship, postdoctoral training, and/or prior employment.
2. Teaching accomplishments or awards achieved during training or prior employment.
3. Participation in the development of educational materials and programs that may include but are not limited to grand round and educational lectures, cadaveric labs, instructional videos, and/or virtual conferences.

Research and Scholarship

1. Publications in peer-reviewed journals.
2. Presentations of scholarly work at local, regional, national or international forums.
3. Early evidence of excellence in scholarship as demonstrated by the initial development of a body of research, scholarship, and creative work. In addition, evidence must be provided that supports a candidate's potential for an independent program of scholarship and a strong likelihood of independent extramural research funding.
4. A commitment to seek peer-reviewed funding as a principal or co-investigator from federal, professional or other sources, including industry (as determined by clinical commitment).
5. Initial development of a specialized area of research or scholarship.
6. Co-authorship of book chapters or other scholarly materials.

Service

1. Satisfactory completion of residency or postdoctoral training in an area appropriate to the appointment.
2. Evidence during residency or postdoctoral training or prior employment of a high level of clinical and/or research competence.

Appointment: Associate Professor of Plastic and Reconstructive Surgery, Tenure-track

Criteria for **initial appointment** to the rank of Associate Professor with tenure are identical to the department's criteria for **promotion** to Associate Professor with Tenure, as detailed in Section VI.A.1 of this document. In general, appointments at higher rank shall not entail a probationary period unless there are compelling reasons not to offer tenure.

Appointment: Professor of Plastic and Reconstructive Surgery, Tenure-track

Criteria for **initial appointment** to the rank of Professor with tenure are identical to the Department's criteria for **promotion** to Professor with tenure, as detailed in section VI.A.3 of this document

Appointment: Associate Professor or Professor in Advance of Tenure, Tenure-track

While appointments to the rank of Associate Professor or Professor generally include tenure, a probationary period may be granted after petition to the Office of Academic Affairs. The department must exercise care in making these appointments, especially if the probationary period will be less than four years. For faculty without clinical service responsibilities, the probationary period may not exceed four years. For faculty with clinical service responsibility, the probationary period may not exceed six years. Requests for such appointments require the approval of the Dean of the College of Medicine, and the Executive Vice President and Provost.

An appointment to the rank of Associate Professor in advance of tenure is probationary, consistent with the provisions of Section VI.A.2 of this document. During a probationary period a faculty member does not have tenure and is considered for reappointment annually.

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

Criteria for **initial appointment** to the rank of Associate Professor in advance of tenure are identical to the department's criteria for **promotion** to Associate Professor in advance of tenure, as detailed later in this document.

2. Clinical Faculty

Clinical faculty are equivalent in importance to the College of Medicine as the Tenure track faculty. The Clinical faculty appointment exists for those faculty members whose principal career focus is outstanding teaching, clinical and translational research and delivery of exemplary clinical care. Clinical faculty members will generally not have sufficient protected time to meet the robust scholarship requirements of the Tenure-track within a defined probationary period. For this reason, the nature of scholarship for Clinical faculty member differs from those in the Tenure-track and may be focused on a mixture of academic pursuits including the scholarship of practice, integration, education, as well as new knowledge discovery. Individuals appointed in Clinical faculty may choose to distinguish themselves in patient care, teaching, innovative educational program development, or research (scholarship). Faculty members on the Clinical faculty are not eligible for tenure and may not participate in promotion and tenure matters of tenure track faculty.

Within the Clinical Faculty, there are three different pathways. 1) The Clinician-Educator pathway reflects pedagogic excellence as measured by teaching evaluations and innovative teaching practices, modules and publications at local, regional and national levels. 2) The Clinician-Scholar pathway reflects excellence in basic science, translational science, clinical research and/or health services research (e.g., public health care policy, outcomes and comparative effectiveness research) as measured by publications and grant funding, respectively. 3) The Clinical Excellence pathway exists for faculty members who focus on exemplary clinical care or unique areas of emphasis in patient management. These faculty may build signature clinical programs and/or serve as preferred providers developing a regional or national reputation for clinical service expertise. Faculty members on the Clinical Excellence pathway typically devote 80% or more of their effort to patient care or administrative service.

All appointments of Clinical faculty 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. At the time of appointment, probationary Clinical faculty members will be provided with all pertinent documents detailing Department, College of Medicine, and University promotion policies and criteria. If these documents are revised during the probationary period, faculty members will be provided with copies of the revised documents.

The initial contract for all clinical faculty members must be for a period of five years. The initial contract is probationary, with reappointment considered annually. Second and subsequent contracts for clinical assistant and associate professors must be for a period of at least three years and for no more than five years. Second and subsequent contracts for clinical professors must be for a period of at least three years and no more than eight years. Tenure is not granted to clinical faculty. There is also no presumption that subsequent contracts will be offered, regardless of performance. In the event that a new contract is not extended, the final year of the probationary contract is the terminal year of employment. There is no presumption that a new contract will be extended. In addition, the terms of the contract may be renegotiated at the time of reappointment. The following paragraphs will outline the basic criteria for initial appointments to Clinical Faculty. These metrics serve as guidelines and are not an absolute standard as each individual's accomplishments should be considered when considering appointment.

Criteria

In this section, criteria for initial appointment in the clinical faculty at the rank of assistant professor will be outlined in detail. Appointments at higher ranks shall be based upon fulfilling the same criteria described later in this document that relate to promotion to the rank of associate professor and professor in the clinical faculty.

Appointment: Assistant Professor of Clinical Plastic and Reconstructive Surgery

The following characteristics shall apply to the Clinician-Educator, Clinician-Scholar, and Clinical Excellence pathways in the Clinical faculty. Note that, although the three pathways differ in the principal focus of activity, the same overall standards for initial appointment are applied to candidates in the three pathways. A candidate for appointment as **Assistant Professor** should have early evidence of impact and recognition at a local or regional level. The following will constitute characteristics of individuals worthy of appointment as assistant professor in the areas of teaching, research and service. These metrics serve as guidelines and are not an absolute standard, as each individual's accomplishments should be considered when considering appointment.

Teaching

1. Evidence of teaching competence during residency or postdoctoral training or prior employment.
2. Teaching accomplishments or awards achieved during residency training or prior employment.
3. Participation in the development of educational materials and programs.

Research and Scholarship (MD, DO or equivalent, PhD)

1. Publications in peer-reviewed journals.
2. Presentations of scholarly work at local or regional fora.
3. Initial development of an area of scholarship.
4. Co-authorship of book chapters or other scholarly materials.

Service (MD, DO or equivalent)

1. Satisfactory completion of residency training in an area appropriate to the appointment.
2. Evidence during residency training or prior employment of a high level of clinical competence.
3. Demonstrated adherence to the values contained in the Statement of Professional Ethics of the American Association of University Professors.
4. Qualifications necessary for attainment of appropriate licensure and medical staff appointment(s).

Service (Ph.D.)

1. Attainment of Ph.D. degree (or suitable equivalent).
2. Satisfactory completion of postdoctoral training in area suitable to the appointment.
3. Evidence during prior training or employment of research competence.

4. Demonstrated adherence to the values contained in the Statement of Professional Ethics of the American Association of University Professors.

Appointment: Associate Professor of Clinical Plastic and Reconstructive Surgery

Criteria for **initial appointment** to the rank of Associate Professor of Clinical Plastic and Reconstructive Surgery are identical to the Department's criteria for **promotion** to Associate Professor in clinical faculty, as detailed in Section VI.A.4 of this document.

Appointment: Professor of Clinical Plastic and Reconstructive Surgery

Criteria for **initial appointment** to the rank of Professor of Clinical Plastic and Reconstructive Surgery are identical to the Department's criteria for **promotion** to Professor in clinical faculty, as detailed in section VI.A.4 of this document.

3. Research Faculty

The Research Faculty appointment exists for faculty members who focus entirely on research. Notably, the standards for scholarly achievement are comparable to those for individuals on the Tenure-track for each faculty rank. A Research faculty member may, but is not required to, participate in limited educational and service activities. Research training of undergraduates and postgraduate students counts as educational and service activity. Research faculty members are expected to contribute to the Department's research mission and are expected to demonstrate excellence in scholarship as reflected by high quality peer-reviewed publications and receipt for extramural funding. Appointments to the Research Faculty 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.

Tenure is not granted to research faculty.

Contracts will be for a period of at least one year and for no more than five years, and must explicitly state the expectations for salary support. It is expected that salary recovery will be derived from extramural funds. The initial contract is probationary, and a faculty member will be informed by the end of each probationary year as to whether he or she will be reappointed for the following year. By the end of the penultimate year of the probationary contract, the faculty member will be informed as to whether a new contract will be extended at the conclusion of the probationary contract period. In the event that a new contract is not extended, the final year of the probationary contract is the terminal year of employment. There is no presumption that a new contract will be extended. In addition, the terms of a contract may be renegotiated at the time of reappointment.

Research faculty are eligible to serve on University committees and task forces but not on University governance committees. Research faculty also are eligible to advise and supervise graduate and postdoctoral students and to be a principal investigator on extramural research grant applications. Approval to advise and supervise graduate students must be obtained from the graduate school as detailed in Section 12 of the Graduate School Handbook.

Appointment: Assistant Professor, Research Faculty

A candidate for appointment to research faculty should have a demonstrated record of research expertise at a local or regional level.

Criteria

The following will constitute characteristics of individuals worthy of appointment as research assistant professor in the areas of teaching, research and service. These metrics serve as guidelines and are not an absolute standard, as each individual's accomplishments should be considered when considering appointment.

Teaching

1. Research training of undergraduates, graduate and post-graduate students is encouraged, but not required.

Research and Scholarship

1. Publications in peer-reviewed journals.
2. Presentations of scholarly work at local, regional, national or international forums.
3. Commitment to seek peer-reviewed research funding ideally from federal, professional, or academic sources. Industry funding is acceptable.
4. Receipt of peer-reviewed research funding from federal, professional or academic sources.
5. Initial development of reputation for specific area of research or scholarship.
6. Authorship of books, book chapters or other scholarly materials.

Service

1. Attainment of Ph.D. degree (or suitable equivalent).
2. Satisfactory completion of postdoctoral training in area suitable to the appointment.
3. Evidence during prior training or employment of research competence.
4. Demonstrated adherence to the values contained in the Statement of Professional Ethics of the American Association of University Professors.

Appointment: Associate Professor, Research Faculty

The criteria for **initial appointment** to the rank of Associate Professor, Research Faculty are identical to those criteria for **promotion** to this rank as outlined in Section VI.A.5 of this document.

Appointment: Professor, Research Faculty

The criteria for **initial appointment** to the rank of Professor, Research Faculty are identical to those criteria for **promotion** to this rank as outlined in Section VI.A.5 of this document.

4. Associated Faculty

Associated Faculty, as defined in the Rules of the University Faculty [3335-5-19](#) (B)(3), include “persons with practice titles, adjunct titles, visiting titles, and lecturer titles.” Persons with a tenure track faculty title on an appointment of less than 50% FTE are associated faculty. Members of the associated faculty are not eligible for tenure, may not vote at any level of governance, and may not participate in promotion and tenure matters. Associated faculty appointments are for one to three years. The below titles are used for associated faculty in the College of Medicine.

Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor. Adjunct appointments are uncompensated and are given to individuals who volunteer academic service to the department for which a faculty title is appropriate and/or required. Examples of such service could include but are not limited to serving on graduate student committees or teaching and evaluating medical students. Criteria for appointment at advanced rank are the same as for promotion. Adjunct faculty members are eligible for promotion (but not tenure).

Instructor - Practice, Assistant Professor - Practice, Associate Professor - Practice, Professor - Practice. Associated practice faculty appointments may be compensated or uncompensated.

Uncompensated appointments are given to individuals who volunteer uncompensated academic service to the department, for which a faculty title is appropriate. Compensated appointments are given to full time clinicians who are not appointed to the clinical or tenure track faculty.

This category of Associated faculty will have a paid appointment at OSU, OSUP (Ohio State University Physicians, Inc.), or Nationwide Children's Hospital (NCH) and requires a faculty appointment (e.g. for clinical credentialing or teaching a course). They may have another paid appointment at OSU (e.g. physician), but their faculty appointment can be unpaid. This may be appropriate to use for faculty appointments that are expected to be less than three years or for faculty who are paid through OSU, OSUP, or NCH but are 100% deployed in the community.

Associated practice rank is determined by applying the criteria for appointment of clinical faculty. Associated practice faculty members are eligible for promotion (but not tenure) and the relevant criteria for compensated practice faculty are those for promotion of clinical faculty.

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

Tenure Track 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

At a minimum, all candidates for Associated faculty appointments must meet the following criteria.

- Associated practice faculty with clinical responsibilities must be a licensed physician or health care provider if required for successful execution of their faculty responsibilities.
- Have significant and meaningful interaction in at least one of the following mission areas of the College of Medicine:
 - a) Teaching of medical students, residents, clinical fellows, undergraduate and graduate students and postdoctoral fellows: For community physicians providing outpatient teaching of medical students, meaningful interaction consists of supervising medical students for at least one month out of the year.
 - b) Research: These faculty members may collaborate with the Department or Division in the College in research projects or other scholarly activities.
 - c) Service to the Department or the College: This includes participation in committees or other leadership activities (e.g., membership in the Medical Student Admissions Committee).

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 outlining academic performance and citizenship. The Committee of Eligible faculty (tenured and non-probationary clinical/teaching/practice associate professors and professors) will review the application and make a recommendation to the Department chair. 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

The Department of Plastic and Reconstructive Surgery may grant courtesy appointments to faculty members whose primary activity falls within the purview of another College or University department. A faculty member who is granted such an appointment must possess the credentials and skills that will have the potential to enhance the mission of the Department of Plastic and Reconstructive Surgery in teaching, research and/or service. Continued appointment in a courtesy capacity requires evidence of substantial ongoing contributions to the Department of Plastic and Reconstructive Surgery, commensurate with the faculty rank determined by the primary department. The faculty rank in the Department of Plastic and Reconstructive Surgery shall be identical to that held in the tenure initiating unit and such appointments shall entail no salary from the Department of Plastic and Reconstructive Surgery.

B. Appointment Procedures

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

- recruitment of tenure-track, clinical, research, and associated faculty
- appointments at senior rank or with prior service credit
- hiring faculty from other institutions after April 30
- appointment of foreign nationals
- letters of offer

All searches in the Department of Plastic and Reconstructive Surgery must conform to the following guidelines:

1. All searches should be conducted in accordance with the guidelines of The Ohio State University and the College of Medicine.
2. Searches must be undertaken only after an assessment of need, and may begin only after the approval of the Department Chair has been obtained. Searches should be specific for either the tenure-track, clinical faculty, or research faculty.
3. Searches should be structured with specific job descriptions and carefully-outlined expectations.
4. All searches must have substantial faculty involvement.

5. A vigorous effort must be made to ensure a diverse pool of highly qualified candidates.

A draft letter of offer to a faculty candidate must be submitted to the Office of Academic Affairs in the College of Medicine for review and approval. The draft letter of offer will be reviewed for consistency with the essential components required by the Office of Academic Affairs Policies and Procedures Handbook, and by the College.

Candidates should be provided with information regarding the programmatic goals of the Department of Plastic and Reconstructive Surgery and Pattern of Administration of the Department and of the University practice entity prior to their visit. Searches at the associate professor, professor, or chair level should be made only for candidates who match very specific needs of the department (and division). The structure of search committees at these levels should be more carefully tailored to the specifics of these solicitations. All search committees must include at least one member of the specific division and if needed, can include at least one faculty member from another department. Appointments at associate professor level or above require a vote of the eligible faculty and external letters of evaluation.

All offers at the associate professor and professor ranks, with or without tenure, and all offers of prior service credit require the prior approval of the Dean and the Office of Academic Affairs. Offers to foreign nationals require prior consultation with the Office of International Affairs.

The following sections provide general guidelines for searches in the different faculty appointment types.

1. Tenure-track Faculty

A national search is required to ensure a diverse pool of highly qualified candidates for all tenure-track positions. Exceptions to this policy must be approved by the college and the Office of Academic Affairs. Search procedures must entail substantial faculty involvement and be consistent with the OAA [Policy on Faculty Recruitment and Selection](#).

An announcement of the position will be posted on the [American Council of Academic Plastic Surgeons Job Listing](#) as well as on the [job board of the Plastic Surgery Research Council](#). The position will also be posted in the University Job Postings through the [Office of Human Resources](#).

All members of the faculty must undergo inclusive hiring practices training available through the college with resources from the [Office of Diversity and Inclusion](#). Implicit bias training, such as that available through the [Kirwan Institute for the Study of Race and Ethnicity](#) or the [Office of Diversity and Inclusion](#), is also a requirement of the faculty of the Department of Plastic and Reconstructive Surgery and part of our Diversity, Equity and Inclusion comprehensive curriculum.

Applications received are first reviewed by the OSU Human Resource Physician/Faculty Recruitment Specialist and then submitted to the Vice-Chair of Research and the Department Chair to further review. The Vice-Chair of Research and the Chair confirm together which applications will be selected to move forward to virtual or on-campus interviews.

Virtual or on-campus interviews are arranged by the Assistant to the Chair and the Department Administrator. Interviews with candidates must include opportunities for interaction with faculty groups, graduate students or residents, where appropriate; the Department Chair; and the Dean or designee. In addition, it is recommended that all candidates make a presentation to the faculty, students and/or residents on their scholarly activity. All candidates interviewing for a particular position must follow the same interview format and relevant accommodations for disability/impairment should be provided.

Following completion of virtual/on-campus interviews, the eligible faculty meet to discuss perceptions and preferences, and to vote on each candidate. The eligible faculty reports a recommendation on each candidate to the Department Chair. If the offer involves senior rank (associate professor or above), solicitation of external letters of evaluation are required and follow the same guidelines as for promotion reviews. The eligible faculty members must also vote on the appointment. If the offer may involve prior service credit, the eligible faculty members vote on the appropriateness of such credit. Appointment offers at the rank of associate professor or professor, with or without tenure, and/or offers of prior service credit require prior approval of the Office of Academic Affairs.

Potential appointment of a foreign national who lacks permanent residency must be discussed with the Office of International Affairs. The University does not grant tenure in the absence of permanent residency status. TIUs will therefore be cautious in making such appointments and vigilant in assuring that appointees seek residency status promptly and diligently.

2. Clinical Faculty

Searches for clinical faculty should be undertaken with adherence to the general guidelines described above, except that exemption from conducting a national search can be obtained from the college dean or their designee, and the candidate is not required to give a presentation. Individuals with a clear commitment to service and teaching should be selected.

3. Research Faculty

Searches for research faculty should be undertaken with adherence to the general guidelines described above for tenure-track faculty, except that exemption from conducting a national search can be obtained from the college dean or their designee. Individuals with a clear and focused commitment to research, publication and grant funding should be selected. Prior evidence of the commitments is strongly encouraged. Interest in teaching and service are secondary considerations.

4. Transfer from the Tenure-track

Tenure-track faculty may transfer to a clinical or research appointment if appropriate circumstances exist. Transfers are permitted only under the strict guidelines detailed in the paragraphs below, per University Rules [3335-7-09](#) and [3335-7-10](#). Furthermore, transfer of an individual to a faculty title with more limited expectations for scholarship may not be used as a mechanism for retaining underperforming faculty members. Tenure 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 clinical appointment and from a research appointment to the tenure-track are not permitted. Clinical faculty members and research faculty members may apply for tenure-track positions and compete in regular national searches for such positions.

5. Associated Faculty

The appointment, review, and reappointment of all compensated associated faculty are decided by the Department Chair in consultation with the appropriate Vice Chair.

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

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

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

6. Courtesy Appointments for Faculty

Courtesy appointments (0% FTE) for faculty with appointments in other tenure initiating units will be considered if that faculty member's scholarly and academic activity overlaps significantly with the department. Such appointments must be made at the same faculty rank, using the same title, as that offered in the primary department. Courtesy appointments are warranted only if they are accompanied by substantial involvement in the academic and scholarly work of the department. All courtesy appointments will be reviewed every three years to determine whether they continue to be justified.

V. Annual Performance and Merit Review Procedures

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

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

The annual performance and merit review of every faculty member is based on expected performance in teaching, scholarship, and service as set forth in the Department's guidelines on faculty duties and responsibilities; on any additional assignments and goals specific to the individual; and on progress toward promotion where relevant. Meritorious performance in teaching, scholarship, and service is assessed in accordance with the same criteria that form the basis for promotion decisions.

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

A. Documentation

For their annual performance and merit review, faculty members must submit the following documents to the Department chair no later than June 1:

- 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 in the correct department format, which will be made available to all faculty in an accessible place (*all faculty*)
- Annual Evaluation Form, which will be made available to all faculty in an accessible place;

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

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

B. Probationary Tenure Track Faculty

Every probationary tenure-track faculty member is reviewed annually by the Department chair, who meets with the faculty member to discuss his or her performance, future plans, and goals; and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment. Division directors and vice chairs may provide input to the Department chair. For a faculty member whose clinical practice is primarily at Nationwide Children's Hospital (NCH), the Chief of Plastic Surgery at NCH will have input.

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. In addition, the annual review letter becomes part of the cumulative dossier for promotion and tenure (along with the faculty member's comments, if he or she chooses).

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.

Fourth Year Review

Each faculty member in the fourth year of probationary service must undergo a review utilizing the same process as the review for tenure and promotion, with two exceptions: external letters of evaluation will not be required, and the Dean or designee (not department chair) makes the final decision regarding renewal or nonrenewal of the probationary appointment. The objective of this review will be to determine if adequate progress towards the achievement of promotion and tenure is being made by the candidate.

External evaluations are solicited only when either the Department chair or the department's 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.

If either the Department Chair or the Dean recommends nonrenewal of a faculty member's probationary contract, the case will be referred to the College Promotion and Tenure Committee, which will review the case, vote and make a recommendation to the Dean. The Dean makes the final decision regarding renewal or nonrenewal of the probationary appointment.

In all cases, the Dean or their designee independently evaluates all faculty in their fourth year of probationary appointment and will provide the Department Chair with a written evaluation of the candidate's progress.

Eighth Year Review

For faculty members with an 11-year probationary period, an eighth year review, utilizing the same principles and procedures as the fourth year review, will also be conducted.

Exclusion of Time from Probationary Period

Faculty Rule [3335-6-03](#) (D) sets forth the conditions under which a probationary tenure track faculty member may exclude time from the probationary period (see below). Additional procedures and guidelines can be found in the Office of Academic Affairs [Policies and Procedures Handbook](#).

C. Tenured Faculty

Associate professors are reviewed annually by the department chair. The department chair meets with the faculty member to discuss their 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. The department chair meets with the faculty member to discuss his or her performance and future plans and goals, and prepares a written evaluation on these topics. The faculty member may provide written comments on the review. The annual review of professors is based on their having achieved sustained excellence and ongoing outcomes in the discovery and dissemination of new knowledge relevant to the mission of the Department, as demonstrated by ongoing national and international recognition of their scholarship; ongoing excellence in teaching, mentoring students or junior faculty, and ongoing outstanding service to the Department, the university, the community and their profession, including their support for the mentoring and 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 or their designee prepares a written evaluation of performance against these expectations.

D. Clinical Faculty

The initial contract of all Clinical Faculty is probationary regardless of academic rank at hire, or prior service if the faculty member transfers from another faculty category. Subsequent contracts are not probationary, but there is no presumption of reappointment.

Clinical faculty members are reviewed annually by the Department Chair or their designee, using the same guidelines outlined for probationary tenure-track faculty. The purpose of the annual review for clinical faculty is to assist in developing and implementing professional plans, discussing accomplishments, identifying performance problems if they exist, evaluating progress toward promotion, and serving as a basis for annual salary recommendations. A written evaluation in narrative format must be provided and a face-to-face meeting must be scheduled. The annual review process for clinical excellence pathway probationary and non-probationary faculty members is identical to that for other Clinical faculty members.

Each faculty member in the penultimate year of their initial contract must undergo a review for reappointment utilizing the same process as the review for tenure and promotion, with two exceptions: External letters of evaluation will not be required, and review by the College of Medicine Promotion and Tenure Committee does not occur. For subsequent contracts, the Department Chair will determine if 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.

E. Research Faculty

The initial contract of all Research Faculty is probationary regardless of academic rank at hire, or prior service if the faculty member transfers from another faculty category. Subsequent contracts are not probationary, but there is no presumption of reappointment.

Research faculty members are reviewed annually by the Department Chair or his or her designee. A written evaluation in narrative format must be provided and a face-to-face meeting must be scheduled.

Each faculty member in the penultimate year of their initial contract must undergo a review for reappointment utilizing the same process as the review for tenure and promotion, with two exceptions: External letters of evaluation will not be required, and review by the College of Medicine Promotion and Tenure Committee does not occur. For subsequent contracts, the Department Chair will determine if 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 decision by the Dean to reappoint or not renew Research faculty members is final.

During and until the end of non-probationary contract periods, Research Faculty appointments may be terminated for not meeting the terms of the contract (e.g., failure to obtain extramural support for the research). The standards of notice as set forth in University Rule [3335-6-08](#) apply.

F. Associated Faculty

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 their 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 (or hired annually for multiple years) 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 their performance, future plans, and goals. The Department Chair will decide whether or not to reappoint. The Department head's recommendation on reappointment is final.

When considering reappointment of Non-compensated associated faculty members, at a minimum, their contribution to the Department must be assessed on an annual basis and documented for the individual's personnel file. This may take the form of self-evaluation. Neither a formal written review nor a meeting is required.

G. Salary recommendations

The Department of Plastic and Reconstructive Surgery will be consistent with its Appointments, Promotion and Tenure document and other relevant policies, procedures, practices, and standards established by: (1) the [College of Medicine](#), (2) the [Rules of the University Faculty](#), (3) the Office of Academic Affairs [Policies and Procedures Handbook](#), and (4) the [Office of Human Resources](#).

Criteria

For clinicians, salary recommendations are under the auspices of the College of Medicine and Faculty Group Practice (FGP) Compensation Plan. Salaries reflect the market and are internally equitable within the Department. For non-clinicians, the department chair makes annual salary recommendations to the dean, who may modify them. The recommendations are based on the current annual performance and merit review as well as on the performance and merit reviews of the preceding 24 months.

Merit salary increases and other rewards made by the Department will be made consistent with this AP&T document requirements and other relevant policies, procedures, practices, and standards established by: (1) the College, (2) the Faculty Rules, (3) the Office of Academic Affairs, and (4) the Office of Human Resources.

Meritorious performance in teaching, scholarship, and service are assessed in accordance with the same criteria that form the basis for promotion decisions. The time frame for assessing performance will be the past 24 months, with attention to patterns of increasing or declining productivity. Faculty with high-quality performance and a pattern of consistent professional growth will be viewed positively. Faculty members whose performance is unsatisfactory in one or more core areas as defined by the department are likely to receive minimal or no salary increases.

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

VI. Promotion and Tenure, and Promotion Reviews

A. Criteria and Documentation

Outlined below are the Department of Plastic and Reconstructive Surgery's formal criteria for academic advancement, including promotion and awarding of tenure.

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

In evaluating a candidate's qualifications in teaching, scholarship, and service, reasonable flexibility will be exercised. As the College of Medicine diversifies and places new emphasis on interdisciplinary endeavors and program development, instances will arise in which the proper work of a faculty member may depart from established academic patterns, especially with regard to awarding tenure. Thus, care must be exercised to apply criteria flexibly, but without compromise in requiring the essential qualifications for promotion.

The quantity and quality of publications will be used to assess scholarship. To assess the quality for faculty with no clinical responsibility, the H index and impact factors will be applied. To assess the quality for clinically active faculty, we will calculate the mean impact factor of the individual's top ten publications and will employ the Department of Plastic and Reconstructive Surgery journal rank list (Appendix 1). From this list we will determine the quality benchmark (either the median or 50th percentile

depending on rank, and clinical effort) to be used as a target goal for the mean impact factor of the candidate's top ten publications and as a guide for promotion and tenure decisions. The list of publications will be revised every four years.

Although citizenship and collegiality cannot be used as an independent criterion for promotion or tenure, these positive attributes characterize the ability of a faculty member to effectively contribute to exemplary scholarship, teaching and service. A commitment to these values and principles can be demonstrated by constructive responses to and participation in University and College of Medicine initiatives. Examples include: participation in faculty governance, outreach and service; ethical behavior; adherence to principles of responsible conduct of research; constructive conduct and behavior during the discharge of duties, responsibilities and authority; and the exercise of rights and privileges of a member of the faculty. The Department will evaluate these behaviors by assessing an individual's conformance with the ["Statement of Professional Ethics"](#) of the American Association of University Professors.

1. Promotion to Associate Professor with Tenure

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

The awarding of tenure is a product of ongoing preeminence and achievement throughout the professional life of the faculty member. It requires evidence of consistent achievement throughout the professional life of the faculty member. Promotion to the rank of Associate Professor with Tenure occurs when a faculty member exhibits clear and sustained evidence of excellence in the discovery and dissemination of new knowledge, as demonstrated by a national level of significance and recognition of scholarship. In addition, excellence in teaching and service to the Department, the College and the University is required, but alone is not sufficient for promotion and awarding of tenure. These three key achievements: scholarship, teaching and service, are individually discussed below.

Achievement of national recognition and impact is a prerequisite for promotion to associate professor and awarding of tenure. Objective examples of a national reputation include service on NIH or other national/international grant review panels, service on editorial board of major scientific journals, participation on steering, guideline or advisory committees, selection for service in a national professional society, invitation for lectureships or scholarly reviews, receipt of national scientific awards, external letters of evaluation and other measures of national impact.

Teaching and Mentoring

A distinctive record of teaching and mentoring excellence is required for promotion and tenure. Excellence is demonstrated by positive evaluations by students, residents, fellows, local colleagues and national peers. Teaching awards and other honors are also supportive of teaching excellence. A faculty member may also demonstrate favorable impact on teaching and training programs, including curricular innovation, new teaching modalities such as web-based design, mobile application, virtual teaching, or methods of evaluating teaching, program or course development, publications on teaching, and societal leadership in education. Development of impactful, innovative programs that integrate teaching, research and patient care are valued. Programs that improve the cultural competence of or access to teaching for underserved populations are particularly valued. Active participation as a mentor in training grants such as NIH T32 or K-awards is highly valued as a teaching and mentoring activity. Teaching excellence may be demonstrated through evaluations and peer feedback based on presentations at other academic institutions, presentations or tutorials at scientific conferences or meetings, presentations at other medical centers or hospitals, and the like.

For the Department of Plastic and Reconstructive Surgery, the following specific accomplishments will support promotion to **associate professor with tenure** in the area of teaching. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

Evidence of persistent commitment to teaching and ongoing development of teaching abilities, as reflected by:

1. Consistently high-level evaluations of teaching performance by students, residents, peers.
2. Divisional or departmental teaching awards as voted by students, residents, or fellows.
3. Regular participation in the educational processes within the division, department or college. For faculty with no clinical responsibilities, this would consist teaching in approved academic courses or lectures and training of individuals or groups in research (technicians, laboratory assistants, undergraduate students, graduate students, postdoctoral fellows, research fellows, and colleagues). For faculty with clinical responsibilities, this would consist of teaching medical students or trainees at Ohio State or beyond.
4. Mentorship for a K-Award or equivalent.
5. Participation in the publication of material of an instructional nature or evidence of production of other forms of teaching material (e.g. videotape, computer programs, etc.)
6. Participation in teaching for local, regional and national professional organizations.
7. Participation in the development of educational materials for local, regional and national professional organizations that may include educational lectures, instructional videos, and speaking engagements

Research and Scholarship

Demonstration of national recognition and impact for a thematic independent program of scholarship is an essential requirement for promotion to associate professor and the award of tenure. Independence must be reflected in the record of scholarship, e.g. reflected by dissemination of new knowledge evidenced by publications and extramural funding. Objective examples of a national recognition and reputation include service on NIH or other national/international grant review panels, service on editorial board of major scientific journals, participation on steering, guideline or advisory committees, selection for service in a national professional society, invitation for lectureships or scholarly reviews, receipt of national scientific awards, external letters of evaluation and other measures of national impact.

Scholarship is broadly defined as the discovery and dissemination of new knowledge. Achievement of excellence in scholarship is demonstrated by discovery of a substantial body of original knowledge that is published in high quality, peer-reviewed journals or proceedings, and achievement of a national reputation for expertise and impact in one's field of endeavor. Such endeavors might include laboratory investigation, development of innovative programs, development and successful commercialization of intellectual property, theoretical insight, innovative interpretation of an existing body of knowledge, clinical science, public health and community research, implementation science, and diffusion research, among many potential others. Participation in collaborative, multidisciplinary research and team science is highly valued, especially to the extent that a faculty member's record of collaborative scholarship includes manuscripts on which authorship is first, senior, or corresponding; or the individual input of the faculty member as a middle author is uniquely contributory and clearly evident.

Publications and scholarly output

While individual circumstances may vary, both the quantity and quality of publications should be considered. Metrics that are useful in assessing a candidate's record of scholarship include but are not limited to the total number of publications since their appointment as an assistant professor, the number of citations of their publications, the trajectory of the publication and/or citation record, the relative proportion of first/senior authorships. The impact factor of a journal may or may not reflect the quality of

the scholarship. For example, in some areas of research the best journal in that area may have a relatively low impact factor but may be highly cited. Conversely, publication in journals with a very high impact factors is a reflection of broader interest, but does not in and of itself demonstrate the impact of research. Impact may be demonstrated through non-traditional metrics. This can include but is not limited to social media penetration, blog subscription, Altmetrics score, non-academic invited presentations, or collaborations that advance the mission of the university or the field, and interviews by reputable national media outlets on scholarly topics; however, these would not in and of themselves demonstrate the impact of research.

A sustained record of scholarly productivity, reflected by both quality and quantity, as an assistant professor is required for promotion to the rank of associate professor. Candidates for promotion to associate professor should ideally have 15-25 peer-reviewed publications (most of which are first or senior authored) since their appointment as an assistant professor. It is expected that the pattern of scholarship will include an increasing proportion of publications as first, senior or corresponding author. Specific metrics in support of excellence in scholarship may be discipline-specific and may be adjusted based on the overall pattern of responsibilities. For example, clinician investigators will have less time available for research than non-clinician investigators and appropriate adjustments of these criteria should be made. The range of publications may be adjusted in relation to the proportion of the faculty member's effort that is allocated to clinical service.

The dossier will require the demonstration of impact, not just the potential for impact. Although review articles may form a portion of the publication list (typically less than 30%), and may be used to indicate that a faculty member is considered to be an expert in the field, a successful dossier will contain primarily peer-reviewed research articles; book chapters or reviews alone or in majority will not be sufficient for promotion. Considered together, demonstration of impact and a national reputation of an independent program of research is a prerequisite for promotion to associate professor and awarding of tenure. Participation in collaborative, multidisciplinary research and team science is highly valued. In cases where a faculty member's collaborative scholarship results primarily in middle authorship, the recognition and impact of their scholarship will be reflected through other indicators such as, but not limited to, the indispensability of the candidate's role and contribution in generating the publication(s), invitations to serve on editorial boards, study sections, and national invitations to speak.

Research funding

The development of a competitive, innovative and distinctive program of scholarship is also evidenced by acquisition of peer-reviewed, nationally competitive extramural support as a principal investigator, multiple investigator, or co-investigator. To encourage team science, principal investigator and multiple or co-principal investigator will be assigned equal credit in most cases. Similarly, status as principal investigator or major effort (20% or greater) as co-investigator of a project or a program grant is an acceptable criterion for extramural funding.

Candidates without significant clinical responsibilities (defined as less than or equal to 50% cFTE): Candidates for promotion to associate professor with tenure who are without significant clinical responsibilities must have obtained NIH (or comparable) funding as a principal investigator (PI) or Multiple Principal Investigator (MPI) on a R01, P01, U54, or other comparable funding, including but not limited to NSF, DoD, USDA, AHRQ, DARPA, RWJF, Commonwealth Fund, or Kaiser Family Foundation. They should ideally have demonstrated sustainability of their research program by renewal of the award and/or by garnering a second distinct nationally competitive, peer reviewed grant. The latter may include support from prominent national charitable foundations (*e.g.*, American Heart Association, American Lung Association, American Diabetes Association, American Cancer Society, the Lupus Foundation, the March of Dimes, etc.), a major industry grant, or other federal entities such as the Centers for Disease Control and Prevention, Department of Defense and the National Science Foundation. In

some circumstances, (e.g. specific techniques) faculty member's expertise may not justify PI level status. In such cases serving as a co-investigator on multiple grants will satisfy the requirement for extramural funding.

Candidates with significant clinical responsibilities (defined as >50% cFTE): Candidates for promotion to associate professor with tenure who have significant clinical responsibilities are generally expected to obtain NIH or comparable funding as defined in the previous paragraph as a PI or MPI to support their research program. Depending on the extent of clinical responsibilities, sustained funding through pharmaceutical or instrumentation companies for investigator-initiated proposals may also be acceptable.

Faculty members are encouraged to collaborate with other investigators and may, under certain circumstances, meet the requirement for extramural support for their research as a co-investigator, or other comparable role. Funding as local principal investigator for multi-center trials also meets the requirement of nationally competitive extramural funding as long as the funding magnitude is major (e.g., exceeding approximately \$200,000 per year as expected for NIH R01). A lower magnitude of funding through these appointments will earn productivity credit but not comparable to that of an R01. Similarly, faculty members who generate support for their research programs through creation of patents that generate licensing income or spin-off companies would meet the equivalent criteria of extramural funding.

Although the total body of scholarship over the course of a career is considered in promotion and tenure decisions, the highest priority is placed on scholarly achievements since appointment to the tenure track at The Ohio State University. It should be appreciated that evidence of scholarship below the specified range, defined by the TIU, does not preclude a positive promotion decision especially if reasonable extenuating circumstances exist. Scholarship exceeding the specified range is not a guarantee of a positive tenure or promotion decision, especially if it occurs in isolation or in the context of poor performance in other areas such as evidence of teaching excellence.

The Department acknowledges that there may be situations in which a faculty member develops a productive, nationally renowned program of scholarship without having obtained nationally competitive peer reviewed funding. Such a situation is anticipated to be exceedingly infrequent, however, and is limited to faculty with 50% or more time assigned to clinical or educational duties.

Entrepreneurship is a special form of scholarship valued by the College of Medicine. Entrepreneurship includes, but may not be limited to, invention disclosures, software development, materials transfers (e.g., novel plasmids, transgenic animals, cell lines, antibodies, and similar reagents), technology commercialization, patent and copyrights, formation of startup companies and licensing and option agreements. Inasmuch as there are no expressly defined metrics for entrepreneurship, the Department will analyze these flexibly. Generally, invention disclosures and copyrights will be considered equivalent to a professional meeting abstract or conference proceeding, patents should be considered equivalent to an original peer-reviewed manuscript, licensing activities that generate revenues should be considered equivalent to extramural grant awards, and materials transfer activities should be considered evidence of national (or international) recognition and impact. These entrepreneurial activities will be recognized as scholarly or service activities in the promotion and tenure dossier.

For the Department of Plastic and Reconstructive Surgery, the following specific accomplishments will support promotion to **associate professor with tenure** in the areas of research and scholarship. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

Evidence of ongoing, continuous development of research ability and reputation, as reflected by the following:

1. Peer reviewed publications in prestigious journals.
 - a) As a guideline the successful faculty candidate with no clinical responsibility should have 15-25 publications (most of which are first or senior authored) since appointment, be in journals at or above the 50th percentile of impact factors for Plastic Surgery journals, or an H-Index of 18 or above.
 - b) For faculty members with significant clinical responsibilities, the successful candidate should have 15 to 25 publications (most of which are first or senior authored) since appointment. The mean impact factor of the top ten publications should be at or above 50th percentile of impact factors for Plastic Surgery journals, or for specialty journals in the faculty member's specific surgical discipline (e.g., hand surgery). The list of journals is attached as Appendix 1. The list will be updated every 4 years. The Faculty members are encouraged to publish in other scientific journals of comparable or higher impact factor as well.
2. Presentations of original scholarly work at national or international forums.
3. Funded grant(s) from national or international sources at cumulative monetary levels equivalent to an R01, or patents generating licensing income. Team science is strongly encouraged.
 - a) Candidates for promotion to associate professor with tenure who are without significant clinical responsibilities ($\leq 50\%$ cFTE) will have obtained NIH (or comparable) funding as a principal investigator (PI) or Multiple Principal Investigator (MPI) on a R01, P01, U54, or other comparable funding. They should ideally have demonstrated sustainability of their research program by renewal of the award and/or by garnering a second distinct nationally competitive, peer reviewed grant. The latter may include support from prominent national charitable foundations, a major industry grant, or other federal entities. In some circumstances, faculty member's expertise may not justify PI level status. In such cases serving as a co-investigator on multiple grants will satisfy the requirement for extramural funding.
 - b) Candidates for promotion to associate professor with tenure who have significant clinical responsibilities ($>50\%$ cFTE) are expected to obtain extramural NIH or comparable funding as defined in the previous paragraph as a PI/MPI to support their research program. Competitive, peer-reviewed career development award funding, such as a national foundation career development award, is acceptable. Depending on the extent of clinical responsibilities, sustained funding through pharmaceutical or instrumentation companies for investigator-initiated proposals is acceptable. Serving as the site-PI for multi-center trials may satisfy the expectation for extramural funding on the tenure track. Similarly, faculty members who generate support for their research programs through creation of patents that generate licensing income or spin-off companies would meet the equivalent criteria of extramural funding. Development of an area of research or scholarship with growing national recognition, as evidenced by invited presentations, invited commentary, or equivalent.
4. Service on editorial board of journal(s) or as a frequent invited ad hoc reviewer.
5. Service on a study section
6. Publications of book(s) or chapter(s) in books.
7. Retention as a consultant by professional or commercial organizations.

Service

Service includes administrative service to OSU, excellent patient care, clinical program development, professional service to the faculty member's discipline, and the provision of professional expertise to public and private entities beyond the University. Evidence of service within the institution can include but is not limited to appointment or election to TIU, College of Medicine, hospital, and/or University committees or working groups, or leadership of programs. Evidence of service to the faculty member's discipline or public and private entities beyond the University can include, but is not limited to ad hoc journal reviews, editorial boards or editorships; grant reviewer for national funding agencies; elected or

appointed offices held and other service to local and national professional societies; service on panels and commissions; and professional consultation to industry, government, education and non-profit organizations. Similarly, innovative programs that advance the mission of the university, such as creation and sustenance of a program to deliver healthcare to the community, or design and implementation of a novel program to reduce race or gender based discrimination in the within the TIU, College, University or beyond, can be considered service activities. Professional expertise provided as compensated outside professional consultation alone is insufficient to satisfy the service criterion.

For the Department of Plastic and Reconstructive Surgery, the following specific accomplishments will support promotion to **associate professor with tenure** in the area of service. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

Evidence of commitment to the provision of service to the institution, the community or the profession, as reflected by:

1. For faculty with clinical responsibilities: evidence of a high-level of clinical competence. For non-clinical faculty, direction/operation of a service laboratory for division, department, hospital, college, university or professional organization.
2. Active participation in divisional, Departmental, College and/or University committee functions.
3. Participation in committee activities for local, regional and national organizations.
4. Elected office in local, regional or national professional organizations.
5. Meritorious community service activities that advance the mission of the university. Service that advances the delivery of healthcare to the community or seeks to reduce race or gender-based discrimination is highly valued.
6. Participation in the development of new programs for the advancement of medical practice or patient care.

2. Promotion to Associate Professor in advance of tenure

Under unusual circumstances the Department may choose to offer promotion to the rank of associate professor in advance of tenure. Candidates for such a promotion will have a level and pattern of achievement that demonstrates that the candidate is making progress toward, but has not yet achieved all of the stated criteria for promotion with tenure. This title will be restricted to candidates with clinical responsibilities (> 50% cFTE).

Specific criteria for this type of promotion are based on a modification of the criteria listed in the previous section describing promotion with tenure. Evidence of scholarship below the specified range does not preclude a positive promotion decision, and evidence of scholarship above the specified range does not guarantee a favorable tenure decision. These special criteria for promotion to **Associate Professor in advance of tenure**, in the Department of Plastic and Reconstructive Surgery, are listed below. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

Teaching

Identical to promotion with tenure.

Research and Scholarship

Evidence of ongoing, continuous development of research ability and reputation, as reflected by the following:

1. Multiple publications in peer-reviewed journals (numbers consistent with quantitative standards of Department). Peer-reviewed publications in prestigious journals.

- a) For faculty members with significant clinical responsibilities (> 50% cFTE), the successful candidate should have 10-15 peer-reviewed publications (most of which are first or senior authored) since appointment to assistant professor. The mean impact factor of the candidate's top ten publications should ideally be at or above 50th percentile of impact factors of journals listed in Appendix 1. The faculty members are encouraged to publish in other scientific journals as well.
2. Presentation of scholarly work at national and international forums.
3. Funded grant from national or international sources.
 - a) For faculty members with significant clinical responsibilities, the candidate will be co-PI on R21, R03 or equivalent, co-I on an R01 NIH grant award, as PI on foundation or other extramural grants.
4. Development of an area of research or scholarship with growing national recognition.
5. Service on editorial board of journal(s). Invitation to serve as ad hoc journal reviewer.
6. Publications of book(s).
7. Publication of chapter(s) in books.

Service

Identical to promotion with tenure

3. Promotion to Professor with Tenure

Awarding promotion to the rank of Professor with tenure must be based upon clear and unambiguous evidence that the candidate has a sustained, eminent record of achievement recognized nationally and internationally. The general criteria for promotion in scholarship, teaching and service require more advanced and sustained quantity, quality and impact than that required for promotion to associate professor. Importantly, the standard for external reputation is substantially more rigorous than for promotion to Associate Professor with tenure. This record of excellence must be evident from activities undertaken and accomplishments achieved since being appointed or promoted to the rank of associate professor.

Teaching

A record of teaching excellence as an Associate Professor must continue to justify promotion to the rank of Professor. The faculty member should make new, unique and impactful contributions to the teaching mission as an Associate Professor. Evidence for exemplary teaching includes outstanding student and peer evaluations, course or workshop leadership and design, a training program directorship, teaching awards, organization of national course and curricula, development of teaching methods that are subsequently adopted by other institutions, development and leadership of departmental or college programs, and participation in specialty boards such as Residency Review Committees, specialty boards and the Accreditation Council for Graduate Medical Education. Active participation as a mentor in training grants such as NIH T32 or K- awards is highly valued as a teaching and mentoring activity. Programs that improve the cultural competence of or access to teaching for underserved populations are particularly valued. Candidates with clinical duties should demonstrate consistent and effective teaching of trainees and practicing clinicians, and leadership in the administration of clinical training programs. Mentorship of junior faculty is expected for candidates for promotion to professor. It is presumed that this will take the form of a primary mentoring relationship, and not just ad hoc career coaching. Candidates should provide evidence of the impact of their mentorship.

The following will constitute specific accomplishments characteristic of individuals worthy of promotion to **professor** in the area of teaching. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

Evidence of persistent commitment to teaching excellence and ongoing exercise of teaching abilities, as reflected by:

1. Consistently high level evaluation of teaching performance by students, residents and peers.
2. College of Medicine teaching awards as voted by medical students and/or residents. This is particularly valued.
3. Evidence of regular participation in the educational processes within the division, department or college. For faculty with no clinical responsibilities, this would consist teaching in approved academic courses or lectures and training of individuals or groups in research (technicians, laboratory assistants, undergraduate students, graduate students, postdoctoral fellows, research fellows, and colleagues). For faculty with clinical responsibilities, this would consist of teaching medical students or trainees at Ohio State or beyond.
4. Leadership role in the development of new educational programs (including videos, educational courses, invited speaking opportunities, etc.) for teaching students and residents at Ohio State and beyond. Programs that improve the cultural competence of or access to teaching for underserved populations are particularly valued.
5. Leadership role in publication of material of an instructional nature or in production of other forms of teaching material.
6. Development of innovative teaching techniques and vehicles.
7. Leadership role in development of educational materials for local and regional professional organizations. Participation in the development of educational materials for national organizations.
8. T-32 or K-award Mentorship

Research and Scholarship

A sustained record of external funding and an enhanced quality and quantity of scholarly productivity as an Associate Professor is required for promotion to Professor. For example, 50 to 70 peer-review publications with an average impact factor in the 50th percentile for Plastic Surgery journals. Candidates for promotion to professor should ideally have 25-35 peer-reviewed publications (most of which are first or senior authored) since their promotion to associate professor. Clear evidence of a national reputation including: election to membership to senior academic organizations with competitive membership, election to a leadership position to a national organization, service as a national committee or task force chair, chair of an NIH or other federal review panel, regular membership on an NIH study section, peer recognition or awards for research, and editorships and lectures in international venues. Candidates for promotion will be expected to have developed and maintained nationally competitive and peer reviewed extramural funding to support their research program including sustained NIH funding.

1. Candidates without significant clinical responsibilities ($\leq 50\%$ cFTE): At a minimum, candidates for promotion to professor who do not have significant clinical responsibilities must be a PI or multiple-PD/PI on at least one NIH funded R01 or equivalent grant (e.g. but not limited to NSF, DoD, USDA, AHRQ, DARPA, RWJF, Commonwealth Fund, or Kaiser Family Foundation) with a history of at least one competitive renewal and another nationally competitive grant, or have simultaneous funding on two NIH R01 level awards. This may include support from prominent national charitable foundations (e.g., American Heart Association, American Lung Association, American Diabetes Association, American Cancer Society, the Lupus Foundation, the March of Dimes, etc.), a major industry grant, or other federal entities such as the Centers for Disease Control and Prevention, Department of Defense and the National Science Foundation. In some circumstances, (e.g. specific techniques) faculty member's expertise may not justify PI level status. In such cases serving as a co-investigator on multiple NIH grants will satisfy the requirement for extramural funding.
2. Candidates with significant clinical responsibilities ($>50\%$ cFTE): Candidates for promotion to professor who have significant clinical responsibilities are expected to obtain extramural NIH or

comparable funding as defined above as a PI, MPI to support their research program. Depending on the extent of clinical responsibilities, sustaining funding through pharmaceutical or instrumentation companies for investigator-initiated proposals is acceptable. Serving as the site-PI for a multi-center trial would contribute to but not entirely satisfy the expectation for extramural funding on the tenure track. Similarly, faculty members who generate support for their research programs through creation of patents that generate licensing income or spin-off companies would meet the equivalent criteria of extramural funding. In some circumstances, (e.g. specific techniques) faculty member's expertise may not justify PI level status. In such cases serving as a co-investigator on multiple NIH grants will satisfy the requirement for extramural funding.

The following will constitute specific accomplishments characteristic of individuals worthy of promotion to **professor** in the area of research and scholarship. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

Evidence of ongoing, continuous development of research ability and reputation, as reflected by the following.

1. Multiple publications in peer reviewed journals.
 - a) For faculty members with no clinical duties, 20-30 peer-reviewed publications (most of which are first or senior authored) since promotion to associate professor, publications at or above the 50th percentile of impact factors of journals listed in Appendix 1, or an H- index of 25 or more.
 - b) For faculty members with significant clinical responsibilities, 15-25 peer-reviewed publications (most of which are first or senior authored) since promotion to associate professor. The mean impact factor of the top ten publications should ideally be at or above 50th percentile of impact factors of journals in the faculty member's specific surgical discipline (e.g., hand surgery). The list of journals is attached as Appendix 1. The list will be updated every 4 years. Faculty members are encouraged to publish in other scientific journals of comparable or higher impact factor as well.
2. Presentations of scholarly work at national or international meetings.
3. Substantial grant funding as principal investigator or multi-PI from national sources at levels indicating major research significance. Extramural funding since promotion to associate professor is required.
 - a) Candidates without significant clinical responsibilities should be a PI or multiple-PD/PI on at least one NIH funded R01 or equivalent grant with a history of at least one competitive renewal and another nationally competitive grant, or have simultaneous funding on two NIH R01 level awards. This may include support from prominent national charitable foundations, a major industry grant, or other federal entities. In some circumstances, faculty member's expertise may not justify PI level status. In such cases serving as a co-investigator on multiple NIH grants will satisfy the requirement for extramural funding.
 - b) Candidates for promotion to professor who have significant clinical responsibilities are expected to obtain extramural NIH or comparable funding as defined above as a PI, MPI to support their research program. Depending on the extent of clinical responsibilities, sustained funding through pharmaceutical or instrumentation companies for investigator-initiated proposals is acceptable. Serving as the site-PI for a multi-center trial may also satisfy the expectation for extramural funding on the tenure track. Similarly, faculty members who generate support for their research programs through creation of patents that generate licensing income or spin-off companies would meet the equivalent criteria of extramural funding. In some circumstances, faculty member's expertise may not justify PI level status. In such cases serving as a co-investigator on multiple NIH grants will satisfy the requirement for extramural funding.

4. National recognition as an expert in a particular area of research or scholarship, as evidenced by election or appointment to a leadership position in a national or international societies, service as a national committee or task force chair, chair of an NIH or other federal review panel, regular membership on an NIH study section, peer recognition or awards for research, editorial boards or editorships of scientific journals, and invited lectures at hospitals or universities outside the country or at meetings of international societies
5. Editorship of journal(s).
6. Lead authorship of books or book chapters
7. Retention as a consultant by professional or commercial organizations.

Service

Promotion to the rank of professor requires service to the COM, OSU, and in national and international professional societies. Service can include but is not limited to leadership roles on OSU committees, in professional organizations and journal editorships. Evidence of the provision of professional expertise could include roles as a board examiner, service on panels and commissions, program development, and professional consultation to industry, government, and education. Similarly, innovative programs that advance the mission of the university, such as creation and sustenance of a program to deliver healthcare to the community, or design and implementation of a novel program to reduce race or gender-based discrimination in the within the TIU, College, University or beyond, can be considered service activities.

The following will constitute specific accomplishments characteristic of individuals worthy of promotion to **professor** in the area of service. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

Evidence of ongoing commitment to the provision of service to the institution, the community or the profession, as reflected by:

1. For faculty with clinical responsibilities, recognized as a leader in an area of clinical expertise. Director of a service, center, institute, division or section or recognition by peers in Best Doctors. For faculty with no clinical responsibilities, Direction/operation of a laboratory or leader of a division, department, center, institute hospital, college, university or professional organization.
2. Chair of Department, College of Medicine or University committee.
3. Leadership role in committee activities for national and international organizations.
4. Elected office in national or international professional organization(s) or regular NIH study section membership or federal panel or committee
5. Prominent role in community service activities.
6. Leadership role in the department.
7. Leadership role in the development of new programs for clinical care or research.

4. Clinical Faculty

Clinical faculty members have a greater responsibility for clinical teaching and patient care than individuals in the Tenure-track. Clinical faculty members are not eligible for tenure. The criteria in the categories of teaching and service are, for the most part, similar to those for the Tenure-track for each faculty rank, although there is greater emphasis on teaching, service and patient care in Clinical Faculty, and less emphasis on traditional scholarship.

Clinical Faculty members may continue their service to the Department and the University without ever seeking promotion to the next higher faculty rank, simply through repeated reappointment at the same level. However, the goals and objectives of the College and the University are best served when all faculty members strive for continued improvement in all academic areas as measured by meeting or exceeding the requirements for promotion to the next faculty rank.

With the exception of the Clinical Excellence Pathway, the awarding of promotion to the rank of Associate Professor of Clinical Plastic and Reconstructive Surgery must be based upon clear and convincing evidence that that the candidate has developed a national level of impact and recognition since being appointed to the rank of Assistant Professor. Faculty members in Clinical Faculty typically pursue careers as clinician scholars or clinician educators. In the following sections, the criteria for promotion in each of the three pathways (Clinician-Educator, Clinician-Scholar, Clinical Excellence) in Clinical Faculty will be detailed.

a. Promotion to Associate Professor, Clinician Educator Pathway

The awarding of promotion to the rank of Associate Professor of Clinical Plastic and Reconstructive Surgery– Clinician-Educator Pathway should be based upon clear and convincing evidence that that the candidate is developing a national level of impact and recognition as a clinician educator since being appointed to the rank of Assistant Professor.

Teaching and Mentoring

A distinctive record of teaching and mentoring excellence is required for promotion. Effectiveness may be measured by various metrics including, but not limited to, curriculum/web-based design and implementation, innovative teaching practices, modules, and publications. Excellence is demonstrated by positive evaluations by students, residents, fellows, local colleagues and national peers. Teaching awards and other honors are examples of evidence of teaching excellence. Candidates should demonstrate favorable impact on teaching and training programs, including curriculum innovation, new teaching modalities or methods of evaluating teaching, and program or course development. Clinician Educators may also demonstrate national impact through invitations to serve as faculty on national continuing medical education programs or societal leadership in education or other national activities. In all cases, evidence of improved educational processes or outcomes (i.e. impact) is required. Programs that improve the cultural competence of or access to teaching for underserved populations are particularly valued. Development of impactful, innovative programs that integrate teaching, research and patient care are highly valued. Active participation as a mentor in training grants such as NIH T32 or K-awards and other such mentored programs are highly valued as a teaching and mentoring activity.

Teaching:

For the Department of Plastic and Reconstructive Surgery, the following will constitute specific accomplishments characteristic of individuals worthy of promotion to **Associate Professor** of Clinical Plastic and Reconstructive Surgery– Clinician Educator Pathway in the area of teaching. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

Evidence of persistent commitment to teaching and ongoing development of teaching abilities, as reflected by:

1. Consistently high-level evaluations of teaching performance by students, residents, fellows, or peers.
2. Divisional or departmental teaching awards as voted by medical students and/or residents.
3. Regular participation in the educational processes within the division, department or college. For faculty with no clinical responsibilities, this would consist teaching in approved academic courses or lectures and training of individuals or groups in research (technicians, laboratory assistants, undergraduate students, graduate students, postdoctoral fellows, research fellows, and colleagues). For faculty with clinical responsibilities, this would consist of teaching medical students or trainees at Ohio State or beyond.
4. Local leader of a nationally funded or multi-institutional educational project

5. Participation in the publication of material of a scientific or instructional nature or evidence of production of other forms of teaching material (e.g. video, websites, mobile apps, and computer programs)
6. Participation in teaching for local, regional and national professional organizations with high level lecture evaluations from national audiences

Participation in the development of educational materials for local, regional and national professional organizations

Scholarship

The candidate should demonstrate contributions to scholarship, including 10-15 peer-reviewed journal publications or scholarly review articles. Candidates must demonstrate the impact of their scholarship. Faculty in the Clinician Educator Pathway may focus on the pedagogy of education and publish in this domain. Examples include papers regarding innovative teaching techniques, scholarly review articles and book chapters focused on education theory, new curricula and methods of evaluation. Alternatively, faculty members in the Clinician Educator Pathway may publish works based on their areas of clinical expertise which form the basis for their teaching of colleagues and peers. These may include, but are not limited to, review papers, book chapters as well as original investigator-initiated studies related to their area of clinical practice. Some faculty members may combine these two areas of career emphasis. Development of web-based or video-teaching modules and other digital media can contribute to supporting impact of scholarship for the Clinician Educator Pathway. In the current era of team and collaborative scholarship, it is recognized that meaningful scholarship is not uniformly represented by first or senior authorship. Works in which the faculty member's individual and identifiable expertise was essential to the publication are regarded as having merit equivalent to those that are first or senior author.

For the Department of Plastic and Reconstructive Surgery, the following will constitute specific accomplishments characteristic of individuals worthy of promotion to **Associate Professor** of Clinical Plastic and Reconstructive Surgery– Clinician Educator Pathway in the area of research and scholarship. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

1. Publications in peer-reviewed journals. As a general guideline, 10-15 peer reviewed research publications or scholarly review articles, since being appointed as assistant professor. The top 10 articles should have a mean impact factor at the 50th percentile of plastic surgical specialty journals (Appendix 1). Video teaching modules that are subject to rigorous peer review can be considered a form of scholarly publication, but they should constitute the minority of publications.
2. Presentations of scholarly work at local, regional, national and international meetings.
3. Development, publication and/or presentation of scholarly work in other formats (e.g., videos, mobile apps, websites).
4. Local lead investigator of an educational grant or a multi-institutional educational program.

Service

Service is broadly defined to include administrative service to the University, exemplary patient care, program development relating to clinical, administrative, leadership and related activities, professional service to the faculty member's discipline, and the provision of professional expertise to public and private entities beyond the University. Evidence of service can include membership on department, College, hospital, or University committees, affirmative action or mentoring activities. Professional service could include, but is not limited to, peer reviews of manuscripts and grant applications, serve on editorial boards, service to the community as pertains to the candidate's specialty, development of innovative programs that advance the mission of the university, such as creation and sustenance of a

program to deliver healthcare to the community, or design and implementation of a novel program to reduce race or gender based discrimination within the TIU, College, University or beyond, and leadership positions in professional societies.

For the Department of Plastic and Reconstructive Surgery, the following will constitute specific accomplishments characteristic of individuals worthy of promotion to **Associate Professor** of Clinical Plastic and Reconstructive Surgery– Clinician Educator Pathway in the area of service. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

Evidence of commitment to the provision of service to the institution, the community or the profession, as reflected by:

1. Evidence of a high-level of clinical competence.
2. Active participation in divisional, Departmental, College, Health Sciences, Health System, Medical Staff and/or University committee functions.
3. Participation in committee activities for local, regional and national organizations.
4. Elected office in local, regional or national professional organizations.
5. Meritorious community service activities that advance the mission of the university. Service that advances the delivery of healthcare to the community or seeks to reduce race or gender based discrimination is highly valued.

b. Promotion to Professor, Clinician Educator Pathway

The awarding of promotion to the rank of Professor of Clinical Plastic and Reconstructive Surgery– Clinician-Educator pathway must be based upon clear and convincing evidence that the candidate has developed a national level of impact and recognition as a teacher since being appointed to the rank of Associate Professor.

Teaching and Mentoring: A distinctive record of sustained superlative teaching and mentoring excellence is required for promotion. Excellence is demonstrated by sustained positive evaluations by students, residents, fellows, local colleagues and national peers. Multiple teaching awards and other honors are indicative of this level of teaching excellence. Candidates must demonstrate favorable impact on teaching and training programs, including curriculum innovation, new teaching modalities or methods of evaluating teaching, and program or course development. Development of multiple impactful, innovative programs that integrate teaching, research and patient care are valued. Programs that improve the cultural competence of or access to teaching for underserved populations are particularly valued. Teaching excellence may also be demonstrated through participation in national education committees such as Accreditation Council for Graduate Medical Education, National Medical Association, American Association of Higher Education, Association of American Colleges and Universities or Association of American Medical Colleges and specialty boards such as The American Board of Plastic Surgery.

Mentorship of junior faculty is also expected to demonstrate teaching excellence. It is presumed that this will take the form of a primary mentoring relationship, and not just ad hoc career coaching. Candidates should evidence of mentoring relationships by providing mentees' evaluations.

The following will constitute specific accomplishments characteristic of individuals worthy of promotion to **Professor** of Clinical Plastic and Reconstructive Surgery– Clinician Educator Pathway in the areas of teaching, research and service. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching.

Evidence of persistent commitment to teaching and ongoing development of teaching abilities, as reflected by:

1. Consistently high level evaluations of teaching performance by students, residents, peers.
2. Divisional or departmental teaching awards as voted by medical students and/or residents.
3. Participation in the development of new educational programs (including videos, educational courses, invited speaking opportunities, etc.) for teaching students, residents, or fellows at Ohio State. For faculty with no clinical responsibilities, this would consist of teaching in approved academic courses or lectures and training of individuals or groups in research (technicians, laboratory assistants, undergraduate students, graduate students, postdoctoral fellows, research fellows, and colleagues).
4. Major role in a nationally funded or multi-institutional educational project, such as PI or site PI
5. Major role in the publication of material of a scientific or instructional nature or evidence of production of other forms of teaching material (e.g. video, mobile app, website, computer programs, etc.)
6. Major role in teaching for national or international professional organizations and excellent lecture evaluations from these audiences
7. Participation in the development of educational materials for national or international professional organizations.

Scholarship

The candidate must demonstrate sustained contributions to scholarship as reflected by 15-20 peer-reviewed journal publications and scholarly review articles since appointment to associate professor. Candidates must demonstrate the impact of their scholarship. Faculty in the Clinician Educator Pathway may focus on the pedagogy of education and publish in this domain. Examples include papers regarding innovative teaching techniques, scholarly review articles and book chapters focused on education theory, new curricula and methods of evaluation or clinical community based educational efforts. Alternatively, other faculty members in the Clinician Educator Pathway may publish works based on their areas of clinical expertise which form the basis for their teaching of colleagues and peers. These may include, but are not limited to, review papers, book chapters as well as original investigator-initiated studies related to their area of clinical practice. Some faculty members may combine these two areas of career emphasis. Development of web-based or video-teaching modules and other digital media can contribute to scholarly impact. In the current era of team and collaborative scholarship, it is recognized that meaningful scholarship is not uniformly represented by first or senior authorship. Works in which the faculty member's individual and identifiable expertise was essential to the publication are regarded as having merit equivalent to those that are first or senior author.

The following will constitute specific accomplishments characteristic of individuals worthy of promotion to **Professor** of Clinical Plastic and Reconstructive Surgery– Clinician Educator Pathway in the areas of research and scholarship. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

1. Publications in peer-reviewed journals. As a general guideline, 15-20 peer reviewed research articles or scholarly review articles, since being appointed as associate professor. The top 10 articles should have a mean impact factor at the 50th percentile of plastic surgical specialty journals (Appendix 1). Video teaching modules that are subject to rigorous peer review can be considered a form of scholarly publication, but they should constitute the minority of publications.
2. Publication of books, chapters or monographs
3. Presentations of scholarly work at local, regional, national and international meetings.
4. Development, publication and/or presentation of scholarly work in other formats (e.g. videos, mobile apps, websites, video modules).
5. Local leader of a nationally funded or multi-institutional educational project unless ≥ 45 publications and clear evidence of a national reputation

Service

Service to the institution and profession is an expectation for promotion to professor. Service is broadly defined to include administrative service to the University, patient care, program development relating to clinical, administrative, leadership and related activities, professional service to the faculty member's discipline, and the provision of professional expertise to public and private entities beyond the University. Professional service could include, but is not limited to, peer reviews of manuscripts and grant applications, serve on editorial boards, development of innovative programs that advance the mission of the university, such as creation and sustenance of a program to deliver healthcare to the community, or design and implementation of a novel program to reduce race or gender based discrimination in the within the TIU, College, University or beyond, and leadership positions in professional societies. In addition, invitations to serve as external evaluators for promotion candidates from peer institutions is a reflection of national reputation.

The following will constitute specific accomplishments characteristic of individuals worthy of promotion to **Professor** of Clinical Plastic and Reconstructive Surgery– Clinician Educator Pathway in the areas of service. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching.

Evidence of commitment to the provision of service to the institution, the community or the profession, as reflected by:

1. Evidence of a high-level of clinical competence.
2. Leadership in divisional, Departmental, College, and/or University committee functions or clinical programs
3. Leadership of committee activities for national or international organizations.
4. Elected office in national or international professional organizations.
5. Director of an educational program for division, department, hospital, college, university or professional organization.
6. Meritorious community service activities that advance the mission of the university. Service that advances the delivery of healthcare to the community or seeks to reduce race or gender-based discrimination is highly valued. Active participation in departmental activities including faculty meetings, conferences and ground rounds Invited visiting professorships at other academic institutions
7. Invited visiting professorships at other university training programs
8. International service in clinical care and education
9. Officer or board member for healthcare-related nonprofit organization
10. Evidence of technical innovation in healthcare, including patents and product development

c. Promotion to Associate Professor, Clinician Scholar Pathway

The awarding of promotion to the rank of Associate Professor, Clinical Plastic and Reconstructive Surgery– Clinician-Scholar pathway must be based upon clear and convincing evidence that the candidate has developed a national level of impact and recognition as a clinician scientist since being appointed to the rank of Assistant Professor. Evidence of national recognition and impact should be related to the primary focus of this pathway (scholarship), but can also be related to clinical, educational, or professional service but is not required in all domains.

Teaching and Mentoring

A distinctive record of teaching and mentoring excellence is required for promotion. Excellence is demonstrated by positive evaluations by students, residents, fellows, local colleagues and national peers. Teaching awards and other honors are also supportive of teaching excellence. Teaching excellence must be demonstrated through evaluations and peer feedback based on presentations at other academic

institutions, presentations or tutorials at scientific conferences or meetings, presentations at other medical centers or hospitals, and the like. Active participation as a mentor in training grants such as NIH T32 or K-awards and other such mentored programs is highly valued as a teaching and mentoring activity.

For the Department of Plastic and Reconstructive Surgery, the following will constitute specific accomplishments characteristic of individuals worthy of promotion to Associate Professor of Clinical Plastic and Reconstructive Surgery– Clinician Scholar Pathway in the area of teaching.. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

Evidence of persistent commitment to teaching and ongoing development of teaching abilities, as reflected by:

1. Consistently high-level evaluations of teaching performance by students, residents, peers.
2. Divisional or departmental teaching awards as voted by medical students and/or residents.
3. Participation in the educational programs for teaching students, residents, or fellows at Ohio State. For faculty with no clinical responsibilities, this would consist of teaching in approved academic courses or lectures and training of individuals or groups in research (technicians, laboratory assistants, undergraduate students, graduate students, postdoctoral fellows, research fellows, and colleagues).
4. Participation in teaching for local, regional and national clinical organizations, and high level evaluations from national audiences
5. Participation in the development of clinical materials for local, regional and national professional organizations.

Scholarship

The candidate must demonstrate contributions to scholarship, as reflected by 10-20 peer-reviewed publications, and participation in basic, translational clinical, or health services research projects, or in clinical trials as PI or Co-I. Again, participation in collaborative, multidisciplinary research and team science is highly valued even though it may result in “middle” authorship, as long as the faculty member’s unique contribution can be discerned. Acquiring external funding in support of their program of scholarship is highly valued. Ideally, candidates should have a track record of being co- investigators in foundation, industry or NIH studies (e.g. but not limited to NSF, DoD, USDA, AHRQ, DARPA, RWJF, Commonwealth Fund, or Kaiser Family Foundation). Entrepreneurship and inventorship are also evidence of scholarly activity, as described in Section VII [Criteria for promotion to Associate Professor with tenure] above, and will be viewed favorably.

For the Department of Plastic and Reconstructive Surgery, the following will constitute specific accomplishments characteristic of individuals worthy of promotion to Associate Professor of Clinical Plastic and Reconstructive Surgery– Clinician Scholar Pathway in the area of research and scholarship. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

1. Publications in peer-reviewed journals. As a general guideline, 10-20 peer reviewed research articles or scholarly review articles, since being appointed as associate professor. The top 10 articles should have a mean impact factor at the 50th percentile of plastic surgical specialty journals (Appendix 1). Video teaching modules that are subject to rigorous peer review can be considered a form of scholarly publication, but they should constitute the minority of publications.

2. Participation as PI on a plastic surgery or related clinical trial or significant funded grant (factors considered include competitiveness, intra-versus extramural, locoregional versus national) since appointment unless > 25 scholarly works as outlined above.
3. Presentations of scholarly work at regional, national or international meetings. Development, publication, presentation, or dissemination of scholarly work through other means, such as patents, websites, blogs, social media, or journalism. Impact needs to be documented.
4. Other evidence of an evolving national reputation, such as through service at a national level on a grant review committee or invited panelist/moderator for scientific sessions at conferences.

Service

For the Department of Plastic and Reconstructive Surgery, the following will constitute specific accomplishments characteristic of individuals worthy of promotion to Associate Professor of Clinical Plastic and Reconstructive Surgery– Clinician Scholar Pathway in the area of service. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

Evidence of commitment to the provision of service to the institution, the community or the profession, as reflected by:

1. For faculty with clinical responsibilities, evidence of a high-level of clinical competence.
2. Director or Co-Director of a clinical service for division, department, hospital, college, university or professional organization
3. Leadership in divisional, Departmental, College, Health Sciences, Medical Staff, Health System and/or University committee functions.
4. Leadership in the development of new programs or evidence-based practice guidelines for the advancement of medical practice or patient care.
5. Committee leadership in local, regional and national organizations.
6. Elected office in local regional, national or international professional organizations.
7. Significant contribution to meritorious community service activities that advance the mission of the university. Service that advances the delivery of healthcare to the community or seeks to reduce race or gender based discrimination is highly valued
8. Invited visiting professorships at other university training programs
9. International service in clinical care and education
10. Officer or board member for healthcare-related nonprofit organization
11. Evidence of technical innovation in healthcare, including patents and product development

d. Promotion to Professor, Clinician Scholar Pathway

The awarding of promotion to the rank of Professor of Clinical Plastic and Reconstructive Surgery– Clinician-Scholar pathway must be based upon clear and convincing evidence that the candidate has developed a national level of recognition as a clinician scientist since being appointed to the rank of Associate Professor.

Teaching and Mentoring

A record of teaching excellence as an Associate Professor must continue to justify promotion to the rank of Professor. The faculty member should have made unique and impactful contributions to the teaching mission as an Associate Professor. This may be demonstrated by positive evaluations by students, residents, fellows, local colleagues and national peers. Teaching evaluations may be based on presentations internally or at other academic institutions, presentations or tutorials at scientific conferences or meetings, and presentations at other medical centers or hospitals. Programs that improve the cultural competence of or access to teaching for underserved populations are highly valued. Active participation as a mentor in training grants such as NIH T32 or K-awards and other such mentored programs is highly valued as a teaching and mentoring activity.

Mentorship of junior faculty may also demonstrate teaching excellence. It is presumed that this will take the form of a primary mentoring relationship, and not just ad hoc career coaching. Candidates should evidence mentoring relationships by providing mentees' evaluations.

For the Department of Plastic and Reconstructive Surgery, the following will constitute specific accomplishments characteristic of individuals worthy of promotion to **Professor** of Clinical Plastic and Reconstructive Surgery– Clinician Scholar Pathway in the area of teaching . Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

Evidence of persistent commitment to teaching and ongoing development of teaching abilities, as reflected by:

1. Consistently high-level evaluations of teaching performance by students, residents, peers.
2. Divisional or departmental teaching awards as voted by medical students and/or residents.
3. Evidence of regular participation in the educational processes within the division, department or college. For faculty with no clinical responsibilities, this would consist teaching in approved academic courses or lectures and training of individuals or groups in research (technicians, laboratory assistants, undergraduate students, graduate students, postdoctoral fellows, research fellows, and colleagues). For faculty with clinical responsibilities, this would consist of teaching medical students or trainees at Ohio State or beyond.
4. Participation in faculty mentoring on K award or T-32 grants or similar.
5. Participation in teaching for national or international professional organizations and excellent lecture evaluations from national audiences
6. Participation in the development of educational and clinical materials for national and international professional organizations.

Scholarship

Demonstration of a sustained and expanded impact and national reputation for scholarship is a prerequisite for promotion to professor. The candidate must demonstrate scholarship typically as reflected by 15-25 peer-reviewed journal publications, scholarly review articles, and case reports (most of which are first or senior authored) since promotion. Participation in basic, translational or clinical, or health services research projects or in clinical trials as PI or Co-I is also highly valued. Participation in collaborative, multidisciplinary research and team science is also highly valued. Faculty members who participate in team science may have a record of scholarship primarily as middle author. In these cases, there must be evidence from other domains that demonstrate at the national level the faculty member's unique expertise (e.g. invitation to serve on study sections, and/or invitation to speak at national meetings). Faculty on this pathway should ideally have acquired external funding (as PI or Co-I) in support of their program of scholarship. Candidates should have a track record of being funded by industry, NIH or comparable agencies (e.g. but not limited to NSF, DoD, USDA, AHRQ, DARPA, RWJF, Commonwealth Fund, or Kaiser Family Foundation). Alternatively, entrepreneurship and inventorship are also evidence of scholarly activity.

For the Department of Plastic and Reconstructive Surgery, the following will constitute specific accomplishments characteristic of individuals worthy of promotion to **Professor** of Clinical Plastic and Reconstructive Surgery– Clinician Scholar Pathway in the area of research and scholarship . Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

1. Peer-reviewed scholarly work. As a general guideline the candidate should have 15-25 peer reviewed publications within plastic surgery or related journals, including original research,

invited reviews, and/or invited electronic technique videos or modules since promotion to associate professor

2. Grant funding as PI on clinical trials or other equivalent mechanisms, unless >50 publications as outlined above.
3. Presentations of scholarly work at regional, national or international meetings.
4. Development, publication, presentation, or dissemination of scholarly work through other means, such as patents, websites, blogs, social media, or journalism. Impact should be documented.
5. Evidence of an established national or international reputation, such as being appointed to a journal editorial board or a grant review committee, or invited as a panelist/moderator, or invited to author a review article.

Service

Promotion to the rank of professor requires service to the University and in a national context. The faculty member should have increased levels of responsibility and leadership (e.g. committee chair or elected office in national or international organizations) since appointment or promotion to associate professor. Candidates may have led the development of new and innovative clinical or clinical research programs which received national recognition. Similarly, innovative programs that advance the mission of the university, such as creation and sustenance of a program to deliver healthcare to the community, or design and implementation of a novel program to reduce race or gender based discrimination in the within the TIU, College, University or beyond, can be considered service activities. Professional service could include, but is not limited to, peer reviews of manuscripts and grant applications, serve on editorial boards, leadership positions in professional societies.

For the Department of Plastic and Reconstructive Surgery, the following will constitute specific accomplishments characteristic of individuals worthy of promotion to **Professor** of Clinical Plastic and Reconstructive Surgery– Clinician Scholar Pathway in the area of service . Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

Evidence of commitment to the provision of service to the institution, the community or the profession, as reflected by:

1. Evidence of a high-level of clinical competence.
2. Chairperson of divisional, Departmental, College, Health Sciences, Medical Staff, Health System and/or University committee functions.
3. Committee Chair for national or international organizations.
4. Elected office in national or international professional organizations or regular NIH study section membership or federal panel or committee.
5. Prominent role in community service activities.
6. Leadership role in the development of new programs for clinical care or research.
7. Leadership role in meritorious community service activities that advance the mission of the university. Service that advances the delivery of healthcare to the community or seeks to reduce race or gender based discrimination is highly valued.

e. Promotion to Associate Professor, Clinical Excellence Pathway

In the circumstance where individuals are assigned major responsibilities for clinical care and clinical administrative activities, faculty members may seek promotion for excellence in activities categorized as “scholarship of practice” (or “scholarship of application”). The clinical time commitment of these individuals may not allow the achievement of personal national recognition for their accomplishments; however, their unique contributions serve to enhance the national recognition of the Department, University, Medical Center or their assigned hospital. For these individuals, their contribution to the

regional and national recognition of the Department and Medical Center may serve as a proxy for individual national recognition.

The awarding of promotion to the rank of Associate Professor on the Clinical Excellence Pathway for individuals with heavy clinical responsibilities (but without national recognition) must be based upon clear and convincing evidence that the candidate has demonstrated a level of excellence and a record of impact beyond the usual faculty member's scope or sphere of influence. Promotion will not be granted purely on the basis of length of service to the institution or satisfactory job performance.

One of the most important measures of excellence in the scholarship of practice would be evidence that activities or innovations of an individual faculty member have contributed to a change in the scope and the nature of practice in his or her own discipline. Another piece of evidence could be the development of new and innovative approaches to the clinical management of challenging clinical problems. A faculty member who appears to qualify for this special circumstance should have supportive annual evaluations (and a more detailed review for reappointment in the penultimate year of contract).

These faculty are expected to support the research and teaching mission of the department, but the focus of the promotion review is on demonstration of clinical excellence. The documentation and demonstration of outcomes or impact is required. It is not expected that candidates will meet all of the examples below, but meeting only one or two will not satisfy the demonstration of collective impact of excellence.

For the Department of Plastic and Reconstructive Surgery, the following accomplishments will support promotion to associate professor on the Clinical Excellence Pathway in the areas of teaching, research and service. Not all criteria are required, and they should be considered in the context of accomplishments in the three areas of teaching, scholarship, and service.

Teaching

Evidence of persistent commitment to and engagement in teaching.

1. Evidence of involvement in teaching of students and residents, with positive evaluations
2. Evidence of development of educational materials for patients

Research and Scholarship

1. Evidence of participation in clinical research including but not limited to enrollment of patients in clinical trials available in the medical center or national studies, publication of practice guidelines or publication of clinical innovation.
2. Evidence of establishing a data base on patients for the purpose of monitoring quality and outcomes in the physician's area of practice.

Service

Evidence of commitment to the provision of service to the institution, the community or the profession is reflected by the following. Not all criteria are required.

1. Multiple lines of evidence supporting excellence in clinical performance, including discipline relevant clinical measures such as, but not limited to quality indicators, mortality metrics, complication rates, turnaround times, readmission rates, process improvements, reduction in health disparities, improvements in community health outcomes and patient satisfaction rates where performance measures can easily be internally and externally benchmarked for comparison.
2. Preferred provider recognition. Referral patterns or other metrics that indicate acknowledgment of a faculty member's expertise such as, but are not limited to, the number of cases referred for a second opinion, patients referred from other states or other regions within Ohio.

3. A record that demonstrates that a faculty member is frequently consulted by physicians from outside the OSU system for advice about patient care.
4. Evidence that physicians from other medical centers come to OSU/NCH for training specifically by the faculty member, or request proctoring at their home institution by the faculty member.
5. A record that demonstrates the faculty member has been invited to lecture locally, regionally or at other hospitals, academic medical centers or statewide professional societies.
6. Clinical program development. Evidence that a faculty member has developed a new program or led improvements in an existing program and that subsequent to those innovations the success of the program has materially improved, or the program has been duplicated or adopted within the Medical center or by other institutions or practices.
7. Evidence that a faculty member has developed clinical innovations that have been adopted by other physicians within or outside the Medical Center.
8. Evidence that the faculty member participates as an instructor or involved with the development of education activities at local or state levels that are in person, virtual, or web-based.
9. Selection for inclusion in physician rankings such as Best Doctors, Castle-Connolly, U.S. News Physicians Survey or similar rankings.
10. Receipt of awards from local, state, national organizations for clinical excellence.
11. Active participation in divisional, Departmental, College, Health Sciences, Health System or Medical Staff and/or University activities and functions.
12. Meritorious community service activities that advance the mission of the university. Service that advances the delivery of healthcare to the community or seeks to reduce race or gender based discrimination is highly valued.
13. Committee participation in local, regional and national organizations
14. Elected office in local or regional professional organizations.

f. Promotion to Professor, Clinical Excellence Pathway

The awarding of promotion to the rank of **Professor** in the Clinical Excellence Pathway must be based upon clear and convincing evidence that the candidate's work has developed a national impact and consistent recognition for clinical excellence and innovation since being appointed to the rank of Associate Professor. For promotion to Professor the candidate should have a high level of Department, University, Medical Center and local, regional and/or national reputation including referrals for clinical service, or involvement in national programs or specialty associations. Metrics should include consistent rankings among the Nation's elite in the Castle and Connelly or U.S. News Physicians Survey or similar (Best Doctors, Inc.) or clear evidence that they receive patient referrals from throughout the State of Ohio or national awards for clinical excellence and innovation are clear indicators of achievement.

For the Department of Plastic and Reconstructive Surgery, the following will constitute specific accomplishments characteristic of individuals worthy of promotion to professor on the Clinical Excellence Pathway in the areas of teaching, research and service:

Teaching

Evidence of persistent commitment and engagement in to teaching

1. Evidence of involvement in teaching of students and residents, with positive evaluations
2. Evidence of development of educational materials for patients

Research and Scholarship

1. Evidence of participation in clinical research including but not limited to enrollment of patients in clinical trials available in the medical center or national studies publication of national practice guidelines or publication of clinical innovation.
2. Evidence of establishing a data base on patients for the purpose of monitoring quality and outcomes in the physician's area of practice.

Service

Evidence of commitment to the provision of service to the institution, the community or the profession, as reflected by the following. Not all criteria are required.

1. Multiple lines of evidence supporting excellence in clinical performance, including discipline relevant clinical measures such as, but not limited to quality indicators, mortality metrics, reduction in health disparities, improvements in community health outcomes, complication rates, turnaround times, readmission rates, process improvements and patient satisfaction rates where performance measures can easily be internally and externally benchmarked for comparison. Clinical productivity metrics (e.g. wRVU) per se, are not sufficient for supporting excellence in clinical performance.
2. Preferred provider recognition. Referral patterns or other metrics that indicate acknowledgment of a faculty member's expertise such as, but are not limited to the number of cases referred for a second opinion, patients referred from other states or other countries.
3. A record that demonstrates that a faculty member is frequently consulted by physicians from outside the OSU system for advice about patient care.
4. Evidence that physicians from other medical centers outside of Ohio come to OSU/NCH for training specifically by the faculty member, or request proctoring at their home institution by the faculty member.
5. A record that demonstrates the faculty member has been invited to lecture nationally at hospitals, academic medical centers or national professional societies.
6. Clinical program development. Evidence that a faculty member has developed a new program or led improvements in an existing program and that subsequent to those innovations the success of the program has materially improved, or the program has been duplicated or adopted within the Medical center or by other institutions or practices.
7. Evidence that a faculty member has developed clinical innovations that have been adopted by other physicians within or outside the Medical Center.
8. Evidence that the faculty member participates as an instructor or involved with the development of education activities at the state or national level that are in person, virtual, or web-based.
9. Selection for inclusion in physician rankings such as Best Doctors, Castle-Connolly, U.S. News Physicians Survey or similar rankings.
10. Receipt of awards from state or national organizations for clinical excellence.
11. Participation in the development of national practice guidelines.
12. Active participation in divisional, Departmental, College, Health Sciences, Health System or Medical Staff and/or University committee functions.
13. Meritorious community service activities that advance the mission of the university. Service that advances the delivery of healthcare to the community or seeks to reduce race or gender based discrimination is highly valued.
14. Committee leadership in local, regional and national organizations
15. Elected office in local or regional professional organizations

5. Research Faculty

In the Research Faculty, the criteria for promotion focus principally on the category of research, and the standards are comparable to those used for the Tenure-track for each faculty rank.

a. Associate Professor

Scholarship

Scholarship is broadly defined as the discovery and dissemination of new knowledge. Achievement of excellence in scholarship is demonstrated by discovery of a substantial body of original knowledge that is published in high quality, peer-reviewed journals or proceedings, and achievement of a national reputation for expertise and impact in one's field of endeavor. Such endeavors might include laboratory

investigation, development of innovative programs, theoretical insight, innovative interpretation of an existing body of knowledge, clinical science, public health and community research, implementation science, and diffusion research. Participation in collaborative, multidisciplinary research and team science is highly valued, especially to the extent that a faculty member's record of collaborative scholarship includes manuscripts on which authorship is first, senior, or corresponding, or the individual input of the faculty member as a middle author is uniquely contributory and clearly evident.

The development of a competitive, innovative and distinctive program of scholarship is also evidenced by acquisition of peer-reviewed, nationally competitive extramural support as a PI or multiple-PD/PI or as co-investigator on several awards. Similarly, status as core director in a program grant is an acceptable criterion for extramural funding.

Although funding by the NIH is highly desirable, it is not required for promotion. Other nationally competitive, peer reviewed funding, including support from national charitable foundations (*e.g.*, American Heart Association or American Cancer Society), industry, or federal entities such as the CDC and the NSF will satisfy the criterion for nationally competitive peer reviewed funding. Faculty members are encouraged to collaborate with other investigators and may therefore meet the requirement for extramural support for their research as a co-investigator on NIH awards, or other comparable roles on awards from private foundations. Funding through pharmaceutical or instrumentation companies for investigator-initiated proposals, or as local principal investigator for multi-center trials also meets the requirement of extramural funding. Similarly, faculty members who generate support for their research programs through their contribution to the creation of patents with associated license-derived income or spin-off companies also meet the criteria for extramural funding.

Specific metrics in support of excellence in scholarship may be discipline-specific. Therefore, each Department will define in their formal Appointments, Promotion and Tenure document, an acceptable range of scholarly productivity, and must explicitly balance qualitative and quantitative accomplishments to guide promotion and tenure decisions. Examples of discipline specific considerations include publications in highly specialized journals that may have high impact in the field, but a relatively low overall impact factor and citation index. In addition, levels of productivity in disciplines may vary substantially and this variation must be appropriately acknowledged.

Overall, the number of publications required for promotion should be sufficient to persuasively characterize the faculty member's influence in helping to discover new knowledge in their field. Thus, both quality and quantity are important considerations. Publication as at least a co-author in the field's highest impact factor journals is an important variable that converges with other factors such as the extent of external funding, invited lectures, invited manuscripts, editorial boards, peer-review panels, and external letters of evaluation in the decision to promote. It should be appreciated that scholarship exceeding the specified range is not a guarantee of a positive promotion decision. Similarly, records of scholarship below the specified range do not preclude a positive promotion decision.

Entrepreneurship is a special form of scholarship valued by the College of Medicine. Entrepreneurship includes, but may not be limited to, invention disclosures, software development, materials transfers (*e.g.*, novel plasmids, transgenic animals, cell lines, antibodies, and similar reagents), technology commercialization, patent and copyrights, formation of startup companies and licensing and option agreements. Inasmuch as there are no expressly defined metrics for entrepreneurship, the College of Medicine will analyze these flexibly. Generally, invention disclosures and copyrights will be considered equivalent to a professional meeting abstract or conference proceeding, patents should be considered equivalent to an original peer-reviewed manuscript, licensing activities that generate revenues should be considered equivalent to extramural grant awards, and materials transfer activities should be considered

evidence of national (or international) recognition and impact. These entrepreneurial activities will be recognized as scholarly or service activities in the promotion dossier.

b. Professor

The awarding of promotion to the rank of Research Professor must be based upon clear and convincing evidence that the candidate has developed a national leadership role or an international level of impact and recognition. This may be reflected by (but not limited to) invitations to review manuscripts or grant applications, invitations to lecture at scientific societies or other universities, consultation with industry or governmental agencies, requests for collaboration from other universities, and requests to serve in central roles on multi-center studies.

Scholarship

Research faculty typically are not expected to establish an independent program of research. A record of external funding and an enhanced quality and quantity of scholarly productivity as an Associate Professor is required for promotion to the rank of Professor in Research Faculty. Clear evidence of national leadership and/or an international reputation must be achieved. Examples of such a national reputation include service on NIH or equivalent grant review panels, participation on steering, guideline or advisory committees, selection for service in a national professional society, invitation for lectureships or scholarly reviews, receipt of national scientific awards, external letters of evaluation and other measures of national impact.

Promotion to Research Associate Professor

Candidates for promotion to research associate professor are expected to demonstrate the beginnings of a national recognition of their expertise. This may be reflected by (but not limited to) invitations to review manuscripts or grant applications, invitations to lecture at scientific societies or other universities, consultation with industry or governmental agencies, requests for collaboration from other universities, request to serve in central roles on multi-center studies, etc.

Research faculty typically are not expected to establish an independent program of research. Promotion to associate professor requires documentation of a sustained and substantial record of scholarship based upon their expertise. Candidates typically should have 20-25 peer reviewed journal publications since their appointment as research assistant professors. The final range of required publications is to be specified in the TIU Appointment, Promotion, and Tenure document. First, senior, or corresponding authorships are typically not expected. Overall, the number of publications required for promotion should be sufficient to persuasively characterize the faculty member's influence in helping to discover new knowledge in their field. Thus, both quality and quantity are important considerations. It should be appreciated that scholarship exceeding the specified range is not a guarantee of a positive promotion decision. Similarly, records of scholarship below the specified range do not preclude a positive promotion decision.

It is expected that the successful candidate will have a sustained record of 100% salary recovery from extramural sources. Research faculty typically serve as Co-Investigators, and independent extramural funding (Principal Investigator or Multiple Principal Investigator) is not required.

Promotion to Research Professor

The awarding of promotion to the rank of research professor must be based upon convincing evidence that the candidate has established a national level of recognition and impact beyond that which was established for promotion to associate professor. This may be reflected by (but not limited to) invitations to review manuscripts or grant applications, invitations to lecture at scientific societies or other

universities, consultation with industry or governmental agencies, requests for collaboration from other universities, request to serve in central roles on multicenter studies, etc.

Research faculty typically are not expected to establish an independent program of research. Promotion to professor requires documentation evidence of a sustained and substantial record of scholarship. Candidates should have 25-35 peer reviewed journal publications since their appointment as research associate professor. The final range of required publications is to be specified in the TIU Appointment, Promotion, and Tenure document. Some first, senior, or 42 corresponding authorships are expected. Overall, the number of publications required for promotion should be sufficient to persuasively characterize the faculty member's influence in helping to discover new knowledge in their field. Thus, both quality and quantity are important considerations. It should be appreciated that scholarship exceeding the specified range is not a guarantee of a positive promotion decision. Similarly, records of scholarship below the specified range do not preclude a positive promotion decision.

It is expected that the successful candidate will have a sustained record of 100% salary recovery from extramural sources. Research faculty typically serve as Co-Investigators, and independent extramural funding (Principal Investigator or Multiple Principal Investigator) is not required.

6. Associated Faculty

Associated faculty for whom promotion is a possibility follow the promotion guidelines and procedures for tenure-track and clinical faculty (see Promotion and Tenure and Promotion Reviews 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 University level if the dean's recommendation is negative.

a. Compensated Associated Faculty (i.e., Practice)

For compensated associated faculty (paid through OSU, OSUP, or NCH) who are principally focused on patient care, the promotion criteria and procedures will be identical to those for the clinical excellence pathway, except that the decision of the Dean is final. For compensated associated faculty (paid through OSU, OSUP, or NCH) who contribute principally through educational activities, the promotion criteria and procedures will be identical to those for the clinician educator pathway, except that the decision of the Dean is final.

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.

b. Uncompensated Associated Faculty (i.e., Adjunct)

For uncompensated associated faculty, promotion should reflect contributions to the TIU or College that exceed the activities that represent the basis for their faculty appointment, in most cases related to the educational mission. At the associate professor level this could include service on TIU and or college committees, contributions to medical student curriculum development or other evidence of contributions to the educational or scholarly mission of the TIU or college. For promotion to professor, the level of contribution must demonstrate sustained and enhanced engagement or leadership.

Procedures for promotion of uncompensated associated faculty:

- Submission of an updated CV
- Letters from two people, including the faculty member's immediate supervisor (i.e., division director or clerkship director), who can attest to the associated faculty member's contributions.
- Teaching evaluations if available • Letter from the committee of eligible faculty including the vote

- Letter from the chair
- Review and approval by College of Medicine Office of Academic Affairs.

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

B. Promotion and Tenure 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, Clinical, and Research Faculty

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. Candidates are also responsible for reviewing the list of potential external evaluators compiled for their case according to departmental guidelines. Each of these elements is described in detail below.

- **Dossier**

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

While the 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 or her.

1. Teaching

The time period for teaching documentation to be included in the dossier for probationary faculty is the start date to present. For tenured or nonprobationary faculty it is the date of last promotion or the last five years, whichever is less, to present:

1. Cumulative SEI reports (Student Evaluation of Instruction computer-generated summaries prepared by the Office of the University Registrar) for formal University classes
2. Cumulative evaluations of clinical teaching (lectures, conferences, grand rounds, patient care encounters, etc.) utilizing appropriate on-line evaluation tools, where available
3. Peer evaluation of teaching reports as required by the department's peer evaluation of teaching program
4. 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 and is in final form with no further revisions needed.
5. Other relevant documentation of teaching as appropriate

2. Scholarship

The time period for scholarship 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 to present. All scholarship outcomes will be reviewed for increasing independence over time. There should also be an increasing trajectory of significant scholarly outcomes over time. If requested by the Department Committee:

- a) Copies of all 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 and is in final form, with no further revisions needed.
- b) documentation of grants and contracts received
- c) 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)

3. Service

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 to present. Any available documentation of the quality of service should be included.

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

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

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

Candidates must submit a copy of the APT document under which they wish to be reviewed. Candidates may submit the Department's current APT document; or, alternatively, 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, whichever of these two latter documents is the more recent. However, the current APT document must be used if the letter of offer or last promotion, whichever is more recent, was more than 10 years before April 1 of the review year. The APT document must be submitted when the dossier is submitted to the Department.

- **External Evaluations**

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

b. Promotion and Tenure Committee Responsibilities

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

1. To review this document annually and to recommend proposed revisions to the faculty.
2. To consider annually, in the spring, requests from faculty members seeking a non-mandatory review in the following academic year and to decide whether it is appropriate for such a review to take place. Only professors on the committee may consider promotion review requests to the rank of professor. A two-thirds majority of those eligible to vote on a request must vote affirmatively for the review to proceed.
 - The committee bases its decision on assessment of the record as presented in the faculty member's CV and on a determination of the availability of all required documentation for a full review (student and peer evaluations of teaching). Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.
 - A tenured or non-probationary faculty member may only be denied a formal promotion review under Faculty Rule [3335-6-04](#) for one year. 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.
3. Annually, in late spring through early autumn quarter, to provide administrative support for the promotion and tenure review process as described below.
 1. **Late Spring:** Select from among its members a Procedures Oversight Designee who will serve in this role for the following year. The Procedures Oversight Designee cannot be the same individual who chairs the committee. The Procedures Oversight Designee's responsibilities are described in the Office of Academic Affairs annual procedural guidelines.
 2. **Late Spring:** Suggest names of external evaluators to the department chair.
 3. **Early Autumn:** Review candidates' dossiers for completeness, accuracy (including citations), and consistency with Office of Academic Affairs requirements; and work with candidates to assure that needed revisions are made in the dossier before the formal review process begins.
 - i. Meet with each candidate for clarification as necessary and to provide the candidate an opportunity to comment on his or her dossier. This meeting is not an occasion to debate the candidate's record.
 - ii. Draft an analysis of the candidate's performance in teaching, research and service to provide to the full eligible faculty with the dossier; and seek to clarify any inconsistent evidence in the case, where possible. The committee neither votes on cases nor takes a position in presenting its analysis of the record.
 - iii. Revise the draft analysis of each case following the faculty meeting, to include the faculty vote and a summary of the faculty perspectives expressed during the meeting; and forward the completed written evaluation and recommendation to the department chair.
 - iv. Provide a written response, on behalf of the eligible faculty, to any candidate comments that warrant response, for inclusion in the dossier.
 - v. 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:

- a) To review thoroughly and objectively every candidate's dossier in advance of the meeting at which the candidate's case will be discussed.
- b) To attend all eligible faculty meetings except when circumstances beyond one's control prevent attendance; to participate in discussion of every case; and to vote.
- c) The Promotion and Tenure Committee chair will serve as the chair of the Eligible Faculty Committee and will write a letter to the Department Chair reporting the vote and summarizing the discussion of the eligible faculty. This letter will be evaluative as well as descriptive and contextualize the vote, including any "minority opinions" as appropriate. In the event the candidate is on the tenure track, this letter must be written by a tenured associate professor or professor if the candidate is an assistant professor being considered for promotion to associate professor, and by a tenured professor if the candidate is an associate professor being considered for promotion to professor.

d. Department Chair Responsibilities

The responsibilities of the department chair are as follows:

- a) To determine whether a candidate is authorized to work in the United States and whether a candidate now, or in the future, will require sponsorship for an employment visa or immigration status. (The department must ensure that such questions are asked of all applicants in a non-discriminatory manner.)
- b) To charge each member of the Eligible Faculty Committee to conduct reviews free of bias and based on criteria.
- c) Late spring: 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.)
- d) To solicit an evaluation from a TIU head of any TIU in which the candidate has a joint appointment.
- e) To make adequate copies of each candidate's dossier available in an accessible place (option: a secure on-line site) for review by the eligible faculty at least one week before the meeting at which specific cases are to be discussed and voted.
- f) 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.
- g) 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 head will leave the meeting to allow open discussion among the eligible faculty members.
- h) Autumn: To provide an independent written evaluation and recommendation for each candidate, following receipt of the eligible faculty's completed evaluation and recommendation.
- i) To meet with the eligible faculty to explain any recommendations contrary to the recommendation of the committee.
- j) To inform each candidate in writing after completion of the department review process:
 - i. of the recommendations by the eligible faculty and department chair
 - ii. of the availability for review of the written evaluations by the eligible faculty and department chair

- iii. 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 or not he or she expects to submit comments.
- k) To provide a written response to any candidate comments that warrants response for inclusion in the dossier.
- l) To forward the completed dossier to the college office by that office's deadline, except in the case of associated faculty for whom the department chair recommends against promotion. A negative recommendation by the department chair is final in such cases.
- m) 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 department chair of the other tenure initiating unit by the date requested.

2. Procedures for Associated Faculty

Adjunct faculty, associated faculty with tenure-track titles, and associated practice faculty 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. External Evaluations

External evaluations of research and scholarly activity are required for all promotion reviews in the College of Medicine. 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.

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

1. Is written by a person highly qualified to judge the candidate's research (or other performance, if relevant) who is not a close personal friend, research collaborator, or former academic advisor or postdoctoral or residency mentor of the candidate. Qualifications are generally judged on the basis of the evaluator's expertise, record of accomplishments, and institutional affiliation. This department will only solicit evaluations from full professors at institutions comparable to Ohio State.
2. Faculty being considered for promotion on the clinical excellence pathway may have evaluators from this university or from local/regional experts, including a minority of evaluators who are not faculty members, but whose positions afford them the ability to comment on the impact of the candidate's portfolio of professional activities.
3. 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.
4. In the event that a unit is unable to obtain the required five external evaluations, the unit must document its efforts, noting the individuals who were contacted, how they were contacted, and the dates and number of times they were contacted. The unit is to notify the college as soon as it becomes apparent that it will not be able to obtain the required letters in time for the meeting of the eligible faculty. The lack of five external letters will not stop a mandatory review from proceeding, but will halt a non-mandatory review from

proceeding unless the candidate, P&T Chair, and the Department Chair all agree in writing that it may proceed and agree that it will not constitute a procedural error.

Since the department cannot control who agrees to write and or the usefulness of the letters received, at least twice as many letters are sought as are required, and they are solicited before the end of the academic year 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. 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 and the current template for external evaluation requests provided by the College of Medicine. A sample letter for tenure-track faculty can be found [here](#). A sample letter for clinical 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. Appeals

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. Review in the Final Year of Probation

In most instances, a decision to deny promotion and tenure in the penultimate probationary year (11th year for faculty members with clinical responsibilities, 6th year for those without clinical responsibilities) is considered final. However, in rare instances in which there is substantial new information regarding the candidate's performance that is relevant to the reasons for the original negative decision, a seventh (or twelfth) year review may be conducted. The request for this review must come from the eligible faculty and the head of the Department, and may not come from the faculty member himself/herself. Details of the criteria and procedures for a review in the final year of probation are described in University Rule [3335-6-05](#) (B).

If a terminal year review is conducted by this Department and the College, it will be made consistent with this document, the College's Appointments, Promotion and Tenure document, and other relevant policies, procedures, practices, and standards established by: (1) the College, (2) the *Rules of the University Faculty*, (3) the Office of Academic Affairs, including the Office of Academic Affairs [Policies and Procedures Handbook](#), and (4) the Office of Human Resources.

IX. Procedures for Student and Peer Evaluation of Teaching

A. Student Evaluation of Teaching

For formal University courses taught by members of this department, the University's Student Evaluation of Instruction (eSEI) should be utilized to assess performance. For all other courses and teaching activities involving students and residents, departmentally-based (electronic) assessment tools are to be employed.

B. Peer Evaluation of Teaching

Each faculty member in the Department of Plastic and Reconstructive Surgery is required to undergo peer review of at least two teaching sessions each year. Peer evaluation of teaching may occur in many different venues, as applicable to a faculty member's primary teaching responsibility (e.g. in the operating room or in the laboratory). The College broadly considers teaching medical students, graduate students, residents and fellows. Faculty members may be evaluated bedside; giving lectures as part of the residency and fellowship programs; at CME courses, whether at Ohio State or elsewhere; lecturing in formal didactic courses, etc.

The peer reviewer should focus on such issues as 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 evaluation visit, the reviewer should meet with the candidate to give feedback and also submit 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. Evaluations must document the quality of preparation, the accuracy of the content, the efficiency of the content delivery, and the appropriateness of interaction with the audience for the activity. The peer review documents shall become part of the permanent file of the faculty member; they will be used as part of the annual review of the faculty member and included in the dossier for reappointment and/or promotion and/or tenure

X Appendices

APPENDIX 1: Plastic and Reconstructive Surgery Impact Factors

Impact Factor for Leading Plastic Surgery Journals (2019-2020)

Plastic and Reconstructive Surgery (4.235)

Aesthetic Surgery Journal (3.48)

Journal of Plastic, Reconstructive and Aesthetic Surgery (2.39)

Microsurgery (1.996)

Clinics in Plastic Surgery (1.959)

Journal of Reconstructive Microsurgery (1.841)

Annals of Plastic Surgery (1.48)

The Cleft Palate – Craniofacial Journal (1.347)

Aesthetic Plastic Surgery (1.264)

Journal of Craniofacial Surgery (0.95)

Plastic and Reconstructive Surgery Global Open (0.67)

Median: 1.841

Average: 1.965

Appendix 2: Excerpt from the American Association of University Professors' Statement on Professional Ethics

1. Faculty, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. This primary responsibility to their subject is to seek and to state the truth as they see it. To this end they devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise self-discipline and judgment in using, extending, and transmitting knowledge. Faculty members should practice intellectual honesty. Although they may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.
2. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals, and adhere to their proper roles as intellectual guides and advisors. Professors make every reasonable effort to foster honest academic conduct, and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect the academic freedom of their students.
3. As colleagues, faculty have obligations that derive from common membership in the community of scholars. Faculty do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas, professors show due respect for the opinions of others. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.
4. As members of an academic institution, professors seek, above all, to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institutions in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the institution, and give due notice of their intentions.
5. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.