

**Appointments, Promotion, and
Tenure
Criteria and Procedures for
The Ohio State University at
Marion**

Approved by the Office of Academic Affairs: 11/14/2021

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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 campus and University to which the campus and its faculty are subject.

Should those rules and policies change, the campus 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 five years on the appointment or reappointment of the dean.

This document must be approved by the Office of Academic Affairs before it may be implemented. It sets forth the campus's mission and, in the context of that mission and the mission of the University, its criteria and procedures for faculty appointments and for faculty promotion, tenure and rewards, including salary increases. In approving this document, dean/director and the Office of Academic Affairs accept the mission and criteria of the campus and delegate to it the responsibility to apply high standards in evaluating current faculty and faculty candidates in relation to campus 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 campus; and to make negative recommendations when these are warranted in order to maintain and improve the quality of the faculty.

Decisions considering appointment, reappointment, and promotion and tenure will be free of discrimination in accordance with the University's policy on equal opportunity.

II. Campus Mission and Vision

A. Mission

The mission of The Ohio State University at Marion is to provide an affordable education combining the rigor and opportunities of a leading research university with the support of a small campus to prepare our students for their professions within a global society.

B. Vision

Ohio State Marion's vision is to be the destination of choice for those seeking a university education at a campus recognized for excellence in teaching, research, community outreach, and global citizenship.

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 primary appointment on the Marion campus.

The dean/director, assistant and associate deans of the campus, 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) at the rank of assistant professor, the appointed search committee recommends the candidate(s) to the dean/director, who consults with the appropriate TIU head.
- For appointment (hiring or appointment change from another faculty type) at senior rank (associate professor or professor), the appointed search committee consisting of faculty of equal or higher rank than the position requested, recommends the candidate(s) to the dean/director, who consults with the appropriate TIU head

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 with primary assignments at Ohio State Marion.
- For the promotion reviews of associate professors and the tenure reviews of probationary professors, the eligible faculty consists of all tenured professors with primary assignments at Ohio State Marion.

2. Teaching Faculty

Initial Appointment Reviews

- For an appointment (hiring or appointment change from another faculty type) review of a teaching assistant professor, the appointed search committee recommends the candidate(s) to the dean/director, who consults with the appropriate TIU head.
- For appointment (hiring) at senior rank (teaching associate professor or professor), the appointed search committee consisting of faculty of equal or higher rank than the position requested, recommends the candidate(s) to the dean/director, who consults with the appropriate TIU head.

Reappointment, Contract Renewal, and Promotion Reviews

- For the reappointment, contract renewal, and promotion reviews of teaching assistant professors, the eligible faculty consists of all tenured associate professors and professors, and all non-probationary teaching associate professors and professors with primary assignments at Ohio State Marion.
- For the reappointment, contract renewal, and promotion reviews of teaching associate professors, and the reappointment and contract renewal reviews of teaching professors, the

eligible faculty consists of all tenured professors, and all non-probationary teaching professors with primary assignments at Ohio State Marion.

3. Associated Faculty

Initial Appointment, Reappointment, and Contract Renewal

- Initial appointment (hiring or appointment change from another faculty type), reappointment, and contract renewal of associated faculty members are decided by the dean/director in consultation with the appropriate TIU head.

Promotion Reviews

- Associated faculty are eligible for promotion but not tenure.

The promotion of a lecturer to senior lecturer is proposed to the appropriate TIU head who makes the determination.

4. 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 or success for his or her own success, has a close professional relationship with the candidate (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 or reappointment review of that candidate.

B Faculty Evaluation Advisory Committee (FEAC) and Full Professor Advisory Committee (FPAC)

The Faculty Evaluation Advisory Committee (the Marion campus equivalent of a promotion and tenure committee), or FEAC, reviews the promotion, tenure and reappointment or renewal of assistant professors and provides an evaluative written assessment to the dean/director. The Committee's assessment is advisory to the dean/director. The committee provides all eligible faculty (all tenured associate professors and all tenured professors with primary assignments at Ohio State Marion) with an opportunity to vote regarding promotion and/or tenure of assistant professor candidates and ensures that all earlier review processes met written university, campus, college, and tenure initiating units' procedures. The committee's membership is described in the campus Pattern of Administration.

The Full Professor Advisory Committee (FPAC) reviews associate professors who are seeking promotion to professor and provides an evaluative written assessment to the dean/director. The Committee's assessment is advisory to the dean/director. The committee provides all eligible faculty (all tenured professors with primary assignments at Ohio State Marion) with an opportunity to vote regarding promotion of professor candidates and ensures that all earlier review processes met written university, campus, college, and tenure initiating units' procedures. The committee's membership is described in the campus Pattern of Administration.

The responsibilities of FEAC and FPAC in the review of teaching faculty are detailed in Section VI.C.

C Quorum

The quorum required for the campus to discuss and vote on all personnel decisions is 50 percent of the eligible faculty. Faculty on approved leave are not considered for quorum unless they declare, in advance and in writing, their intent to participate in all proceedings for which they are eligible during the leave. A member of the eligible faculty on Special Assignment may be excluded from the count for the purposes of determining quorum only if the dean/director has approved an off-campus assignment.

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

D Recommendation from the Committee of the Eligible Faculty

In all votes taken on personnel matters 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 but participating fully in discussions and voting via remote two-way electronic connection are allowed.

1 Appointment

A positive recommendation from the eligible faculty to the dean/director for appointment is secured when two-thirds of the votes cast are positive. The final decision regarding the Marion faculty’s recommendation remains with the dean/director.

- In the case of a joint appointment, the dean/director must seek input from a candidate’s joint-appointment TIU prior to the 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 two-thirds of the votes cast are positive.

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

IV Appointments

A Criteria

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

For each type of faculty appointment (tenure-track faculty, associated faculty, and teaching faculty), this APT document describes: (1) the campus's criteria for making such an appointment, (2) the evidence to be provided in support of such an appointment, and (3) the campus's procedures for making such an appointment. It is the expectation of the campus that a faculty appointment will have been made consistent with all relevant policies, procedures, practices, and standards established by the campus, the Rules of the University Faculty, the Office of Academic Affairs, and the Office of Human Resources.

1. Tenure-track Faculty

As the mission of the regional campuses emphasizes undergraduate instruction, regional campus criteria for appointment at the rank of assistant professor, associate professor, or professor are similar to those for Columbus campus faculty, but give relatively greater emphasis at each rank to teaching experience and quality. Each tenure-initiating-unit at Ohio State defines a set of criteria, including research and scholarship activity, for hiring tenure track faculty at Ohio State's regional campuses. In addition, Faculty Rule [3335-6-04 D.1](#) notes that "the relative weight of teaching and service is ordinarily greater on the regional campuses."

Instructor. Appointment at the rank of instructor is made only when the offered appointment is that of assistant professor, but requirements for the terminal degree have not been completed by the candidate at the time of appointment. Procedures for appointment are identical to that of assistant professor. The campus will make every effort to avoid such appointments. An appointment at the instructor level is limited to three years. Promotion to assistant professor occurs without review the semester following completion of the required credentialing. An instructor must be approved for promotion to assistant professor by the beginning of the third year of appointment, or the appointment will not be renewed and 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 campus's eligible faculty, the dean/director, the TIU head, the college 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.

Assistant Professor. An earned terminal degree is the minimum requirement for appointment at the rank of assistant professor. Evidence of potential for high-quality teaching, scholarly productivity, and high-quality service to the campus, the TIU and the profession is highly desirable. Appointment at the rank of assistant professor is always probationary, with mandatory tenure review occurring in the sixth year of service unless exclusion of a year from the tenure clock has been granted. For individuals not recommended for promotion and tenure after the mandatory review, the 7th year will be the final year of employment.

Review for tenure prior to the mandatory review year is possible when the campus's Faculty Evaluation Advisory Committee and the TIU's Promotion and Tenure Committee determine such a review to be appropriate. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged as it cannot be revoked once granted except through an approved request to exclude time from the probationary period.

Associate Professor and Professor. 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.

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

The university will not grant tenure unless the candidate is a (1) U.S. citizen or national; (2) permanent resident ("green card" holder); (3) asylee or refugee; or (4) an individual otherwise described as a "protected individual" pursuant to Title 8 U.S. Code Section 1324b(a)(3)(b). Offers to foreign nationals require prior consultation with the Office of International Affairs.

2. Teaching Faculty

The initial probationary contract for all teaching faculty members must be for a period of five years. The initial contract is probationary, with reappointment considered annually. Second and subsequent contracts for teaching 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 teaching professors must be for a period of at least three years and no more than eight years. Tenure is not granted to teaching faculty. There is also no presumption that subsequent appointments will be offered, regardless of performance.

The campus supports Teaching Faculty. These appointments exist for faculty members who focus principally on the education needs of students on the campus. Teaching Faculty members are expected to contribute the campus' education mission as reflected in undergraduate program development and teaching. Teaching Faculty appointments are made in accordance with Faculty Rule 3335-7. Each new appointment must enhance, or have strong potential to enhance, the quality of the campus.

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

Assistant Professor of Teaching. An earned doctorate or an appropriate terminal degree and the required licensure/certification in his or her specialty, if applicable, are the minimum requirements for appointment at the rank of assistant professor of teaching.

Associate Professor of Teaching and Professor of Teaching. Appointment at the rank of associate professor of teaching or professor of teaching requires that the individual have an earned doctorate or an appropriate terminal degree and the required licensure/certification in his

or her specialty, if applicable, and meet, at a minimum, the campus and TIU criteria for promotion to these ranks.

3. Associated Faculty

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

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

Senior Lecturer. Appointment as senior lecturer requires that the individual have, 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.

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

4. 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 TIU head (or Marion campus dean/director for associated faculty on the Marion campus) outlining academic performance and citizenship. The TIU's established procedures shall determine the process for reviewing the application and making a recommendation to the TIU head and campus dean/director, and submitting the recommendation to the college 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.

B. 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/teaching/practice, and associated faculty
- appointments at senior rank or with prior service credit
- hiring faculty from other institutions after April 30
- appointment of foreign nationals
- letters of offer

1 Tenure-track Faculty

Decisions to search for new tenure-track faculty are the responsibility of the dean/director. The Academic Affairs Committee, a standing committee of the Faculty Assembly, is charged with advising the dean/director on such decisions.

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

Searches for tenure-track faculty on the Marion campus proceed as follows:

Following consultation with the Marion Campus Academic Affairs Committee and an advisory recommendation by the Marion campus faculty, the dean/director contacts the TIU head which will be the successful candidate's home department or school, indicating that the campus wishes to undertake a search. The dean/director requests the appointment of at least one Columbus campus faculty member from the TIU to serve on the search committee. The dean/director appoints a search committee consisting of three or more Marion campus faculty who are in the same TIU or from related disciplines, in addition to the faculty member(s) provided by the TIU.

The dean/director and the chair of the search committee, working with the search committee, have primary responsibilities for determining the position description for a tenure track search, but the dean/director consults with the TIU head to reach agreement on the description before the search begins.

Prior to any search, members of all search committees must undergo inclusive hiring practices training available through the campus 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](#), is also required.

The search committee:

- Appoints a Diversity Advocate who is responsible for providing leadership in assuring that vigorous efforts are made to achieve a diverse pool of qualified applicants.
- Develops a search announcement for internal posting in the University Job Postings through the Office of Human Resources and external advertising, subject to the dean/director and the TIU head's approval. The announcement will be no more specific than is necessary to accomplish the goals of the search, since an offer cannot be made that is contrary to the content of the announcement with respect to rank, field, credentials, salary. In addition, timing for the receipt of applications will be stated as a preferred date, not a precise closing date, in order to allow consideration of any applications that arrive before the conclusion of the search.
- Develops and implements a plan for external advertising and direct solicitation of nominations and applications. The university may only award tenure to faculty members who are: (1) U.S. citizens or nationals; (2) permanent residents ("green card" holders); (3) asylees or refugees; or (4) individuals otherwise described as "protected individuals" pursuant to Title 8 U.S. Code Section 1324b(a)(3)(b).
- Screens applications and letters of recommendation and presents to the dean/director and the TIU head (implementing any procedures required by the TIU) a summary of those applicants (usually three to five) judged worthy of interview. If the TIU faculty does not agree, the dean/director and the TIU head (in consultation with the search committee) determines the appropriate next steps (solicit new applications, review other applications already received, cancel the search for the time being, etc.).

Virtual or on-campus interviews are arranged by the search committee chair, assisted by the dean/director's office. All candidates interviewing for a particular position must follow the same interview format and relevant accommodations for disability/impairment should be provided. Two sets of interviews are held for each candidate, one with Marion colleagues and one with Columbus colleagues. All interviews must include opportunities for interaction with faculty groups, including the search committee, and may include interactions with staff and students, and the dean/director. All candidates make a classroom presentation to the faculty (staff and students also may attend) as part of an actual class or a mock instructional situation. The Columbus interviews must include opportunities for interaction with faculty groups, including the search committee; the TIU head, and the college dean or designee. In addition, all candidates make a presentation to the TIU faculty focused on their scholarship. Candidates may meet with graduate students and staff and may teach a class, either an actual class or a mock instructional situation.

Following completion of the interviews with Columbus colleagues, the TIU implements its selection procedures which may include a meeting of the eligible faculty with the search committee, the search committee chair, or the Columbus campus representative on the search committee. The eligible TIU faculty may vote on each candidate.

Following completion of all interviews and completion of the TIU's assessments, the search committee meets with the eligible Marion faculty to share the TIU's input, discuss perceptions and preferences, and vote (acceptable or unacceptable) on each candidate. The search committee or its chair reports a recommendation on each candidate to the dean/director.

According to University rules, hiring can only go forward when the dean/director and the TIU head reach agreement. Until agreement is reached, negotiations with the candidate may not begin. The dean/director and the TIU head consult to review the results and determine next steps which could be an offer to an acceptable candidate, a ranking of acceptable candidates, or a decision that no candidate was acceptable. Details of the offer, including compensation, are determined by the dean/director, in consultation with the TIU head. Upon agreement, the dean/director can begin negotiations with the candidate. The letter of offer must be signed by the dean/director and the TIU head; the college dean also may sign.

If the offer involves senior rank, the eligible faculty members vote on the appropriateness of the proposed rank. If the offer involves prior service credit, the eligible faculty members vote on the appropriateness of such credit. The search committee or its chair reports a recommendation to the dean/director regarding the appropriateness of the proposed rank or the appropriateness of prior service credit. The dean/director reports the recommendation to the TIU head, who follows the TIU's procedures for such considerations. 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.

The TIU is advised to discuss potential appointment of a candidate requiring sponsorship for permanent residence or nonimmigrant work-authorized status with the Office of International Affairs. The university will not grant tenure unless an individual is a (1) U.S. citizen or national; (2) permanent resident ("green card" holder); (3) asylee or refugee; or (4) an individual otherwise described as a "protected individual" pursuant to Title 8 U.S. Code Section 1324b(a)(3)(b). The TIU will therefore be cautious in making such appointments and vigilant in seeking residency status for the appointee promptly and diligently.

2. Teaching Faculty

Searches for teaching faculty generally proceed identically as for tenure-track faculty, with two exceptions. One is that the candidate's presentation during the virtual or on-campus interview is on teaching and clinical/practice/topics, rather than on scholarship, and exceptions to a national search require approval only by the dean/director and the college dean.

3. Transfer from the Tenure-track

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

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

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

4. Associated Faculty

The assistant dean or associate dean, in consultation with the dean/director, the TIU head, program coordinators, and other relevant faculty members, appoints lecturers to teach specific

courses. Approval is obtained from the appropriate TIU before extending offers for initial appointments. When considering associated faculty for reappointment, the TIU is consulted as appropriate or required.

Lecturer and senior lecturer appointment are made on an annual basis and rarely semester by semester. After the initial appointment, and if the campus' curricular needs warrant it, contracts of up to three years may be offered when a longer contract is useful for long-term planning and retention. All associated appointments expire at the end of the appointment term and must be formally renewed to be continued.

V Annual Performance and Merit Review

The campus 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 for all probationary faculty, an opportunity for a face-to-face meeting for all other compensated faculty members at the request of the dean/director, the TIU head, or the faculty member, 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.

Annual reviews are conducted by the dean/director and the TIU head or designee. The annual performance and merit review of a regional campus probationary tenure-track or tenured faculty member is first conducted on the regional campus, with a focus on teaching and service. Given that a TIU is a faculty member's academic home, the dean/director requests of the TIU head an annual assessment of a faculty member's scholarly activity. The review then moves to the TIU and proceeds according to that TIU's procedures for probationary tenure-track and tenured faculty. In the event of divergence in performance assessment between the regional campus and the TIU, the TIU head discusses the matter with the regional campus dean/director in an effort to clarify and reconcile the divergence, so that the faculty member receives consistent assessment and advice.

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

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

The review is based on expected performance in teaching, scholarship, and service as set forth in the Marion campus'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 annual performance and merit review of every faculty member is based on expected performance in teaching, scholarship, and service as set forth in the TIU'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 TIU head 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.

An annual performance review that leads the dean/director or TIU head to submit (1) a Report of Non-Renewal of Probationary Appointment of Faculty; (2) the fourth-year review of a probationary faculty member; or (3) a Report of Contract Renewal or Non-Renewal for teaching faculty or research faculty must be assessed by the dean of the faculty member's college. In each of these cases, the decision of the college dean is final.

A. Documentation

For their annual performance and merit review, the campus requires probationary, tenured, and teaching faculty members to submit the following documents to the dean/director no later than the established deadline:

- Probationary faculty are required to use the Office of Academic Affairs dossier outline, [Policies and Procedures Handbook](#), Volume 3
- Non-probationary faculty are required to provide an updated CV on which documentation of performance and accomplishments during the calendar year currently being evaluated are highlighted. They may supplement this with a template required by the TIU.

For annual review, all faculty are expected to provide:

- Summaries of the SEI (Student Evaluation of Instruction) reports and/or other quantitative evaluation forms required by the TIU, and in-class written comments from students.
- Any peer evaluation letters (required of probationary faculty)
- A summary from "[Service Tracker](#)" of service activities during the calendar year currently being evaluated
- [Grade distributions](#) for all courses taught during the calendar year currently being evaluated
- A self-evaluation of performance in teaching, scholarly activity, and service during the calendar year currently being evaluated
- A description of future plans (teaching, scholarly activity, service) to the extent that they are not addressed elsewhere

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 dean/director and the TIU head, both of whom separately meet with the faculty member to discuss performance, future plans, and goals. The Policy on Faculty Annual Review requires that “the review for regional campus probationary faculty must be conducted first at the regional campus, with an emphasis on teaching and service, and then in the TIU at the Columbus campus, with an emphasis on research, scholarly, and creative activity.” Faculty should refer to the APT documents of their TIUs and colleges for information on review procedures at those levels.

The dean/director meets with each probationary faculty member to discuss the faculty member’s performance and future plans and goals. The dean/director and the TIU head both prepare written evaluations. The dean/director provides preliminary ratings for teaching and service and may consult with the TIU head and other relevant administrators, especially if a faculty member is working with graduate students, has taught one or more recent courses on the Columbus campus, or has served on departmental, school, college, or university committees or in other roles.

The dean/director also requests from each faculty member’s TIU head a rating for his or her research, scholarly, and creative activity in the context of the teaching and service responsibilities of regional campus faculty. **Variation exists among the scoring systems used by each TIU which the dean/director will take into consideration.**

The ratings for teaching, service, and research/scholarly/creative activity utilize the following scale:

- 0 Well below expectations
- 1 Somewhat below expectations
- 2 Meeting expectations
- 3 Somewhat above expectations
- 4 Well above expectations

The annual review letter to the faculty member from the dean/director and the TIU head also includes a recommendation regarding whether to renew the probationary appointment for another year. In the event of divergence in performance assessment between the dean/director and the TIU head, the dean/director and the TIU head discuss the matter in an effort to clarify and reconcile the divergence, so that the faculty member receives consistent assessment and advice. The faculty member may provide written comments on the review. The dean/director and TIU head’s letters (along with the faculty member’s comments, if received) are forwarded to the college dean. In addition, the annual review letters become part of the cumulative dossier for promotion and tenure (along with any comments from the faculty member).

If the recommendation is 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 college dean consults with the dean/director. The decision of the college dean regarding renewal or nonrenewal of the probationary appointment is final.

1 Fourth-Year Review

During the fourth year of the probationary period, the annual review follows the same procedures as the mandatory tenure review with the exception that external evaluations are optional and the college dean consults with the dean/director regarding the final decisions on renewal or

nonrenewal of the appointment. The decision of the college dean regarding renewal or nonrenewal of the probationary appointment is final.

External evaluations are solicited only when either the TIU head or the unit'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.

The eligible faculty on the Marion campus and in the TIU conduct reviews of the candidate. On completion of the reviews, both sets of eligible faculty vote by written ballot on whether to recommend renewal of the probationary appointment.

The respective eligible faculty forward a record of the vote and a written performance review to the dean/director and to the TIU head. Normally the review is first conducted on the Marion campus so that the letter from the Marion campus FEAC and the dean/director can inform the TIU. The dean/director and the TIU head conduct independent assessments of performance and prepare written evaluations that include a recommendation on whether to renew the probationary appointment. At the conclusion of the TIU review, the formal comments process (per Faculty Rule 3335-6-04) is followed and the case is forwarded to the college for review, regardless of whether the dean/director or the TIU head recommend renewal or nonrenewal.

2 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. Additional procedures and guidelines can be found in the Office of Academic Affairs Policies and Procedures Handbook.

C Tenured Faculty

The Policy on Faculty Annual Review recommends that "the review for regional campus tenured faculty be conducted first at the regional campus, with an emphasis on teaching and service, and then in the TIU at the Columbus campus, with an emphasis on research, scholarly, and creative activity."

The dean/director and the TIU head both prepare written evaluations. The dean/director provides preliminary ratings for teaching and service and may consult with the TIU head and other relevant administrators, especially if a faculty member is working with graduate students, has taught one or more recent courses on the Columbus campus, or has served on departmental, college, or university committees or in other roles.

Columbus campus TIUs shall establish annual performance and merit review procedures for their tenured regional campus faculty. Following regional campus review, the TIU review proceeds according to the TIU's stated guidelines with a focus on research, scholarly, and creative activity. The dean/director requests from each faculty member's TIU head a rating for his or her research, scholarly, and creative activity in the context of the teaching and service responsibilities of regional campus faculty. **Variation exists among the scoring systems used by each TIU which the dean/director will take into consideration.**

The ratings for teaching, service, and research/scholarly/creative activity utilize the following scale:

- 0 Well below expectations
- 1 Somewhat below expectations

- 2 Meeting expectations
- 3 Somewhat above expectations
- 4 Well above expectations

The dean/director and TIU head conduct independent assessments; separately meet with the faculty member to discuss his or her performance and future plans and goals; and prepare separate written evaluations 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 in the discovery and dissemination of new knowledge relevant to the mission of the campus; ongoing excellence in teaching; and outstanding service to the campus, the university, and their profession, including their support for the professional development of assistant and associate professors. Professors are expected to be role models in their academic work, interaction with colleagues and students, and in the recruitment and retention of junior colleagues. As the highest ranking members of the faculty, the expectations for academic leadership and mentoring for professors exceed those for all other members of the faculty.

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

D Teaching Faculty

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

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

There is no presumption of renewal of contract.

E Associated Faculty

Compensated associated faculty members in their initial appointment must be reviewed before reappointment. The dean/director or designee prepares a written evaluation and meets with the faculty member to discuss his or her performance, future plans, and goals. The dean/director's recommendation on renewal of the appointment is final. If the recommendation is to renew, the dean/director 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 dean/director or designee. The dean/director or designee prepares a written evaluation and meets with the faculty member to discuss his or her performance, future plans, and goals. No later than October 15 of the final year of the appointment, the dean/director shall decide whether or not to reappoint. The dean/director's recommendation on renewal of the appointment is final.

F Salary Recommendations

Under guidance provided by the Annual Merit Compensation Process (AMCP) document each year, the dean/director decides on salary adjustments for tenure-track and teaching faculty. The dean/director bases the adjustments on the annual performance reviews and on equity considerations. In deciding on merit adjustments, the dean/director considers each faculty member's annual performance ratings in the context of the percentages associated with the faculty member's responsibilities (i.e., teaching, scholarship, and service), with the initial assessment of scholarship provided by the TIU head.

The dean/director attempts to prevent salary inequities by consulting with TIU heads about appropriate salaries for initial appointments/new positions, recognizing that there may be legitimate salary differences depending on differences in duties between the Columbus and Marion campuses.

To monitor faculty salaries for inequities during the annual salary setting process, the dean/director compares each faculty member's current salary to the median salaries for Columbus faculty who are in the same department and at the same rank including, as possible, time in rank. Developing comparative data may be complicated in cases where the faculty member does not have at least a few Columbus faculty members at the same rank or where significant differences in responsibilities exist. Typically, the dean/director reviews these comparisons every summer.

In cases where the faculty member's salary is substantially lower than the comparison group's median, the dean/director may determine an equity adjustment is needed to correct, or take steps toward correcting, the inequity. Considerations also include performance differences, the TIU's scholarship expectations, previous assessments of the faculty member's performance by the dean/director and the TIU head (who may be consulted during this process), and other relevant information. To be eligible for equity adjustments, faculty must have established a record of meeting or exceeding expectations in each of the areas of teaching, scholarship, and service.

Eligible faculty with the largest inequities have first priority for equity adjustments. It may require more than one year to make the desired equity adjustment.

The dean/director may use up to 20% of the regularly available AMCP pool for equity adjustments. More typically, however, the dean/director will ask the Executive Vice President and Provost for permission to use campus funds outside the AMCP pool for equity adjustments. Support for this request is provided via the documentation collected in the assessment process.

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

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

VI Promotion and Tenure and Promotion Reviews

Regional campus faculty are first reviewed by the regional campus faculty according to the process established on that campus and then by the regional campus dean/director. The regional campus review focuses on teaching and service.

The regional campus dean/director forwards the written evaluation and recommendation of the regional campus review to the TIU head, from which point the review follows the procedures for the Columbus campus faculty as described below.

Faculty Rule 3335-6-02 provides the following context for promotion and tenure and promotion reviews:

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

The primary function of the regional campuses is to provide high-quality undergraduate instruction and to serve the academic needs of their communities. Reviews for promotion with tenure and for promotion are conducted first on the Marion campus, with an emphasis on teaching and service, and then by the TIU at the Columbus campus with an emphasis on research, scholarship, and/or creative activity. In evaluating regional campus faculty for promotion and tenure or promotion, the character and quantity of scholarship by regional campus faculty may differ from that of Columbus campus faculty, due to the weight of other responsibilities and lack of access to comparable resources. Regional campus faculty are nevertheless expected to establish a program of high-quality scholarly activity.

A. Criteria and Documentation that Support Promotion

1 Promotion to Associate Professor with Tenure

Faculty Rule 3335-6-02 provides the following general criteria for promotion to associate professor with tenure:

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

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

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

Every candidate is held to a high standard of excellence in all aspects of performance. Above all, candidates are held to a very high standard of excellence in the areas central to their responsibilities. For example, if a candidate's primary teaching role is and will continue to be

undergraduate teaching, then excellence in undergraduate teaching is required. A mediocre performance in this area would not be adequately counterbalanced by excellent performance in another aspect of teaching that is a significantly smaller part of the individual's responsibilities.

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

The content of the following charts is provided to demonstrate the criteria and documentation that support promotion to associate professor with tenure:

Teaching	
Criteria	Documentation
1. Clear and complete syllabi incorporating sound, current subject knowledge and establishing explicit outcomes for student learning	<ul style="list-style-type: none"> Syllabi on record
2. Effective instructional techniques and materials appropriate for the objectives and level of the course	<ul style="list-style-type: none"> Creation of (or revisions to) syllabi, exams, lab exercises, and other learning tools (e.g., coding exercises, problem sets, computer software) that demonstrate up-to-date thinking on subject content.
3. Efforts to enhance teaching quality and inclusiveness through professional development activities.	<p>Instructors may achieve this objective in several ways. Some examples may include:</p> <ul style="list-style-type: none"> Completion of Foundations, Impact Teaching through the Michael V. Drake Institute for Teaching and Learning Earned Endorsement in Inclusive Teaching through the Drake Institute Completed teaching training programs provided by the campus, professional organizations in the faculty member's discipline, or organizations serving higher learning, such as the Association of Colleges and Universities, the Gardner Institute, etc.
4. Ability to organize and present class material effectively with logic, conviction, and enthusiasm.	<ul style="list-style-type: none"> Peer evaluations mention the instructor's effectiveness in these areas. Student evaluations mention the instructor's effectiveness in these areas. If reasonable concerns have been noted in student and/or peer feedback, across courses or course sections, the instructor has taken measures to address these concerns, and these concerns are not widespread in recent courses that the instructor has taught.
5. Efforts to provide appropriate and reasonably timely feedback to students throughout the instructional process.	<ul style="list-style-type: none"> Student evaluations mention the instructor's effectiveness in these areas. There is no widespread concern from students about the timing and appropriateness of feedback. If reasonable concerns have been noted in student feedback across courses or course sections, the instructor has taken measures to address these concerns, and these concerns are not widespread in recent courses that the instructor has taught.
6. Efforts to treat students with respect and courtesy.	<ul style="list-style-type: none"> Peer evaluations highlight positive interactions between the instructor and their students. There is no widespread concern from students about being treated with disrespect and/or a lack of courtesy.

	<ul style="list-style-type: none"> If reasonable concerns have been noted in student and/or peer feedback, across courses or course sections, the instructor has taken measures to address these concerns, and these concerns are not widespread in recent courses that the instructor has taught.
7. Demonstrate creativity in the use of a variety of teaching strategies to create an optimal learning environment.	<ul style="list-style-type: none"> Peer evaluations favorably discuss creative and/or novel teaching strategies used by the instructor. Student evaluations favorably discuss creative and/or novel teaching strategies used by the instructor.
8. Efforts to incorporate reasonable student feedback to enhance teaching.	<ul style="list-style-type: none"> Narrative in the dossier explaining specific steps the instructor has taken to use reasonable feedback from students to enhance their teaching. Any comment that is discriminatory or inappropriate (e.g., sexually harassing or abusive language) is unacceptable and therefore will not be considered in any evaluation.

To earn promotion to associate professor with tenure, faculty must meet the following service criteria:

Service	
Criteria	Documentation
1. Efforts to regularly serve the campus.	<ul style="list-style-type: none"> Service narrative in the dossier provides a detailed, chronological explanation of the candidate's contributions to any campus committees, programs, and other events on which they have served.
2. Efforts to provide service to the profession.	<ul style="list-style-type: none"> Service narrative in the dossier provides a detailed, chronological explanation of the candidate's contributions to their profession.
3. Regular attendance at Faculty Assembly meetings.	<ul style="list-style-type: none"> Faculty member is regularly on the attendance list, unless they have teaching conflicts.

2 Promotion to Professor

Faculty Rule 3335-6-02 establishes the following general criteria for promotion to the rank of professor:

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

The specific criteria in teaching, scholarship, and service for promotion to professor are similar to those for promotion to associate professor with tenure (see chart in Section VI.A.1), with the added expectation of sustained accomplishment and quality of contributions, a record of continuing professional growth, and evidence of established national or international reputation in the field. When assessing a candidate's national and international reputation in the field, a national and international reputation for the scholarship of teaching may be counted as either teaching or scholarship.

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

Promotion should reflect the reality that (a) not all faculty members have the same distribution of assignments (b) not all faculty members will be able to contribute excellence equally in all evaluation dimensions; and (c) there is a multi-faceted institutional responsibility that must be achieved by the skills of the faculty collectively. Promotion to professor should be awarded not only to those faculty who have demonstrated impact in their scholarship of research and creative inquiry, teaching and learning, and service, but also to those who have exhibited excellence in the scholarship of leadership to make visible and demonstrable impact upon the mission of the campus, the TIU, the college, and the university.

In accordance with the mission of the regional campuses, relatively greater weight will be placed upon teaching excellence in the evaluation of regional campus faculty, and involvement in creative teaching activities that go beyond excellent performance in teaching assignments will be highly valued. However, involvement in some highly recognized form of scholarly activity in her/his field is also expected and must satisfy requirements/expectations established by the TIU for promotion of regional faculty to professor.

3 Teaching Faculty

The Marion campus relies upon the TIU to establish the criteria for promotion to associate professor of teaching or promotion to professor of teaching. However, the Marion campus expects that a faculty member under consideration show convincing evidence of excellence as a teacher and a provider of effective service; have a documented high level of competence in professional practice; and display the potential for continuing a program of high-quality teaching and service relevant to the mission of the Marion campus.

4 Associated Faculty

Associated faculty for whom promotion is a possibility follow the promotion guidelines and procedures for tenure-track faculty (see Promotion and Tenure and Promotion Reviews below), with the exception that the review does not proceed to the campus level if the TIU head's recommendation is negative, and does not proceed to the University level if the dean/director's recommendation is negative.

B Procedures for Tenure-Track Faculty

The campus'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.

Regional campus faculty are first reviewed by the regional campus faculty according to the process established on the Marion campus then by the regional campus dean/director. The regional campus review focuses on teaching and service.

The regional campus dean/director forwards the written evaluation and recommendation of the regional campus review to the TIU head, from which point the review follows the procedures described for the Columbus campus faculty.

1 Candidate Responsibilities

Marion campus candidates for promotion and tenure or promotion are responsible for (1) submitting a complete, accurate dossier and (2) providing a copy of the APT under which they wish to be reviewed. If external evaluations are required, candidates are responsible for (3) reviewing the list of potential external evaluators compiled for their case according to TIU guidelines.

i 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 Faculty Evaluation Advisory Committee (FEAC), for reviews of probationary faculty, or the Full Professor Advisory Committee (FPAC), for reviews of associate professors seeking promotion to professor, 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.

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.

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.

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.

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

The documentation for promotion and tenure or promotion is described in full in each TIU's APT document.

ii Appointments, Promotion, and Tenure (APT) Document

Candidates must also submit a copy of the APT under which they wish to be reviewed. Candidates may submit their TIU'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 TIU.

iii External Evaluations

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

2 Responsibilities of the Marion Campus Faculty Evaluation Advisory Committee

The Faculty Evaluation Advisory Committee (FEAC) reviews this document annually and recommends proposed revisions to the faculty.

The Faculty Evaluation Advisory Committee makes recommendations to the dean/director concerning faculty members being reviewed for promotion to associate professor and/or tenure. It is a standing committee of the Marion Campus Faculty Assembly. The committee consists of seven tenured faculty members. No one other than committee members may attend committee meetings except by committee invitation.

The duties and responsibilities of the Faculty Evaluation Advisory Committee are to prepare written evaluations for faculty members undergoing fourth year review or being considered for tenure and/or promotion. So that the committee can accomplish its work, it shall request in writing that each probationary faculty member to be evaluated submit information upon which the committee may make its judgments. The probationary faculty member should submit all copies of quantitative and qualitative student evaluations as well as copies of any other course evaluation materials, including letters from peer evaluators, copies of all syllabi, grade distributions, and a self-evaluation, to be organized into a supplemental folder. The committee shall interview each candidate to review pertinent data prior to the drafting of the committee's letter of evaluation.

The committee shall confine its investigations to an analysis of the faculty member's teaching and service, and to those qualities relevant to teaching and service; however, it may comment on scholarship. Criteria for evaluating teaching, service and scholarship shall be those given in the University Faculty Rule 3335-6.

The committee's letter of evaluation shall be available for review by tenured faculty. An open meeting of the tenured faculty, called by the chair of the committee, shall be held to discuss a draft of the letter and a vote shall be taken assessing the degree to which tenured faculty members support a recommendation for contract renewal for a fifth year or for tenure and/or promotion. Subsequently, the final version of the letter is transmitted to the Marion Campus dean/director and to the chair or head of the appropriate TIU.

3 Responsibilities of the Marion Campus Full Professor Advisory Committee

The Full Professor Advisory Committee (FEAC) reviews this document annually and recommends proposed revisions to the faculty.

The Full Professor Advisory Committee (FPAC) makes recommendations to the dean/director concerning faculty members being reviewed for promotion to professor. It is a standing committee of the Marion Campus Faculty Assembly. The committee consists of all professors on the Marion campus. No one other than committee members may attend committee meetings except by committee invitation.

The duties and responsibilities of the Full Professor Advisory Committee are to prepare written evaluations for faculty members being considered for promotion to professor. So that the committee can accomplish its work, it shall request in writing that each associate professor to be evaluated submit information upon which the committee may make its judgments. For the appropriate number of years being considered, the faculty member should submit copies of quantitative and qualitative student evaluations as well as copies of any other course evaluation materials, including letters from peer evaluators, copies of all syllabi, grade distributions, and a self-evaluation, to be organized into a supplemental folder. The committee shall interview each candidate to review pertinent data prior to the drafting of the committee's letter of evaluation.

The committee shall confine its investigations to an analysis of the faculty member's teaching and service, and to those qualities relevant to teaching and service; however, it may comment on scholarship. Criteria for evaluating teaching, service and scholarship shall be those given in the University Faculty Rule 3335-6.

The committee's letter of evaluation shall be transmitted to the Marion Campus dean/director and to the chair or head of the appropriate TIU.

4 Responsibilities of Members of the Eligible Faculty on the Marion Campus

Responsibilities of the members of the Marion campus eligible faculty during promotion and tenure reviews are as follows:

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

5 Dean/Director's Responsibilities

The responsibilities of the dean/director are as follows:

- To charge each member of the Marion Campus Faculty Evaluation Advisory Committee and Full Professor Advisory Committee to conduct reviews free of bias and based on criteria.
- The Marion campus dean/director reviews the letters prepared by and the recommendations of the Faculty Evaluation Advisory Committee and Full Professor Advisory Committee and the tenured faculty regarding faculty members undergoing fourth year review, being considered for tenure and promotion, or being considered for promotion. The dean/director prepares a letter of evaluation and forwards that letter and the written evaluation and recommendation resulting from the regional campus review to the TIU head, from which point the review follows the procedures described for the Columbus campus faculty in the TIU's Appointment, Promotion, and Tenure document.

C. Procedures for Teaching Faculty

Teaching faculty at the assistant professor level are reviewed annually by the Faculty Evaluation Advisory Committee which prepares an assessment letter which is transmitted to the dean/director. Teaching faculty at the assistant professor level who are being considered for promotion to associate professor are reviewed by the Faculty Evaluation Advisory Committee which prepares an assessment letter that is reviewed and approved by the eligible faculty. Their recommendation is transmitted to the dean/director. Following the review, the dean/director consults with the faculty member's TIU head. A request to promote follows the same procedures as tenure-track faculty except that external letters are not needed unless scholarship is a component of the assigned role.

Teaching faculty at the associate professor level who are being considered for promotion to professor are reviewed by the Full Professor Advisory Committee which prepares an assessment letter that is reviewed and approved by the eligible faculty. Their recommendation is transmitted to the dean/director. Following the review, the dean/director consults with the faculty member's TIU head. A request to promote follows the same procedures as tenure-track faculty except that external letters are not needed unless scholarship is a component of the assigned role.

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 Seventh-Year Reviews

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

IX Procedures for Student and Peer Evaluation of Teaching

A Student Evaluation of Teaching

Use of the Student Evaluation of Instruction (eSEI) is required in every course offered on the Marion campus. Faculty members should choose a day late in the semester when attendance is likely to be high if in-class time will be provided for students to complete the evaluation using a mobile application. The faculty member must leave the classroom during the time allotted for completing the evaluation. The faculty member should reiterate to students that the feedback provided in the evaluations is used both for performance reviews and to provide feedback that can be taken into account in future teaching.

For each course taught, the Marion campus also requires collection of written comments from students regarding the faculty member's teaching. The campus will provide a basic evaluation form, but faculty are free to utilize an evaluation form of their own choosing. While the option to provide written comments exists within the eSEI, campus experience indicates that providing an in-class option for students to provide written comments yields more useful feedback. Faculty should choose

a day late in the semester when attendance is likely to be high to provide in-class time for students to complete the written evaluations. The faculty member must leave the classroom during the time allotted for completing the evaluation. The faculty member should reiterate to students that the feedback provided in the evaluations is used both for performance reviews and to provide feedback that can be taken into account in future teaching.

B Peer Evaluation of Teaching

Peer teaching evaluations may be conducted for two reasons: regularly scheduled reviews to be included in a probationary faculty member's dossier or the dossier of a tenured faculty member seeking promotion to professor, or the upon request of the dean/director or the faculty member. The peer reviewer must be of higher rank than the faculty member being reviewed.

Regularly scheduled peer teaching evaluations are intended for the following purposes:

- to review the teaching of probationary tenure-track and teaching faculty at least once per year with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned
- to review the teaching of tenured associate professors and non-probationary associate professors of teaching at least once every other year, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned over a six year period and of having at least four peer reviews of teaching before the commencement of a promotion review
- to review the teaching of tenured professors and non-probationary teaching professors at least once every two years with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned during the year of the review

Peer teaching evaluations also may be conducted upon the request of the dean/director or the faculty member. These may focus on the specific aspects of instruction requested by the dean/director or faculty member and may or may not include class visitations. These are intended for the following purposes:

- to review, upon the dean/director's request, the teaching of any faculty member not currently scheduled for review; such reviews are normally triggered by low or declining student evaluations or other evidence of the need for providing assistance in improving teaching
- to review the teaching of a faculty member not currently scheduled for review, upon that individual's request, to the extent that time permits. Reviews conducted at the request of the faculty member are considered formative only. The dean/director is informed that the review took place, but the report is given only to the faculty member who requested the review. Faculty seeking formative reviews should also seek the services of the Michael V. Drake Institute for Teaching and Learning.

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

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

For additional information on the peer review process, please contact:

Michael V. Drake Institute for Teaching and Learning and the Office of Distance Education and eLearning.