

# APPOINTMENTS, PROMOTION, AND TENURE

## CRITERIA AND PROCEDURES

DEPARTMENT OF ARTS ADMINISTRATION, EDUCATION AND POLICY

College of Arts and Sciences

The Ohio State University

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# APPOINTMENTS, PROMOTION, AND TENURE CRITERIA AND PROCEDURES FOR THE DEPARTMENT OF ARTS ADMINISTRATION, EDUCATION AND POLICY

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## **I. PREAMBLE**

This document is a supplement to Chapter 6 of the Rules of the University Faculty (Additional Rules Concerning Tenure Track Faculty Appointments, Reappointments, Promotion and Tenure) <http://trustees.osu.edu/rules/university-rules.html>, the Office of Academic Affairs annually updated procedural guidelines for promotion and tenure reviews <http://oaa.osu.edu/handbook.html> 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.

The dean of the college and the Office of Academic Affairs must approve this document before it may be implemented. It sets forth the department's mission and, in the context of that mission and the missions of the college and University, its criteria and procedures for faculty appointments and 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 the university's reaffirmation of academic rights and responsibilities, <http://oaa.osu.edu/rightsandresponsibilities.html>. In particular all faculty members accept the responsibility to participate fully and knowledgeably in review processes; to exercise the standards established in the university's reaffirmation of academic rights and responsibilities 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.

### **Program Descriptions**

The Department of Arts Administration, Education and Policy's programs promote understanding of the arts and visual culture for all students through a curriculum that is research-based, interdisciplinary, and intent on collaboration with communities both within and outside the University, state, and nation. We emphasize understanding of arts and culture, especially visual and other material culture, in a global, culturally diverse, and technological society. This content is explored through the following: pedagogical theory and practices; critical inquiry of historical and contemporary artworks; the analysis of public and educational policy in the arts and cultures; and inquiry in the philosophical, historical, and policy foundations of art education, arts management, and cultural policy administration. Our curriculum includes attention to understanding multimedia technologies in cultural production, critique of policies, teaching, learning, assessment strategies, and awareness of comparative international practices.

The scope of the Department's undergraduate offerings includes general education courses in arts criticism and diversity and an art methods course for elementary classroom teachers. The Department offers a Bachelor of Art Education (BAE) degree program that provides undergraduate students with a well-rounded liberal arts education, intensive studies in visual culture, and significant preparatory course work in the theory, practices, and pedagogy of art education. The Department has taken the lead in the development of an undergraduate minor in entrepreneurship and the arts in collaboration with the Fisher College of Business. A new undergraduate Bachelor of Arts in Arts Management (BAAM) was implemented in the Fall Semester, 2012.

Graduate programs include courses for experienced teachers and graduate licensure students that lead to the MA degree (both on campus and online); the MA degree in arts policy and administration is carried out in collaboration with the John Glenn School of Public Affairs; museum education courses lead to a departmental specialization; the Department offers the introduction course to an interdisciplinary specialization in material culture and professional development for in-service teachers and school administrators; and an array of doctoral research specializations leading to the PhD degree.

## **II. DEPARTMENT MISSION**

The mission of the Department of Arts Administration, Education and Policy is to prepare educators, researchers, administrators and policy makers for research and practice in the interdisciplinary field of art education through its integrated, multifaceted programs and collaborations within and outside the University. Key goals are to prepare students to lead through the arts, to function as a critical and informed citizenry, to advance the public interest with regard to opportunity, diversity, effective public policy, social justice, and creativity; to critically engage cultural meaning through excellence in research, policy, teaching, and leadership that fosters social change and advances the public interest through the arts and visual culture at the local, state, national and international levels in the areas of research, teaching and service.

## **III. DEFINITIONS**

### **A. Committee of Eligible Faculty**

The Committee of Eligible Faculty for appointment consists of all tenure track and tenured faculty whose TIU is the Department of Arts Administration, Education and Policy.

**Regular Tenure-track Faculty:** The eligible faculty for reappointment, promotion and tenure, and promotion reviews of regular tenure track faculty consists of all tenured faculty of higher rank than the candidate whose tenure resides in the department excluding the department chair, college deans, provost, and president.

For tenure reviews of probationary professors, eligible faculty are tenured professors (excluding the department chair) whose tenure resides in the department.

1. **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.
2. **Minimum Composition:** In the event that the department does not have at least three eligible faculty members who can undertake a review, the department chair, after consulting with the divisional dean, will appoint one or more faculty members from another department within the college for the review so that the minimum number of three can be reached.
3. **Quorum:** As per the College recommendations, the quorum is set as two thirds of the eligible faculty not on an approved leave of absence. A member of the eligible faculty on Special Assignment may be excluded from the count for the purposes of determining quorum only if the department chair has approved an off-campus assignment. Faculty members who recuse themselves because of a conflict of interest are not counted when determining quorum.
4. **Recommendation from the Committee of the Eligible Faculty:** In all votes taken on personnel matters within the Department of Arts Administration, Education and Policy, 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.
5. **Appointment**
  - a. A positive recommendation from the eligible faculty for appointment is secured when two-thirds of the cast votes are positive.
6. **Reappointment, Promotion and Tenure, Promotion, and Contract Renewal**
  - a. A positive recommendation from the eligible faculty for reappointment, promotion and tenure, promotion, and contract renewal is secured when two-thirds of the votes are positive.

## IV. APPOINTMENTS

### A. Criteria

The department is committed to making only faculty appointments that enhance or have strong potential to enhance the quality of the department. Important considerations include the individual's 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 and students to the department. No offer will be extended in the event that the search process does not yield one or more candidates who would enhance the quality of the department. The search is cancelled or continued, as appropriate to the circumstances.

#### 1. Regular Tenure track faculty

Appointments of tenure track and tenured faculty should be consistent with the mission of the Department and should enhance or have strong potential to enhance the quality of the Department, as expressed in Faculty Rule 3335-6-02.

##### Assistant Professor:

Criteria for appointment to the rank of assistant professor should be consistent with the qualifications for an academic career in the discipline - usually an earned doctorate or other equivalent terminal degree - preferably with prior research, publication, and teaching experience, and be consistent with Faculty Rule 3335-6-02.

##### Associate Professor and Professor:

Appointment at senior rank requires that the individual, at a minimum, meet the department's criteria in teaching, research, and service for promotion to these ranks. Appointment at senior rank normally includes tenure. Appointments at senior rank that are not tenured have a 4-year probationary period. Foreign nationals who lack permanent residency status may be appointed to a senior rank and approved for tenure, but the University does not grant tenure in the absence of permanent residency.

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 emphasis 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.

Instructor:

Appointments at the rank of instructor are limited to three years and should normally be made only when the offered appointment is at that of assistant professor but the appointee has not completed the required terminal degree at the onset of the appointment.

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 without a formal request for an extension of the probationary period. In addition all probationary faculty members have the option to be considered for early promotion.

University rule 3335-6-03(B) governs the probationary periods and duration of appointments for regular faculty.

## **2. Regular Tenure track faculty at regional campuses**

The same criteria apply as Regular Tenure track faculty (see #1 above).

## **3. Auxiliary faculty**

Compensated auxiliary faculty include lecturers and visiting faculty and they can be appointed for a period of up to three years.

**a. Lecturers:** Candidates who are at least advanced Ph.D. students either from within the Department or from other institutions may be considered for temporary appointments to fill temporary teaching needs in the Department or regional campus.

**b. Visiting faculty:** appointments may not exceed three continuous years including individuals on leave from other academic institutions and temporary faculty. Visiting faculty appointments may be made at the Assistant, Associate or Professor ranks.

**c. No-salary auxiliary faculty:** These include adjunct faculty and faculty with regular titles at zero percent time. They may also include visiting faculty. Criteria for no-salary appointments should include expectations for contributions to the Department. No-salary appointments are not warranted unless accompanied by substantial involvement in the academic work of the Department. Auxiliary appointments may be made for up to only one year at a time and thus require formal annual renewal by voting tenure track faculty if

they are to be continued.

#### **4. Courtesy appointments**

Courtesy appointments (i.e. no-salary joint appointments for regular Ohio State faculty from other tenure initiating units) should be based on an expectation of the appointee's substantial involvement in the Department's teaching, research, and/or service programs; continuation of the appointments should reflect ongoing contribution. Unlike auxiliary appointments, courtesy appointments do not require formal annual review.

#### **B. Procedures:**

See the Office of Academic Affairs [Policies and Procedures Handbook](http://oaa.osu.edu/handbook.html) <http://oaa.osu.edu/handbook.html> on the following topics:

Recruitment of Regular Tenure Track, Clinical Track and Research Track Faculty  
<http://oaa.osu.edu/handbook/iv 1.0.html>

Appointments at Senior Rank or with Prior Service Credit  
<http://oaa.osu.edu/handbook/iv 2.1.html>

Hiring Faculty From Other Institutions After April 30  
<http://oaa.osu.edu/handbook/iv 6.0.html>

Appointment of Foreign Nationals  
<http://oaa.osu.edu/handbook/iv 5.0.html>

Letters of Offer  
<http://oaa.osu.edu/handbook/iv 2.0.html>

#### **1. Regular 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 requested from the Office of Academic Affairs. The college must also approve a request to forego a national search. Search procedures must be consistent with the University policies set forth in the most recent update of *A Guide to Effective Searches* <http://hr.osu.edu/hrpubs/guidesearches.pdf> .

This section provides information regarding search procedures leading to appointment of tenure track faculty. These procedures are consistent with university policies and entail substantial faculty involvement.

Standing Departmental or ad hoc committees appointed by the Chair may request positions to address specific Departmental needs. Position

requests may also arise in consequence of a long-range plan by faculty, from perceived special need opportunities, or from replacement needs. As described in the Pattern of Administration for the Department of Arts Administration, Education and Policy, for each open faculty position, a Search Committee will be appointed by the Department Chair after consultation with the Executive Committee, which is composed of the Chairs of the Undergraduate Licensure Committee, the Graduate Studies Committee, a faculty member elected at large, and the Director of the Arts Policy and Administration Program. After the need for the position has been determined and it has been approved by the Executive Dean of the College of Arts and Sciences, the Search Committee Chair will be appointed by the Department Chair in consultation with the Executive Committee. The Chair of the Search Committee must be tenured.

The Department Chair, in consultation with the Executive Committee, will draft a description of the position consistent with HR Policy 1.10 <http://hr.osu.edu/policy/policy110.pdf> and bring this to the faculty for approval and vote. After the position description has been approved by the faculty, the Department Chair will submit a Position Vacancy notice, with the position description, through the Executive Dean of the College of Arts and Sciences to the Office of Human Resources/ Classification and Compensation, develop the advertisement, and place it in appropriate national publications, including publications that target populations designated for affirmative action. Vigorous efforts to ensure a diverse pool of highly qualified candidates are required.

After developing a mechanism for screening the pool of applicants including a means of checking references and determining the pool of candidates, the Search Committee invites finalists to campus for interviews and presentations that are open to faculty and students and solicits input from the faculty and students regarding their preferences among the slate of finalists. Applicant files will be made available for faculty review. The Search Committee recommends a candidate or slate of candidates to the Chair and faculty, with a minimum of two candidates when possible. The Department Chair will consult with the voting faculty prior to extending an offer to a candidate. Upon consultation and approval of the Dean, an offer is extended to the candidate by the Department Chair. All offers of prior service credit require the prior approval of the Office of Academic Affairs. Offers to foreign nationals require prior consultation with the Office of International Affairs.

## **2. Regular Tenure track faculty at regional campuses**

In the case of a tenure track position on a regional campus, the regional campus Dean or Director has primary responsibility for determining need for a position and the position description, but should consult with and seek

agreement with the Department Chair. The Chair of the Department and the regional campus Dean or Director will agree on a single search committee consisting of members of both units. Candidates should at a minimum, be interviewed by the regional Dean or Director, the Chair of the Department, the search committee and representatives of both faculties. Candidates will be evaluated on both campuses, with the faculty on the Columbus campus taking primary responsibility for evaluating the candidate's record as a scholar. A decision to hire requires agreement on the part of the Chair of the Department and the regional Dean or Director. Negotiations with a candidate should not begin without such agreement and both the Chair of the Department and the Dean/Director of the regional campus must sign the letter of offer.

### **3. Auxiliary faculty**

Searches for compensated Auxiliary Faculty may be initiated at the request of individuals, a group of faculty, or at the recommendation of the Committee of the Eligible Faculty. The Chair is responsible for making the appointment of compensated auxiliary faculty after consultation with the faculty. No-salary auxiliary faculty are appointed by the chair after consultation with the faculty. The Chair, in conjunction with the faculty will conduct an annual review of Auxiliary Faculty to determine whether reappointment is appropriate. The review may consider the scholarly qualifications of the candidate, his or her teaching effectiveness, and/or the future needs of the department.

### **4. Courtesy appointments**

The Chair, in conjunction with the Committee of the Eligible Faculty, will review and make decisions about the qualifications of a candidate seeking a no-salary appointment in the department in relation to the needs of the department.

## **V. ANNUAL REVIEWS PROCEDURES**

The department follows the requirements for annual reviews as set forth in the Office of Academic Affairs [Policies and Procedures Handbook](#):

Regular tenure track	<a href="http://oaa.osu.edu/handbook.html">http://oaa.osu.edu/handbook.html</a>
Regular clinical track	<a href="http://oaa.osu.edu/handbook/ii.html">http://oaa.osu.edu/handbook/ii.html</a>
Regular research track	<a href="http://oaa.osu.edu/handbook/ii.html">http://oaa.osu.edu/handbook/ii.html</a>

The annual reviews of every faculty member are based on expected performance in teaching, research, and service as set forth in the department's Policy on Faculty Duties and Responsibilities; on any additional assignments and goals specific to the individual; and on progress toward promotion where relevant.

The documentation required for the annual performance review of every faculty member is described under MERIT SALARY INCREASES below. This material must be submitted to the department chair by the end of the first week of Spring Semester.

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

#### **A. Probationary tenure track faculty**

Procedures for annual reviews of probationary tenure track faculty are consistent with Faculty Rule 3335-6-03 C and G as well as with Office of Academic Affairs policies.

At the time of appointment, probationary faculty members shall be provided with all pertinent documents detailing Department of Arts Administration, Education and Policy, College of Arts and Sciences, and University promotion and tenure policies and criteria. If these documents are revised during the probationary period, probationary faculty members shall be provided with copies of the revised documents.

In accordance with Faculty Rule 3335-6-03 (C), (See Appendix I), probationary tenure-track faculty will be reviewed annually. The purpose of this review is to assess the performance of the faculty member in the three areas of research, teaching, and service and to form the basis for a decision on renewal of the appointment and possible merit salary increments for the upcoming year. The performance of each probationary faculty member is evaluated relative to the Department's published criteria for appointment, promotion, and tenure.

At the beginning of Fall Semester, each probationary faculty member is provided by the Chair of the Committee of the Eligible Faculty with a copy of the Office of Academic Affairs dossier outline to be completed by the faculty member and submitted to the Department Chair by the beginning of Spring Semester. (Faculty members seeking tenure and promotion are required to use Research in View to generate their core dossier.) During Spring Semester, this document will be reviewed by the Chair and Committee of the Eligible Faculty, who will also provide a peer-teaching evaluation as discussed in the department's Peer Evaluation of Teaching document and vote to reappoint the probationary faculty member. (See Appendix C.) The Committee of the Eligible Faculty will report the results of their review and vote to the Department Chair.

The Department Chair will prepare an annual review letter, based on the Committee of the Eligible Faculty's report and vote, and on the Chair's assessment of the faculty member's performance. The Department Chair will

meet with the faculty member to discuss the annual review. The letter, which includes an indication as to whether the faculty member will be reappointed, is provided to the faculty member under review and to the Dean of the College; it becomes a part of the faculty member's dossier for subsequent annual reviews during the probationary period, including the review for promotion and tenure. If either the Committee of the Eligible Faculty or the Chair recommends non-renewal, the comments process is invoked, and the case is sent to the Dean of the College for decanal review and decision. Any review, which results in non-renewal of a probationary faculty member, must follow the minimum time of notice, as stipulated in Faculty Rule 3335-6-08.

### **1. Faculty at a regional campus**

Probationary faculty at a regional campus are reviewed annually by the regional campus Dean or Director and by the Chair of the Department on the Columbus campus. The regional campus review, which focuses mainly on teaching and service, should take place first. The Dean's or Director's report of that review and a copy of the faculty member's annual report will be forwarded to the Chair of the Department with a copy to the Dean of the College. The Department review will focus on the candidate's scholarly work and on the appropriateness of course content and course standards, but considers all aspects of the record including teaching and service. The Department Chair will give a written review to the faculty member and a copy to the Dean or Director. It is important that the Chair of the Department and the regional campus Dean or Director be alerted to any developing discrepancy for the probationary faculty member between the quality of teaching and service on one hand and the quality and quantity of scholarly work on the other, in order to minimize the possibility that the regional campus and the Department might eventually disagree on a tenure recommendation. When such discrepancies become apparent, the regional campus Dean or Director should seek appropriate means of addressing the problem with the faculty member and the Chair of the Department.

### **2. Fourth-Year review**

In accordance with University Rule 3335-6-03(3), fourth-year reviews follow exactly the same procedures as that prescribed below for sixth-year review including the comments process, with the exception that external letters of evaluation are not solicited, and there is review at the department and the college level only. Since renewal of appointment of a probationary assistant professor for the fifth year requires the approval of the Dean of the College of Arts and Sciences, this review is to be conducted during the Autumn Semester.

### **3. Exclusion of time from probationary period**

Faculty Rule 3335-6-03 provides for time to be excluded from the probationary period for birth or adoption of a child, personal illness, care of sick or injured person or other factors beyond a faculty member's control that significantly interferes with productivity.

#### **B. Tenured faculty**

By the end of the first week of Spring Semester of each year, Annual Activity Reports will be required from all tenured faculty; this report will follow the outline of performance factors provided below as documentation for promotion and tenure. This report is used by the Chair to prepare the departmental annual activity report. This faculty activity report, student evaluations of teaching, and peer teaching reviews (when available) are used for the purposes of an annual review of tenure track and tenured faculty. Based on this evidence the department chair writes an evaluation letter to the tenure track and tenured faculty members.

All faculty members must have a face-to-face meeting with the department chair as part of their annual review. At this meeting, the chair will provide the faculty member with an assessment of his/her performance in the areas of research, teaching, and service, and s/he will be given the opportunity to respond. The results of this review will be given to the faculty member in writing. Notification of salary for the upcoming year will be sent out in a separate letter when that information becomes available.

#### **C. Tenured faculty at a regional campus**

The regional campus dean or director will conduct the annual reviews of tenured regional campus faculty. A copy of the dean's or director's review letter should be sent to the department chair. In addition, the faculty member, the dean or director or the chair may request a meeting to discuss the review or any other concerns.

## **VI. MERIT SALARY INCREASES**

### **A. Criteria**

The criteria employed for determining recommendations for merit salary increases to Arts Administration, Education and Policy Department faculty are based on contributions in the areas of research, teaching, and service.

#### **1. Research**

Merit increases will be given as recognition of excellence in the realm of research and creative scholarly activity. It is the consensus of the Department that merit raises relative to publications ought generally to occur at actual publication or after. However, increases for long-term

projects might well be distributed over more than one year. In the case of book-length manuscripts, some recognition may be given at the time of acceptance, as well as the time of publication.

## 2. Teaching

Merit increases will be given in recognition of excellence in teaching. Teaching activities in our faculty are extremely diverse with many highly individual approaches. This diversity must be taken into account in assessing individual performance.

## 3. Service

Merit increases will be given as recognition of excellence in the realm of service. We recognize service as an extremely individual and varied activity. Service in the five areas will be considered: Departmental, College, University, community (local, State), professional field (national, international).

## **B. Procedures**

Decisions on the merit increase will be decided after evaluation of the Annual Activity Reports, student evaluations, and peer-teaching reviews have been assessed. Accomplishments of the twelve month period covered by the annual activity report will form the basis for the annual review and merit salary allocation, although these will be considered in the context of the faculty member's record during the previous three years. The Chair may consider the appropriateness of the salary level to the individual's overall record and make adjustments to address salary equity issues.

Regional campus Deans/Directors have responsibility for recommending to the Provost increases for regional campus faculty. Each Dean or Director will consult with the Department Chair before making these recommendations.

## **C. Documentation**

1. On the last day of the first week of Spring Semester of each year, annual activity reports will be required from all tenure track and tenured faculty; this report will follow the outline of performance factors provided below as documentation for promotion and tenure. This report is used (along with student evaluations and peer reviews of teaching) to prepare the Departmental Annual Activity Report. The Faculty Activity Report. The results of this review will be given to the faculty member in writing. Notifications of salary for the upcoming year will be sent out in a separate letter when that information becomes available.
2. The documentation of each faculty member's year's accomplishments in teaching, research, and service through the Annual Activity Report will

include content provided below as documentation for promotion and tenure (See pages 16-20).

## **VII. PROMOTION AND TENURE AND PROMOTION REVIEWS**

Faculty Rule 3335-6-02 <http://trustees.osu.edu/rules/university-rules/rules6/ru6-02.html> provides the following context for promotion and tenure and promotion reviews:

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

### **A. Criteria**

#### **2. Promotion to rank of associate professor with tenure**

Faculty Rule 3335-6-02 (C) 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.

In accordance with Faculty Rule 3335-6-02 (D) the granting of promotion and tenure is to be based on convincing evidence of the candidate's achievement over the probationary period of excellence in teaching, scholarship and service in fields relevant to the Department's Academic Mission, as well as on indications of future potential for high-quality professional development. The Department expects exceptional contributions in any two of the three areas, and expects a high level of accomplishment in each. The following is a suggested list of exceptional quality criteria to use to flexibly evaluate candidates for promotion and tenure.

In cases of promotion to associate professor with tenure, the review for tenure and promotion during the final year of the probationary period is mandatory and must take place. Prior to that, a faculty member may ask to be considered for non-mandatory promotion and tenure review at any time. A candidate may withdraw from review at any stage in the process by making a written request to that effect to the Chair of the Department. Withdrawal from the mandatory tenure review during the final probationary year means that tenure will not be granted and the ending date of the appointment will be at the end of the succeeding academic year.

### Teaching

Evidence of distinction in teaching will emphasize success in developing student interest and competence in art education, arts or cultural policy, and/or arts administration. The assessment of teaching excellence will be based on (but need not be limited to) student evaluations of teaching and peer evaluation, all reports from Peer Teaching Evaluation Committees, SEI and Departmental course evaluations (or their equivalent) for all courses taught during the candidate's probationary period or for the previous five years, representative syllabi and other course materials, and teaching awards and distinction.

Peer evaluation of teaching is performed by a faculty committee bi-yearly for probationary faculty and every three years for tenured associate professors. This committee evaluation is based on the review of course materials (including syllabi, examinations and other instructional materials), review of student evaluations, the instructor's self-evaluation statement, and/or observation of classroom teaching, as spelled out in the departmental *Teaching Evaluation Policy and Procedures* document. Other measures of success that are considered are program and course development, related activities outside the classroom (advising, symposia, etc.), degrees or honors theses advised to completion and interdepartmental teaching. Measures that may also be used include: (1) the candidate's self-evaluation as to approach and goals and description of specific strategies for improvement--past, current and planned; and (2) assessment of the success of a candidate's present and former graduate students.

### Scholarship

The average level of scholarly production includes establishing focused research and/or creative production. This research agenda should be consistent with the Department's and the University's Mission statements.

Evidence of distinction in research is a strong record of research and publication and/or creative production and/or internal and external grant

funding. Writing a conceptually substantive grant proposal is considered the equivalent of preparing an article for publication, but the quality and amount of the grant must also be considered. While specific formats for publication may vary, in all cases, the contributions to the discipline, the quality of the scholarship, and the reputation of outlet(s) factor in the assessment / evaluation.

Recognition will be given for research that results in significant publication (publicly disseminated before the community of scholars). The quality of the research will be explored through examination of material, implication of place of publication, and if needed, by consultation with relevant specialists. Material to which consideration is to be given must be submitted for evaluation (e.g. typescripts of manuscripts, galley copies, and evidence of papers presented, etc.).

### Service

Department faculty on the Columbus and regional campuses are expected to participate in department, college, university, and regional campus governance in a responsible fashion. Faculty are also expected to participate in professional organizations and/or professional consultation at the state, national, and international levels.

Every member of the Department's faculty is expected to assume his/her share of responsibility for the governance and function of the Department, College and University. An appropriate amount of professional and community service is also an expectation. Evidence of distinction in service may include support of administrative tasks, committee work, performance of duties as an officer in professional organizations, organizing colloquia, symposiums, conferences and exhibitions, lecturing to local lay audiences and providing support to local teachers and arts organizations. In evaluating service, quality and competence are more important than numbers of activities. Faculty are also expected to participate in professional organizations and/or professional consultation at the state, national, and international levels.

### **3. Promotion to professor**

In accordance with Faculty Rule 3335-6-02 (C) promotion to the rank of professor is to be based on convincing evidence that a faculty member has sustained, in areas relevant to the Department's academic mission, a record of excellence in teaching, has produced a significant body of scholarship that is recognized within the profession nationally or internationally, and has demonstrated leadership in service. The indicators of exceptional quality remain the same as they were at the Assistant to Associate level of promotion with the exception that the promotion from

Associate to Full Professor expects that the candidate has cultivated an international reputation in addition to a national reputation for scholarly work.

#### **4. Faculty at a regional campus**

Expectations for regional campus faculty differ somewhat from those for faculty on the Columbus campus. The primary mission of the regional campuses is to provide high quality undergraduate instruction and to serve the academic needs of their communities. The relative emphasis on teaching and service of regional campus faculty will, therefore, ordinarily be greater. The Department expects regional campus faculty members to establish a program of high quality scholarship, however, that the greater teaching and service commitments of regional campus faculty require a different set of expectations. The judgment whether a particular body of work meets Departmental standards for tenure and/or promotion will take into consideration the regional campuses' different mission, higher teaching expectation and lesser access to teaching and research resources.

### **B. Procedures**

Departmental procedures for promotion and tenure reviews are guided by the provisions of Faculty Rule 3335-6-04.

The core dossier outline as prepared by the Office of Academic Affairs will serve as the basis for the preparation of a candidate's dossier. As stated therein, documentation is to be presented in the areas of teaching, research and service.

Nomination for review for promotion to full professor can come from (1) faculty members of the Department, together or individually, or (2) from a faculty member on his own or her own behalf. A candidate may withdraw from the review at any stage in the process by making a written request to that effect to the Chair of the Department.

#### **1. Regular tenure track faculty**

During the Spring Semester, the Chair of the Department will notify each faculty member who will be reviewed the following year and offer to assist the candidate in collaboration with the Committee of the Eligible Faculty Chair, in the preparation of his or her dossier. The Chair of the Committee of the Eligible Faculty notifies all faculty who will be reviewed of this assistance and the deadlines that must be met for the review.

By Rule 3335-6-04 (A) (3), an Associate Professor may ask to be considered for nonmandatory promotion review at any time. The screening meeting for a nonmandatory promotion review must be completed by

March 15 in order for a promotion case to go forward in the following Autumn. Associate Professors who wish to be considered for promotion review will then need to speak to the Chair well before that deadline.

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.

One member of the Committee of Eligible Faculty will be designated as the Procedures Oversight Designee whose duty it will be to assure the committee and other review bodies follow the rules at each level and that the procedures are free of inappropriate comments or assumptions about members of underrepresented groups that could bias the committee's review. Any procedural difficulties or other concerns by the Procedures Oversight Designee about the review should be first brought to the attention of the Committee of Eligible Faculty. If the concerns cannot be resolved to the satisfaction of the Procedures Oversight Designee, the concerns should be brought to the attention of the Department Chair. The Department Chair must review the matter and provide a response to the Procedures Oversight Designee regarding either actions taken or why action is judged not to be warranted.

At its organizational meeting, held before the Fall Semester review begins, the Committee of the Eligible Faculty will review all University, College and Departmental materials bearing on promotion and tenure policies and procedures to be followed in the current review.

The Committee Chair should assist the candidate in preparing a dossier documenting his or her accomplishments, although it must be emphasized that primary responsibility for the preparation of such a dossier lies with the candidate.

The Committee of the Eligible Faculty is charged with: (a) verifying the accuracy of the candidate's dossier; (b) obtaining, with the assistance of Chair of the Department, letters of evaluation from external evaluators (i.e. professional peers outside the University); (c) conducting a meeting of eligible faculty and the department chair to discuss the merits of tenure and/or promotion dossier of the candidate; (d) providing a summary of the candidate's narrative student evaluations; and (e) voting on the candidate's promotion and tenure or promotion and reporting the resulting votes of eligible faculty and a summary in a written form to the Department Chair.

The Department Chair is required to make a recommendation, based on

his/her assessment of the candidate and the written recommendation of the eligible faculty, in the form of a letter to the Dean of the College of Arts and Sciences.

Once the Committee of Eligible Faculty report and the Chair's letter have been completed, the candidate will be notified in writing of the completion of the Department's review and of the availability of these reports. The candidate may then request a copy of the reports and, within ten calendar days of notification of completion of the review, may provide the Department Chair with written comments on the reports for inclusion in the dossier. The Committee of the Eligible Faculty and/or Chair of the Department may provide written responses to the candidate's comments for inclusion in the dossier. Only one opportunity for a candidate to make comments on the Departmental level of review is permitted.

Finally, the Department Chair's recommendation, the report of the Committee of the Eligible Faculty, the candidate's dossier and any further comments by the candidate, Committee of the Eligible Faculty and Chair are sent forward to the Dean of the College of the Arts and Humanities.

## **2. Regular tenure track faculty at a regional campus**

Except when the review is a mandatory review for promotion and tenure, the Department Chair and the candidate for promotion determine when they will go up for review. If a regional campus faculty member is to be reviewed, the Department Chair will notify the faculty member, with a copy to the Dean or Director of the regional campus.

The Dean or Director will initiate a review by the regional campus faculty according to the procedures established on the campus. This review focuses mainly on teaching and service. The Dean or Director forwards the report of this review, and a recommendation to the Chair of the Department, for inclusion in the candidate's dossier and for the use of the Department's Committee on Promotion and Tenure. From this point, the review follows the same course as all promotion and tenure reviews with two exceptions:

- 1) The Chair of the Department will send to the Dean or Director copies of the peer evaluation, of the Departmental Committee of the Eligible Faculty's report and of the Chair's recommendation.
- 2) If the recommendation of the regional campus Dean or Director and the Chair of the Department differ, the Dean of the College will consult with both before making a recommendation.

The calendar used as a guideline for each of the steps in the Promotion and Tenure process is provided annually by the College of Arts and Sciences.

### 3. External evaluations

External evaluators should be distinguished people in the candidate's field. To establish the objectivity of these evaluators, the reviewers should not be a close personal friend, research collaborator, or former graduate advisor or post-doctoral mentor of the candidate. The candidate should suggest 3 external evaluators, the Department Chair should suggest 3, and Committee of the Eligible Faculty should suggest 3. At least one, but not more than half the letters contained in the final dossier should be from persons suggested by the candidate. Any other needed letters will be solicited from the Committee of the Eligible Faculty suggestions. The letters of evaluation will meet requirements specified in the most recent OAA [Policies and Procedures Handbook](#). External evaluators will be asked to appraise the worth and significance of the candidate's scholarly and professional accomplishments and future potential. The Committee of the Eligible Faculty Chair will provide external evaluators with the candidate's vita and with samples of the candidate's research. Letters not solicited by the Committee of the Eligible Faculty or by the Department Chair may not be included in the dossier.

## C. Documentation

### 1. Teaching

The following accomplishments are recognized as evidence of exceptional teaching (List is not meant to be interpreted as hierarchical):

- a. Successfully teach a total of four courses per year unless otherwise stipulated in institutional rules.
- b. Effectively perform regular teaching duties including class preparation, grading, and periodic revision of course syllabi, revisions to course content, student supervision, and mentorship.
- c. Receiving electronic SEI Student Evaluation summaries averaging 3.5 across the courses taught.
- d. Collaborating and actively engaging with other faculty in program development.
- e. Serving on Ph.D. Committees and several MA Committees, Projects, or Reflective Portfolio Reviews for each promotion period.
- f. Chairing at least one Ph.D. Dissertation and several

MA Theses, Projects or Reflective Portfolio Reviews for each promotion period.

- g. Receiving honors, awards, or grants for teaching.
- h. Creating new course(s) that reflect developments in the field that enhance and advance the Department's Mission Statement and programming.
- i. Involvement/support in external student exhibitions, presentations, activities, and publications.
- j. Distinction of student accomplishments – recognition and awards.
- k. Supervision of Graduate Teaching Associates.
- l. Involvement in interdisciplinary and collaborative pedagogical efforts with colleagues from other departments and institutions.

## **2. Scholarship**

The following accomplishments are recognized as evidence of exceptional scholarship (List is not meant to be interpreted as hierarchical):

- a. Establishing a significant and focused research agenda that develops a national reputation for quality in a research specialty.
- b. Generating quality publications and creative productions and making scholarly presentations in state, national, or international peer-reviewed, academic venues each year, and sustaining valuable scholarly production during the promotion period.
- c. Publishing a book (single author) or book (edited).
- d. Publishing a book (co-authored) or book (co-edited).
- e. Publication of several quality chapters and book reviews per year in juried venues.
- f. Assuming significant responsibility for editing and/or reviewing for one or more juried journals.
- g. Giving several scholarly presentations per year (invited or juried).
- h. Participating in one or more solo, group, juried or invited creative exhibitions at the regional, national and /or international level.
- i. Being invited to another institution to give a lecture/workshop.
- j. Receiving an award for research from a professional organization
- k. Obtaining a significant grant, fellowship or residency.
- l. Designing/developing/submitting a quality research proposal for external funding (whether funded or not)

- m. Involvement in interdisciplinary and collaborative research efforts with colleagues from other departments and institutions.

### **3. Service**

The following accomplishments are recognized as evidence of exceptional service (List is not meant to be interpreted as hierarchical):

- a. Attending and actively participating in Department faculty meetings and College of Arts and Sciences faculty meetings.
- b. Actively serving on the Department's Undergraduate and Licensure Committee of the Graduate Studies Committee.
- c. Appointment as the Undergraduate and Licensure or Graduate Studies Committee Chair in the Department.
- d. Serving on College of Arts and Sciences and/or University committees and/or other ad hoc committees and task forces.
- e. Maintaining contact with area art teachers and/or community arts organizations and institutions personnel and serving as a resource and/or mentor for them.
- f. Actively participating in the professional organizations (e.g. art, art education, cultural policy, arts administration, and education).
- g. Serving as a liaison between the Department of Arts Administration, Education and Policy and arts education-related groups and/or organizations inside and/or outside the university.
- h. Elected or appointed to leadership roles in university, college and/or school committee(s) and/or assignment(s).
- i. Elected or appointed to leadership roles in professional arts or educational organization(s).
- j. Coordinating and/or advising professional art(s)-related organizations inside/outside the University.
- k. Organizing conferences and symposia relevant to current topics or new directions in the field.
- l. Involvement in interdisciplinary/collaborative outreach and service efforts with colleagues from other departments and institutions.

## **VIII. APPEALS**

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

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

## **IX. SEVENTH YEAR REVIEWS**

Faculty Rule 3335-6-05 (B) 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.

## **X. APPENDICES-TEACHING EVALUATION POLICY AND PROCEDURES**

The Department of Arts Administration, Education and Policy carries obligations in teaching, research, and service, and each faculty member contributes to the fulfillment of these obligations. Teaching loads are structured to provide an appropriate balance of the three obligations in accordance with the needs of the department and the activities of the faculty member. It is the policy of the department that all tenure track and tenured faculty will teach four courses per calendar year. It is important that all faculty members teach courses in both the graduate and undergraduate and licensure programs where possible. A one-course reduction will be given to faculty members who chair one of the two standing committees as well as the director of the APA Program. The chair, with a recommendation by the Executive Committee, may grant a one-course reduction to a faculty member who schedules courses for the department or who takes on extra service activities.

The Department also recognizes as teaching a variety of further activities including curriculum development, advising, and instruction in continuing education and extension programs.

### Evaluation of Teaching

Evaluation of teaching in the Department of Arts Administration, Education and Policy attempts both to assess the degree to which particular teaching activities contribute to or enhances the teaching mission of the Department at large and to balance this with the individual instructional goals of the faculty as stated in syllabi, other contractual arrangements with students, and the faculty member's own statement of instructional goals. Adequate evaluation should allow some distinction between the evaluation of a course as such and a more specifically focused assessment of individual instructors and methods, and we expect that the most serious and useful evaluative instruments will be tailored to the specific shapes and goals of particular courses. Evaluation of a Regional

Campus faculty member's teaching is ordinarily performed by Regional Campus faculty. However, when the Regional Campus faculty member teaches on the Columbus Campus, members of the main campus Committee of the Eligible Faculty will conduct a review.

### 1. Timing of Review

Professors are reviewed every five years; Associate Professors with tenure are reviewed every three years; for untenured faculty peer evaluation of teaching occurs every two years and is incorporated into the annual reviews process. The Committee of the Eligible Faculty conducts reviews of teaching for all faculty members. The Committee of the Eligible Faculty should appoint a Peer Review Committee of not less than two faculty members for each teaching review in consultation with the faculty member being reviewed. Faculty being reviewed will be informed of the review during Autumn Semester. Required documentation should be made available to the Committee of the Eligible Faculty at this time. The review itself will be scheduled in such a way as to allow adequate opportunity for classroom observation.

### 2. Required Documentation

Faculty being reviewed will prepare and submit documentation following the prescribed core dossier format for promotion, tenure, and the evaluation of probationary faculty (only those sections pertaining to teaching) specified by the Office of Academic Affairs. In addition, faculty should submit the most recent syllabus, sample examinations, student evaluations and any other course materials for the most recent offering of each course taught by that faculty member.

### 3. Review Process

The Peer Review of Instruction Committee will meet with the faculty member at the beginning of the academic year to decide which courses to examine and which materials and data to gather and discuss as described in the Peer Review of Instruction form approved by the faculty (See Appendix B). The committee will focus on instructional materials and matters relevant to them, under three sub-categories: organization, quality, grading.

The administration of the peer evaluation process is the responsibility of the Committee of the Eligible Faculty, which appoints Peer Review Committees to accommodate the following guidelines. The evaluation committee should consist of two members of the department appointed in consultation with the faculty member. The evaluators will be comprised of at least one faculty member in or close to the area of specialty of the person under review and at least one faculty member further outside that area of specialty. Evaluators must not be of lower rank than the person being reviewed. As far as possible, these duties will rotate equitably through the faculty, so that the widest range of faculty suggestions and comments may be obtained.

In general, the review is to be informed by documentation submitted by the faculty member under review, including core dossier and supplemental class materials as specified above. The committee includes in its report an assessment of these materials, including their appropriateness, usefulness, currency, and consistency with the objectives stated in the core dossier. An adequate review may also include a pattern of class visitation allowing substantive comment on the teaching of one or more courses and such relevant conversations as many develop as part of this process.

The evaluation committee will prepare a written report of its findings and recommendations including a separate assessment of student evaluations. This report should assess teaching considering the teaching mission statement, and the terms of evaluation set out above. The report is submitted to the Committee of the Eligible Faculty and Department Chair, who, in consultation with the Committee of the Eligible Faculty and the faculty member under review, draft a plan to respond to the recommendations, if needed. Such a plan would be revisited as part of their annual review as long as necessary.

#### 4. Student Evaluation of Teaching

Use of the electronic SEI summaries is required and explained in the section on exceptional teaching criteria. Faculty members are moreover required to use the departmental student evaluation form or a form of their own design that provides students the opportunity to make narrative comments. These evaluation forms will be distributed and collected by a responsible person (student or staff member) other than the instructor in the course. That person will deliver the forms to the departmental staff member. Copies of the narrative evaluations will be provided to the faculty member on request by the department; the Chair's summary of the original forms will be kept on file. Both SEI and narrative evaluations become a part of each faculty member's annual activity report. That report will be considered incomplete if the required student SEI evaluation summaries have not been provided.

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