

**Appointments, Promotion, and Tenure Criteria and Procedures  
Department of French and Italian**

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1 **I Preamble**

2  
3 This document is a supplement to Chapters 6 and 7 of the [Rules of the University Faculty](#);  
4 the annually updated procedural guidelines for promotion and tenure reviews in Volume 3 of the  
5 Office of Academic Affairs [Policies and Procedures Handbook](#); and other policies and procedures  
6 of the college and university to which the department and its faculty are subject.  
7

8  
9 Should those rules and policies change, the department will follow the new rules and policies  
10 until such time as it can update this document to reflect the changes. In addition, this document  
11 must be reviewed, and either reaffirmed or revised, at least every four years on the appointment  
12 or reappointment of the department chair.  
13

14 This document must be approved by the dean of the college and the Office of Academic Affairs  
15 before it may be implemented. It sets forth the department's mission and, in the context of that  
16 mission and the missions of the college and university, its criteria and procedures for faculty  
17 appointments and for faculty promotion, tenure and rewards, including salary increases. In  
18 approving this document, the dean and the Office of Academic Affairs accept the mission and  
19 criteria of the department and delegate to it the responsibility to apply high standards in  
20 evaluating current faculty and faculty candidates in relation to departmental mission and criteria.  
21

22 The faculty and the administration are bound by the principles articulated in Faculty Rule [3335-](#)  
23 [6-01](#) of the Administrative Code. In particular, all faculty members accept the responsibility to  
24 participate fully and knowledgeably in review processes; to exercise the standards established in  
25 Faculty Rule [3335-6-02](#) and other standards specific to this department and college; and to make  
26 negative recommendations when these are warranted in order to maintain and improve the quality  
27 of the faculty.  
28

29  
30 Decisions considering appointment, reappointment, and promotion and tenure will be free of  
31 discrimination in accordance with the university's policy on equal opportunity  
32 (<http://hr.osu.edu/policy/policy110.pdf>).  
33

34 **II Mission of The Department of French and Italian**

35  
36 We are a multicultural and international department with a commitment to equity, diversity, and  
37 inclusion. Faculty, staff, and graduate students all aim to manifest the utility and  
38 indispensable nature of foreign languages to a vibrant university ecosystem, fostering  
39 plurilingualism and multiculturalism in Ohio and beyond. We are engaged in groundbreaking-  
40 research, multi- and cross-disciplinary endeavors, curricular innovation, and service and outreach  
41 efforts with the aim of adding to the well-being of members of the department, Ohio State  
42 students and staff, the university more broadly, the Columbus community, and the many  
43 disciplines with which we enter in dialogue. Therefore, the department values innovation in  
44 scholarship, pedagogy, and outreach.  
45

46 Our faculty have national and international reputations and are at the forefront of research in

1 second language acquisition, language change and development, foreign language pedagogy,  
2 African and postcolonial studies, transatlantic and migration studies, African and Caribbean  
3 philosophy, identity politics and ethnic minorities in France, Medieval and Renaissance Studies,  
4 eighteenth-century Studies, literary and critical theory, study of the novel or narrative prose,  
5 history of the body, screen studies, fashion studies, comics studies, creative writing, popular  
6 music, theatre and performance, ecocritical studies, medical humanities, gender, sexuality, and  
7 queer studies, and the influence of French, Francophone, and Italian heritage in the state of Ohio.  
8 We are committed to stimulating the development of new ideas and scholarly innovation, and we  
9 write, think, and teach about important global issues, such as: migration; contending with  
10 coloniality; ethnocentrism; empathy; new strategies of transnational connection; health and  
11 wellness; and the ethics of consumption.

12  
13 Our teaching staff is comprised of valued pedagogical and curricular innovators who  
14 demonstrate the value of the Humanities by guiding students throughout the university and  
15 beyond to think about and participate in transforming the world. For undergraduates at large, we  
16 aim to convey our research in an accessible and broadly applicable fashion, and we emphasize  
17 the development of critical thinking and writing skills that are transferable to many professional  
18 contexts. We offer students in our language courses a unique curriculum that is informed by  
19 faculty research and is committed to an interactive and purposeful methodology and culture-  
20 based learning. Additionally, for our majors, minors, and honors students, we are committed to  
21 honing linguistic, analytic, and critical thinking skills to a level of mastery which they will carry  
22 with them and apply to all their future endeavors. Our graduate mission is to develop excellent  
23 researchers and teachers who are prepared for a variety of careers. To this end, students  
24 participate in the research of the department, and we urge students to find and refine their own  
25 academic voices as writers and educators. We encourage all graduate and undergraduate students  
26 to incorporate study abroad experiences into their course of study in a way that fundamentally  
27 integrates the development of language skills and intercultural competency.

28  
29 We are committed to outreach and engagement efforts in the university, in the community, and  
30 globally, and we work with area schools, immigrant populations, the Wexner Medical Center,  
31 and local arts initiatives and institutions with the aim of cultivating important connections and  
32 joining in lively dialogues surrounding the value of interacting in and understanding cultural  
33 diversity through foreign languages.

34  
35 We strive to have our voices heard on campus, in our professional societies, and globally. We are  
36 committed to enriching the intellectual and cultural life of the university, the community, and the  
37 profession through, for example, engaging in collaborative exchanges; holding leadership roles  
38 on university committees and in international professional organizations; and serving as journal  
39 editors and officers of learned societies.

40  
41 In pursuing our commitments to department members, to students, to community partners, and to  
42 our profession, we aim to bring our department local, national, and international distinction in  
43 French, Francophone, and Italian studies.

1 **III Definitions**

2  
3 **A Committee of the Eligible Faculty**

4  
5 **1 Tenure-track Faculty**

6  
7 The eligible faculty for appointment reviews of tenure-track faculty consists of all tenure-track  
8 faculty whose tenure resides in the department. For an appointment at senior rank, a second vote  
9 is taken by the faculty members eligible to vote on the rank under consideration.

10  
11 The eligible faculty for reappointment, promotion and tenure, and promotion reviews of tenure-  
12 track faculty consists of all tenured faculty of higher rank than the candidate whose tenure resides  
13 in the department excluding the department chair, the executive dean, the divisional deans and  
14 assistant and associate deans of the college, the executive vice president and provost, and the  
15 president.

16  
17 For tenure reviews of probationary professors, eligible faculty are tenured professors whose  
18 tenure resides in the department excluding the department chair, the dean and assistant and  
19 associate deans of the college, the executive vice president and provost, and the president.

20  
21 **2 Conflict of Interest**

22  
23 A conflict of interest exists when an eligible faculty member is related to a candidate or has a  
24 comparable close interpersonal relationship, has substantive financial ties with the candidate, is  
25 dependent in some way on the candidate's services, has a close professional relationship with the  
26 candidate (dissertation advisor), or has collaborated so extensively with the candidate that an  
27 objective review of the candidate's work is not possible. Generally, faculty members who have  
28 collaborated with a candidate on at least 50% of the candidate's published work since the last  
29 promotion will be expected to withdraw from a promotion or appointment review  
30 of that candidate.

31  
32 **3 Minimum Composition**

33 In the event that the department does not have at least three eligible faculty members who can  
34 undertake a review, the department chair, after consulting with the dean, will appoint a faculty  
35 member from another department within the College so that the minimum number of three can  
36 be reached.

37 **B Promotion and Tenure Committee**

38  
39 The department has a Promotion and Tenure Committee that assists the Committee of the  
40 Eligible Faculty in managing the personnel and promotion and tenure issues. The committee  
41 normally consists of two professors and one associate professor. The committee's chair and  
42 membership are appointed by the department chair.

1 **C Quorum**

5

6 The quorum required to discuss and vote on all personnel decisions is two-thirds of the eligible  
7 faculty not on an approved leave of absence. A member of the eligible faculty on Special  
8 Assignment may be excluded from the count for the purposes of determining quorum only if the  
9 department chair has approved an off-campus assignment.

10

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

13

14 **D Recommendation from the Committee of the Eligible Faculty**

15

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

19

20 Absentee ballots and proxy votes are not permitted.

21

22 **1 Appointment**

23

24 A positive recommendation from the eligible faculty for appointment, reappointment, promotion  
25 and tenure, and promotion is secured when a simple majority of the votes cast are positive.

26

27

28 **IV Appointments**

29

30 **A Criteria**

31

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

40

41 **1 Tenure-track Faculty – Columbus Campus**

42

43 **Instructor.** Appointment at the rank of instructor is made only when the offered appointment is  
44 that of assistant professor, but requirements for the terminal degree have not been completed by  
45 the candidate at the time of appointment. The department will make every effort to avoid such  
46 appointments. An appointment at the instructor level is limited to three years. When an instructor

1 has not completed requirements for promotion to the rank of assistant professor by the end of the  
2 third year of appointment, the third year is a terminal year of employment.

3  
4 Upon promotion to assistant professor, the faculty member may request prior service credit for  
5 time spent as an instructor. This request must be approved by the department's eligible faculty,  
6 the department chair, the dean, and the Office of Academic Affairs. Faculty members should  
7 carefully consider whether prior service credit is appropriate since prior service credit cannot be  
8 revoked once granted. In addition all probationary faculty members have the option  
9 to be considered for early promotion.

10  
11 **Assistant Professor.** An earned terminal degree is the minimum requirement for appointment at  
12 the rank of assistant professor. Evidence of potential for scholarly productivity, high-quality  
13 teaching, and high-quality service to the department and the profession is highly desirable.  
14 Appointment at the rank of assistant professor is always probationary, with mandatory tenure  
15 review occurring in the sixth year of service. Review for tenure prior to the mandatory review  
16 year is possible when the Promotion and Tenure Committee determines such a review to be  
17 appropriate. The granting of prior service credit, which requires approval of the Office of  
18 Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged  
19 as it cannot be revoked once granted.

20  
21 **Associate Professor and Professor.** Appointment at senior rank requires that the individual, at a  
22 minimum, meet the department's criteria in teaching, scholarship, and service for promotion to  
23 these ranks. Appointment at senior rank normally entails tenure. A probationary appointment at  
24 senior rank is appropriate only under unusual circumstances, such as when the candidate has  
25 limited prior teaching experience or has taught only in a foreign country. A probationary period  
26 of up to four years is possible, on approval of the Office of Academic Affairs, with review for  
27 tenure occurring in the final year of the probationary appointment. If tenure is not granted, an  
28 additional (terminal) year of employment is offered.

29  
30 Foreign nationals who lack permanent residency status may be appointed to a senior rank and  
31 approved for tenure, if appropriate, but the university will not grant tenure in the absence of  
32 permanent residency. Offers to foreign nationals require prior consultation with the Office of  
33 International Affairs.

## 34 **2 Tenure-track Faculty—Regional Campus**

35  
36 As the mission of the regional campuses emphasizes undergraduate instruction, regional campus  
37 criteria for appointment at the rank of assistant professor, associate professor, or professor are  
38 similar to those for Columbus campus faculty, but give relatively greater emphasis at each rank  
39 to teaching experience and quality.

## 40 41 **3 Associated Faculty**

42  
43 Associated faculty appointments may be as short as a couple weeks to assist with a focused  
44 project, a semester to teach one or more courses, or for up to three years when a longer contract  
45 is useful for long-term planning and retention. Associated faculty may be reappointed.

1  
2 **Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor.** Adjunct  
3 appointments may be compensated or uncompensated. Adjunct faculty appointments are given to  
4 individuals who give academic service to the department, such as teaching a course or serving on  
5 graduate student committees, for which a faculty title is appropriate. Typically the adjunct  
6 faculty rank is determined by applying the criteria for appointment of tenure-track  
7 faculty. Adjunct faculty members are eligible for promotion (but not tenure) and the relevant  
8 criteria are those for promotion of tenure-track faculty.

9  
10 **Lecturer.** Appointment as lecturer normally requires that the individual have, at a minimum, a  
11 Master's degree in a field appropriate to the subject matter to be taught. However, occasional  
12 appointments of native French or Italian speakers as lecturers for introductory language courses  
13 can be made with the approval of the Office of Academic Affairs. Evidence of ability to provide  
14 high-quality instruction is desirable. Lecturers are not eligible for tenure, but may be promoted to  
15 senior lecturer if they meet the criteria for appointment at that rank. The initial appointment for a  
16 lecturer should generally not exceed one year.

17  
18 **Senior Lecturer.** Appointment as senior lecturer requires that the individual have, at a  
19 minimum, a doctorate in a field appropriate to the subject matter to be taught, along with  
20 evidence of ability to provide high-quality instruction; or a Master's degree and at least five years  
21 of teaching experience with documentation of high quality. Senior lecturers are not eligible for  
22 tenure or promotion. The initial and continued appointments for a senior lecturer range between  
one and three years.

23  
24 **Assistant Professor, Associate Professor, Professor with FTE below 50%.** Appointment at  
25 tenure-track titles is for individuals at 49% FTE or below, either compensated (1 – 49% FTE) or  
26 uncompensated (0% FTE). The rank of associated faculty with tenure-track titles is determined  
27 by applying the criteria for appointment of tenure-track faculty. Associated faculty members  
28 with tenure-track titles are eligible for promotion (but not tenure) and the relevant criteria are  
29 those for promotion of tenure-track faculty.

30  
31 **Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, Visiting  
32 Professor.** Visiting faculty appointments may either be compensated or not compensated.  
33 Visiting faculty members on leave from an academic appointment at another institution are  
34 appointed at the rank held in that position. The rank at which other (non-faculty) individuals are  
35 appointed is determined by applying the criteria for appointment of tenure-track faculty. Visiting  
36 faculty members are not eligible for tenure or promotion. They may not be reappointed for more  
37 than three years.

#### 38 39 40 **4 Courtesy Appointments for Faculty**

41  
42 Occasionally the active academic involvement in this department by a tenure-track faculty  
43 member from another department at Ohio State warrants the offer of a 0% FTE (courtesy)  
44 appointment in this department. Appropriate active involvement includes research collaboration,  
45 graduate student advising, teaching some or all of a course from time to time, or a combination of  
these. A courtesy appointment is made at the individual's current Ohio State rank, with  
1 promotion in rank recognized.

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## **B Procedures**

See the Faculty Policy on Faculty Recruitment and Selection and the Policy on Faculty Appointments in the Office of Academic Affairs [Policies and Procedures Handbook](#) for information on the following topics:

- recruitment of tenure-track 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 – Columbus Campus**

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

Searches for tenure-track faculty proceed as follows:

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

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

Prior to any search, members of all search committees must undergo inclusive hiring practices training available through the college with resources from the [Office of Diversity and Inclusion](#). Implicit bias training, also strongly encouraged, is available through the [Kirwan Institute for the Study of Race and Ethnicity](#).

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, and assures that all members of the search committee have completed Implicit Bias Mitigation Training.
- Develops a search announcement for internal posting through the Office of Human Resources Employment Services ([www.hr.osu.edu/](http://www.hr.osu.edu/)) and external advertising, subject to the department chair'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. The job posting should be worded to ensure the widest and most diverse potential

1 applicant pool. In addition, timing for the receipt of applications will be stated as a  
2 preferred date, not a precise closing date, in order to allow consideration of any  
3 applications that arrive before the conclusion of the search.

- 4
- 5 • Develops and implements a plan for external advertising and direct solicitation of  
6 nominations and applications. If there is any likelihood that the applicant pool will include  
qualified foreign nationals, the search committee must advertise using at least one 30-day  
online ad in a national professional journal. The university does not grant tenure in the  
absence of permanent residency ("green card"), and strict U. S. Department of Labor  
guidelines do not permit sponsorship of foreign nationals for permanent residency unless  
the search process resulting in their appointment to a tenure-track position included an  
7 advertisement in a field-specific nationally circulated professional journal.
- 11
- 12 • Screens applications and letters of recommendation and chooses roughly twelve  
13 candidates to interview either in person at the Modern Language Convention or  
14 electronically.
- 15
- 16 • Chooses normally three of these candidates to invite for on-campus interviews.
- 17

18 On-campus interviews with candidates must include opportunities for interaction with faculty  
19 groups, including the search committee; graduate students; associated faculty; the department chair;  
and the dean or designee. In addition, all candidates make a presentation on their scholarship. All  
candidates interviewing for a particular position must follow the same interview format.

20

21 At least one of the candidates invited to campus must contribute to increasing the diversity of the  
22 unit. If the search committee judges that in the pool of candidates there is no qualified person  
23 who can contribute to the diversity of the TIU, it will explain at a meeting of the faculty its  
24 efforts to attract a diverse pool of applicants and will describe the pool of applicants and the pool  
25 of finalists before asking the faculty to vote on inviting the finalists to campus for an interview.  
26 Vigorous efforts to ensure a diverse pool of highly qualified candidates are required.  
27 Following completion of on-campus interviews, the eligible faculty meet to discuss the  
28 candidates. The search committee opens the meeting by presenting to the rest of the faculty its  
29 assessment of each candidate. The faculty first votes on whether it deems each candidate  
30 potentially hireable, with a simple majority deciding the question. The eligible faculty reports the  
31 results of each of these votes to the department chair. Candidates not deemed hireable are  
32 excluded from the rest of the discussion.

33

34 The search committee then presents its recommendation concerning which of the viable  
35 candidates (assuming there are more than one) should be offered the position first; which,  
36 second; and so on. The faculty then votes on whether it would like to offer the position to the  
37 search committee's first choice. A simple majority decides the question. If a majority of the  
38 faculty supports this first candidate, the faculty then votes on whether it would like to extend the  
39 offer to the search committee's second choice if the first candidate declines; and so on.

40

41 If a majority of the faculty does not support offering the position first to the search committee's  
42 first choice, it then votes on whether it would like to extend the offer first to the second viable  
43 candidate (if there is one) instead. The procedure is repeated a third time if a majority does not  
44

1 support making the offer to the second candidate and there is a third viable candidate. The  
2 eligible faculty then reports the results of each of these votes to the department chair.

3  
4 If the offer involves senior rank, the eligible faculty members vote also on the appropriateness of  
5 the proposed rank for each viable candidate. If the offer may involve prior service credit, the  
6 eligible faculty members vote on the appropriateness of such credit. The eligible faculty reports  
7 a recommendation on the appropriateness of the proposed rank or the appropriateness of prior  
8 service credit to the department chair.

9  
10 Potential appointment of a foreign national who lacks permanent residency must be discussed  
11 with the Office of International Affairs. The university does not grant tenure in the absence of  
12 permanent residency status. The department will therefore be cautious in making such  
13 appointments and vigilant in assuring that the appointee seeks residency status promptly and  
14 diligently.

## 15 16 **2 Tenure-track Faculty—Regional Campus**

17  
18 The regional campus has primary responsibility for determining the position description for a  
19 tenure-track faculty search, but the dean/director or designee consults with the department chair  
20 to reach agreement on the description before the search begins. The regional campus search  
21 committee must include at least one representative from the department.

22  
23 Candidates are interviewed by, at a minimum, the regional campus dean, department chair,  
24 department eligible faculty, and regional campus search committee. The regional campus may  
25 have additional requirements for the search not specified in this document. A decision to make  
26 an offer requires agreement by the department chair and regional campus dean. Until agreement  
27 is reached, negotiations with the candidate may not begin, and the letter of offer must be signed  
28 by the department chair and the regional campus dean.

## 29 30 **3 Associated Faculty**

31  
32 The appointment, review, and reappointment of all compensated associated faculty is decided by  
33 the Associated Faculty Committee in consultation with the department chair.

34  
35 Appointment and reappointment of uncompensated adjunct or visiting faculty may be proposed  
36 by any faculty member in the department and is decided by the department chair in consultation  
37 with the faculty.

38  
39 Compensated associated appointments are generally made for a period of one year, unless a  
40 shorter or longer period is appropriate to the circumstances. All associated appointments expire  
41 at the end of the appointment term and must be formally renewed to be continued. Visiting  
42 appointments may be made for one term of up to three years or on an annual basis for up to three  
43 years.

1 After the initial appointment, and if the department's curricular needs warrant it, recurring  
2 appointments may be offered between one to three years.

3  
4 Associated faculty for whom promotion is a possibility follow the promotion guidelines and

5 procedures for tenure-track faculty (see Promotion and Tenure and Promotion Reviews below),  
6 with the exception that the  
7 review does not proceed to the college level if the department chair's recommendation is  
8 negative, and does not proceed to the university level if the dean's recommendation is negative.

8

#### 9 **4 Courtesy Appointments for Faculty**

10

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

18

#### 19 **5 Chair**

20

21 A departmental chair search committee will exclude the sitting chair and will include a Dean's  
22 representative, and from the department, a staff member, an associated faculty member, graduate  
23 student, and at  
24 least two faculty members. The search committee will present the Dean an unranked list of  
25 candidates. The Search committee recommendations are advisory to the Dean. The Dean makes  
26 the final decision.

25

27 The Dean in consultation with the Department appoints an Acting Chair as needed.

28

#### 30 **V Annual Review Procedures**

31

32 The department follows the requirements for annual reviews as set forth in the Faculty Annual  
33 Review Policy (<http://oaa.osu.edu/assets/files/documents/annualreview.pdf>).

34

35 The annual reviews of every faculty member are based on expected performance in teaching,  
36 scholarship, and service as set forth in the department's guidelines on faculty duties and  
37 responsibilities; on any additional assignments and goals specific to the individual; and on  
38 progress toward promotion where relevant.

39

40 The documentation required for the annual performance review of every faculty member is  
41 described under Merit Salary Increases below. This material must be submitted to the department  
42 chair no later March 1.

43

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

5

#### 4 **A Probationary Tenure-track Faculty – Columbus Campus**

5

6 Every probationary tenure-track faculty member is reviewed annually by the eligible faculty and  
7 the chair. The Promotion and Tenure Committee prepares and presents to the eligible tenure-track  
faculty a summary of each probationary tenure-track faculty member's activities in teaching,  
research, and service over the previous calendar year. The chair of the P&T Committee then writes  
a letter to the chair that reflects the faculty's assessment of the probationary faculty member's  
activities. The chair then writes a letter to the probationary faculty member containing their  
assessment of the latter's activities and performance and a recommendation on whether to renew  
the probationary appointment. The chairs of the department and of the P&T Committee then meet  
8 with the faculty member to discuss the two letters, in particular the  
9 candidate's performance, future plans, and goals.

16  
17 If the department chair recommends renewal of the appointment, this recommendation is  
26 final. The department chair's annual review letter to the faculty member renews the probationary  
27 appointment for another year and includes content on future plans and goals. The faculty  
28 member may provide written comments on the review. The department chair's letter (along with  
29 the faculty member's comments, if received) is forwarded to the dean of the college. In addition,  
the annual review letter and comments made on the letters becomes part of the cumulative dossier  
for promotion and tenure.

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

35  
40 **1 Regional Campus Faculty**

41  
42 Annual review of the probationary faculty member is first conducted on the regional campus,  
43 with a focus on teaching and service. The review then moves to the department, this time with a  
44 focus on research. In the event of divergence in performance assessment between the regional  
1 campus and the department, the department chair discusses the matter with the regional campus  
2 dean/director in an effort to clarify and reconcile the divergence, so that the faculty member  
3 receives consistent assessment and advice.

4  
4 **2 Fourth-Year Review**

5  
6 During the fourth year of the probationary period the annual review follows the same procedures  
7 as the mandatory tenure review, with the exception that external evaluations are optional and the  
8 dean (not the department chair) makes the final decision regarding renewal or nonrenewal of the  
9 probationary appointment.

10  
11 External evaluations are only solicited when either the department chair or the eligible faculty  
12 determine that they are necessary to conduct the Fourth-Year Review. This may occur when the  
13 candidate's scholarship is in an emergent field, is interdisciplinary, or the eligible faculty do not  
14 feel otherwise capable of evaluating the scholarship without outside input.

15  
16 The eligible faculty conducts a review of the candidate. On completion of the review, the eligible  
17 faculty votes by written ballot on whether to renew the probationary appointment.

18

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

26

### 27 **3 Exclusion of Time from Probationary Period**

28

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

33

### 34 **B Tenured Faculty – Columbus Campus**

35

36 Associate professors are reviewed annually by the professors, who submit a written performance  
37 review to the department chair along with comments on the faculty member's progress toward  
38 promotion. The department chair conducts an independent assessment; meets with the faculty  
39 member to discuss their performance and future plans and goals; and prepares a written  
40 evaluation on these topics. The faculty member may provide written comments on the review.

41

42 Professors are reviewed annually by the department chair. The department chair meets with the  
43 faculty member to discuss their performance and future plans and goals, and prepares a written  
44 evaluation on these topics. The faculty member may provide written comments on the review.

45

### 1 **C Tenured Faculty—Regional Campus**

2

3 Annual review of the tenured faculty member is first conducted on the regional campus, with a  
4 focus on teaching and service. The review then moves to the department and proceeds as  
5 described above. In the event of divergence in performance assessment between the regional  
6 campus and the department, the department chair discusses the matter with the regional campus  
7 dean/director in an effort to clarify and reconcile the divergence, so that the faculty member  
8 receives consistent assessment and advice.

9

### **D Associated Faculty**

11

12 Compensated associated faculty members in their initial appointment must be reviewed before  
13 reappointment. The Associated Faculty Committee prepares a written evaluation and meets with  
the faculty member to discuss their performance, future plans, and goals. The Associated Faculty  
Committee then recommends renewal of the appointment, which is approved by the department  
chair. If the recommendation is to renew, the department chair may extend a multiple year  
appointment. Compensated associated faculty members on a multiple year appointment are  
reviewed annually by the Associated Faculty Committee, or designee. The Associated Faculty  
Committee, or designee, prepares a written evaluation and meets with the faculty member to  
discuss their performance, future plans, and goals. No later than January 15 of the final year of the

appointment, the chair, after receiving the recommendation from the Associated Faculty Committee, will decide whether or not to reappoint. The department chair's recommendation on reappointment is final.

24 **VI Merit Salary Increases and Other Rewards**

25

26 **A Criteria**

27

28 Except when the university dictates any type of across the board salary increase, all funds for  
29 annual salary increases are directed toward rewarding meritorious performance and assuring, to  
30 the extent possible given financial constraints, that salaries reflect the market and are internally  
31 equitable.

32

33 On occasion, one-time cash payments or other rewards, such as extra travel funds, are made to  
34 recognize non-continuing contributions that justify reward but do not justify permanent salary  
35 increases. Such payments/rewards are considered at the time of annual salary recommendations.

36

37 Meritorious performance in teaching, scholarship, and service is assessed in accordance with  
38 the same criteria that form the basis for promotion decisions. The time frame for assessing  
39 performance will be the past 36 months, with attention to patterns of increasing or declining  
40 productivity. Faculty with high-quality performance in all three areas of endeavor and a pattern  
41 of consistent professional growth will necessarily be favored. Faculty members whose  
42 performance is unsatisfactory in one or more areas are likely to receive minimal or no salary  
43 increases.

44

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

4

5

6 **B Procedures**

7

8 The department chair recommends annual salary increases and other performance rewards to the  
9 dean, who may modify these recommendations. In formulating recommendations, the  
10 department chair consults with the department Salary Advisory Committee. Salary increases are  
11 formulated in dollar amounts rather than percentage increases, with the goal of distributing  
12 available funds in a manner that achieves the optimal distribution of salaries. As a general  
13 approach to formulating salary recommendations, the department chair divides faculty into at  
14 least three groups based on continuing productivity (high, average, unsatisfactory) and considers  
15 market and internal equity issues as appropriate.

16

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

21

22 **C Documentation**

23  
24 The annual performance review of every faculty member requires that all documentation  
25 described below, including the two summary documents, be submitted to the department  
26 fiscal/HR officer no later than March 1.

- 27  
28
  - updated CV, which will be made available to all faculty in an accessible place
  - updated Office of Academic Affairs dossier outline, [Policies and Procedures Handbook](#),  
29 Volume 3
  - electronic copies of all materials published over the previous calendar year

30  
32

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

35  
37 Under no circumstances should faculty solicit evaluations from any party for purposes of the  
38 annual review, as such solicitation places its recipient in an awkward position and produces a  
39 result that is unlikely to be candid.

40  
41 The time period covered by the documentation described below is the previous 12 months.

## 42 43 **1 Teaching**

44 Cumulative SEI reports (Student Evaluation of Instruction computer-generated summaries  
45 prepared by the Office of the University Registrar) and summaries of SETs (departmental  
46 student evaluations of teaching) for every class taught.

4  
5 Peer observation of teaching reports as required by the department's peer observation of teaching  
6 program (details provided in section X of this document).

7  
8 Copies of pedagogical papers, books or other materials published, or accepted for  
9 publication. Material accepted for publication but not yet published must be accompanied by a  
10 letter from the publisher stating that the work has been unequivocally accepted and is in final  
11 form with no further revisions needed. An accepted but unpublished work submitted for  
12 consideration in a given annual review may not be resubmitted after publication for  
13 consideration in a future annual review.

14  
15 Other relevant documentation of teaching as appropriate.

## 16 17 **2 Scholarship**

18  
19 Electronic copies of all scholarly papers and books published or accepted for publication. Papers  
20 and book manuscripts accepted for publication but not yet published must be accompanied by a  
21 letter from the publisher stating that the paper or book has been unequivocally accepted and is in  
22 final form with no further revisions needed.

23  
24 Documentation of grants and contracts received.

25

26 Other relevant documentation of scholarship as appropriate (published reviews including  
27 publications where one's work is favorably cited, grants and contract proposals that have been  
28 submitted).

29

### 30 **3 Service**

31

32 Any available documentation of the quality of service that enhances the list of service activities  
33 in the dossier.

34

## 35 **VII Promotion and Tenure and Promotion Reviews**

36

### 37 **A Criteria**

38

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

41

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

8

### 9 **1 Promotion to Associate Professor with Tenure**

10

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

13

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

19

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

21

22 The award of tenure is a commitment of lifetime employment. It is therefore essential to evaluate  
23 and judge the probability that faculty, once tenured, will continue to develop professionally and  
24 contribute to the department's academic mission at a high level for the duration of their time at  
25 the university.

26

27 Promotion to associate professor with tenure in the College of Arts and Sciences requires  
28 excellence in both scholarship and teaching, where scholarship is defined as research, scholarly  
29 and/or creative work. The promise of excellence in service is desirable.

30  
31 Excellence in scholarship means attainment of measurable national or international recognition  
32 based on an appropriate amount and rate of high quality published research and/or other relevant  
33 creative endeavors. A successful candidate will have an emerging national reputation as a scholar  
34 or creative artist. Excellence in teaching means the provision to all students of the opportunity to  
35 realize their full capabilities for learning and, to the most capable and motivated students, an  
36 enhanced learning experience. Excellence in service means the provision of a high level of  
37 professional expertise and experience to one or more publics – including the university, the  
38 Columbus community, the state of Ohio, the nation, and professional organizations. The service  
39 contribution during the probationary period of assistant professors is limited by design. The most  
40 important judgment is that the candidate will achieve excellence in service in the future.  
41 The substantial probability that a high rate of quality scholarship and/or creative activity and  
42 excellence in teaching and service will continue needs to be established. The claim that retention  
43 of the candidate will improve the overall quality and standing of the unit needs to be supported.  
44 Excellence in teaching, research and/or creative activity, and service is moreover defined to  
45 include professional ethical conduct in each area of responsibility, consistent with the American  
46 Association of University Professors' Statement on Professional Ethics  
47 (<http://www.aaup.org/AAUP/pubsres/policydocs/contents/statementonprofessionalethics.htm>).

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

5

## 6 **Teaching**

7

8 For promotion to associate professor with tenure, a faculty member is expected to have:

9

- 10 • provided up-to-date content at an appropriate level in every instructional situation and
- 11 demonstrated continuing growth in subject matter knowledge;
- 12 • demonstrated the ability to organize and present class material effectively with logic,
- 13 conviction, and enthusiasm;
- 14 • demonstrated creativity in the use of various modes of instruction, classroom technology,
- 15 online learning platforms, and other teaching strategies to create an optimal learning
- 16 environment;
- 17 • engaged students actively in the learning process and encouraged independent thought,
- 18 creativity, and appreciation of the knowledge creation process;
- 19 • provided appropriate and timely feedback to students throughout the instructional
- 20 process;
- 21 • treated students with respect and courtesy;
- 22 • improved curriculum through revision or new development of courses and/or academic
- 23 programs;
- 24 • served as advisor to an appropriate number of graduate students given the department's
- 25 graduate student/faculty ratio and the faculty member's area(s) of expertise;

- engaged in documentable efforts to improve teaching

27

## 28 **Scholarship**

29

30 For promotion to associate professor with tenure, a faculty member is expected to have:

31

- Published a body of work in high-quality peer-reviewed venues that is thematically focused, contributes substantively to knowledge in the area of focus, and is beginning to be favorably cited or otherwise show evidence of influence on the work of others. The following attributes of the body of work are considered:
  - quality, impact, quantity
  - unique contribution to a line of inquiry or repackaging of earlier work
  - Rigor of the peer-review process and degree of dissemination of publication venues. Archival journal publications and monographs are weighted more heavily than conference proceedings, published scholarship more than unpublished scholarship, and original works more than edited works.
  - While collaborative work is encouraged, and indeed is essential to some types of inquiry, the candidate's intellectual contributions to collaborative work must be clearly and fairly described to permit accurate assessment.

44

1

2 Typically, a candidate for promotion to the rank of Associate Professor with tenure will  
3 be expected to present to reviewers a book published (or a finished manuscript under  
4 final, board-approved contract and in production) by a scholarly press with a strong  
5 reputation as well as a number of articles in refereed journals and chapters in edited  
6 volumes that demonstrate original and important scholarship in the field. For candidates  
7 in pedagogy, evidence of an active research program may also include textbooks and  
8 refereed articles and book chapters that incorporate or present theoretical ideas or  
9 advances in pedagogy; it may also include innovative instructional software and other  
10 technology-based instructional materials and systems. In certain sub-disciplines in the  
11 Department such as linguistics, the publication of several substantial articles may  
12 represent effort and achievement comparable to the publication of a book in other  
13 disciplines.

13

14 Recognition should also be given to works of translation when appropriate, the primary  
15 forms of scholarship noted in the paragraph above may be supplemented by creative  
16 contributions, such as public performance and creative writing.

17

18 All candidates must also show other evidence of scholarly production in the form of  
19 publication of articles in major refereed journals, chapters in edited volumes,  
20 presentations at scholarly meetings, and the gaining of or efforts to gain outside funding  
21 for research.

22

- A developing national/international reputation in the candidate's field as evidenced by external evaluations, invitations to present at recognized prestigious forums, invitations to review research papers and grant proposals, editorship of a journal or book series, and a beginning trend of positive citations in other researchers' publications. A reputation based on the quality of the research contribution is distinguished from one based mainly on familiarity through the faculty member's frequent attendance at national and international

27

- 28 conferences.
- 29 • Demonstrated a high degree of ethics in the conduct of research including, but not limited
- 30 to, full and timely adherence to all regulations relevant to the research program, and
- 31 ethical treatment of graduate students, postdoctoral fellows, and collaborators.
- 32

### 33 **Service**

34

35 For promotion to associate professor with tenure, a faculty member is expected to have:

36

- 37 • fulfilled all assigned service duties in a proactive, thorough, and timely manner
- 38 • made substantive contributions to the governance of the department in a manner that
- 39 facilitates positive contributions by others
- 40 • demonstrated the potential for useful contributions to the profession
- 41

## 42 **2 Promotion to Professor**

43

44 Faculty Rule [3335-6-02](#) establishes the

45 following general criteria for promotion to the rank of professor:

1 *Promotion to the rank of professor must be based on convincing evidence that the faculty*

2 *member has a sustained record of excellence in teaching; has produced a significant*

3 *body of scholarship that is recognized nationally or internationally; and has*

4 *demonstrated leadership in service.*

5

6 The specific criteria in teaching, scholarship, and service for promotion to professor are similar

7 to those for promotion to associate professor with tenure, with the added expectation of sustained

8 accomplishment and quality of contributions, a record of continuing professional growth, and

9 evidence of established national or international reputation in the field.

10

11 The candidate for promotion to the rank of professor is expected to present to reviewing

12 committee(s) substantial publication beyond that which earned promotion to the rank of associate

13 professor. Typically, this will consist of one or more additional books (or a finished manuscript

14 under final, board-approved contract and in production) and regular publication in refereed

15 journals, and edited volumes. Edited and co-edited volumes and co-authored books also

16 demonstrate excellence in scholarship. The candidate will also be expected to demonstrate a

17 continuous record of participation at conferences where they will have presented papers. For

18 candidates in pedagogy, evidence of an active research program may also include instructional

19 software as well as textbooks and refereed articles beyond that which earned promotion to the

20 rank of associate professor. For candidates in sub-disciplines in the Department such as

21 linguistics, more weight may be attributed to a second series of substantive articles. Candidates

22 must continue to show other evidence of additional scholarly productivity in the form of articles

23 in major refereed journals, presentations at scholarly meetings, and the gaining of or efforts to

24 gain outside funding for research.

25

26 When assessing a candidate's national and international reputation in the field, a national and

27 international reputation for the scholarship of teaching may be counted as either teaching or

28 scholarship. In addition, as further specified by Faculty Rule [3335-6-02](#), assessment is in relation

29 to specific assigned responsibilities with reasonable flexibility being exercised in order to  
30 balance, where the case requires, heavier responsibilities and commitment in one area against  
31 lighter ones in another. External hires at the associate professor or professor level with tenure will  
32 demonstrate the same accomplishments in scholarship and/or creative activity, teaching and  
33 service as persons promoted within the university. For all, the substantial probability that a high  
34 rate of quality scholarship and/or creative activity and excellence in teaching and service will  
35 continue needs to be established. The claim that retention of the candidate will improve the  
36 overall quality and standing of the unit needs to be supported.

37

### 38 **3 Regional Campus Faculty**

39

40 The primary function of the regional campuses is to provide high-quality undergraduate  
41 instruction and to serve the academic needs of their communities. With this consideration in  
42 mind, in evaluating regional campus faculty for promotion and tenure or promotion, the  
43 department will give greater emphasis to the quality of teaching and service relative to  
44 scholarship. Recognizing that the character and quantity of scholarship by regional campus  
45 faculty may differ from that of Columbus campus faculty, due to the weight of other  
46 responsibilities and lack of access to comparable resources, the department nevertheless expects

regional campus faculty to establish a program of high-quality scholarly activity. The  
1 Department expects a coherent body of research that will normally consist of several articles  
2 published in important refereed journals and a book that has been published or accepted for  
3 publication by a scholarly press with a strong reputation. It also expects that the faculty member  
4 will have read some papers at national conferences. For promotion to professor, the  
5 Department expects continued participation in conferences and a dossier that will normally  
6 include several additional articles and one additional book. In all cases, quality is more important  
7 than quantity.

9

### 10 **B Procedures**

11

12 The department's procedures for promotion and tenure and promotion reviews are fully  
13 consistent with those set forth in Faculty Rule [3335-6-04](#) and the Office Academic Affairs  
annually

14 updated procedural guidelines for promotion and tenure reviews found in Volume 3 of the  
15 [Policies and Procedures Handbook](#). The following sections,  
16 which state the responsibilities of each party to the review process, apply to all faculty in  
17 the department.

19

### 20 **1 Candidate Responsibilities**

21

22 Candidates are responsible for submitting a complete, accurate dossier fully consistent with  
23 Office of Academic Affairs guidelines. Candidates should not sign the Office of Academic  
24 Affairs Candidate Checklist without ascertaining that they have fully met the requirements set  
25 forth in the Office of Academic Affairs core dossier outline including, but not limited to, those  
26 highlighted on the checklist.

27

28 Candidates are also responsible for submitting a copy of the APT document under which they  
wish to be reviewed. Candidates may submit the department's current APT document; or,

alternatively, they may elect to be reviewed under either (a) the APT document that was in effect on their start date, or (b) the APT document that was in effect on the date of their last promotion, whichever of these two latter documents is the more recent. However, the current APT document must be used if the letter of offer or last promotion, whichever is more recent, was more than 10 years before April 1 of the review year. The APT document must be submitted when the dossier is submitted to the department.

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22

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

## 2 Promotion and Tenure Committee Responsibilities

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

- To review this document annually and to recommend proposed revisions to the faculty.
- To consider annually, in spring semester, requests from faculty members seeking a non-mandatory review in the following academic year and to decide whether it is appropriate for such a review to take place. Only professors on the committee may consider promotion review requests to the rank of professor. A simple majority of those eligible to vote on a request must vote affirmatively for the review to proceed.
  - The committee bases its decision on assessment of the record as presented in the faculty member's CV and on a determination of the availability of all required documentation for a full review (student and peer evaluations of teaching). Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.
  - A tenured faculty member may only be denied a formal promotion review under Faculty Rule [3335-6-04](#) for one year. If the denial is based on lack of required documentation and the faculty member insists that the review go forward in the following year despite incomplete documentation, the individual should be advised that such a review is unlikely to be successful.
  - Consistent with Office of Academic Affairs policy, only faculty members who are citizens or permanent residents of the United States may be considered for non-mandatory tenure review. The committee must confirm with the department chair that an untenured faculty member seeking non-mandatory tenure review is a U.S. citizen or permanent resident (has a "green card"). Faculty members not eligible for tenure due to lack of citizenship or permanent residency are moreover not considered for promotion by this department.
  - A decision by the committee to permit a review to take place in no way commits

23 the eligible faculty, the department chair, or any other party to the review to  
24 making a positive recommendation during the review itself.  
25

- 26 • Annually, in late spring through early autumn semester, to provide administrative support  
27 for the promotion and tenure review process as described below.  
28

- 29 ○ **March 15 (deadline):** Select from among its members a Procedures Oversight  
30 Designee who will serve in this role for the following year. The Procedures  
31 Oversight Designee cannot be the same individual who chairs the committee. The  
32 Procedures Oversight Designee's responsibilities are described in the Office of  
33 Academic Affairs annual procedural guidelines.  
34

- 35 ○ **April 15 (deadline):** Suggest names of external evaluators to the department  
36 chair.  
37

- 38 ○ **September 20 (deadline):** Review candidates' dossiers for completeness,  
39 accuracy (including citations), and consistency with Office of Academic Affairs  
40 requirements; and work with candidates to assure that needed revisions are made  
41 in the dossier before the formal review process begins.  
42

- 43 ○ Meet with each candidate for clarification as necessary and to provide the  
44 candidate an opportunity to comment on their dossier. This meeting is not an  
occasion to debate the candidate's record.

- 1 ○ Draft an analysis of the candidate's performance in teaching, scholarship and  
2 service to provide to the full eligible faculty with the dossier; and seek to clarify  
3 any inconsistent evidence in the case, where possible. The committee neither  
5 votes on cases nor takes a position in presenting its analysis of the record.  
6

- 7 ○ Revise the draft analysis of each case following the meeting of the full eligible  
8 faculty, to include the  
9 faculty vote and a summary of the faculty perspectives expressed during the  
10 meeting; and forward the completed written evaluation and recommendation to  
11 the department chair.

- 12 ○ Provide a written response, on behalf of the eligible faculty, to any candidate  
13 comments that warrant response, for inclusion in the dossier.  
14

- 15 ○ Provide a written evaluation and recommendation to the department chair in the  
16 case of joint appointees whose tenure-initiating unit is another department. The  
17 full eligible faculty does not vote on these cases since the department's  
18 recommendation must be provided to the other tenure-initiating unit substantially  
19 earlier than the committee begins meeting on this department's cases.

### 20 **3 Eligible Faculty Responsibilities**

21 The responsibilities of the members of the eligible faculty are as follows:  
22  
23

- 24 • To review thoroughly and objectively every candidate's dossier in advance of the meeting
- 25 at which the candidate's case will be discussed.
- 26
- 27 • To attend all eligible faculty meetings except when circumstances beyond one's control
- 28 prevent attendance; to participate in discussion of every case; and to vote.
- 29

#### 30 **4 Department Chair Responsibilities**

31  
32 The responsibilities of the department chair are as follows:

- 33
- 34 • Where relevant, to verify the prospective candidate's residency status. Faculty members
- 35 who are neither citizens nor permanent residents of the United States may not undergo a
- 36 non-mandatory review for tenure, and tenure will not be awarded as the result of a
- 37 mandatory review until permanent residency status is established. Faculty members not
- 38 eligible for tenure due to lack of citizenship or permanent residency are moreover not
- 39 considered for promotion by this department.
- 40
- 41 • **Late Spring Semester:** To solicit external evaluations from a list including names
- 42 suggested by the Promotion and Tenure Committee, the chair and the candidate. (Also
- 43 see External Evaluations below.)
- 44
- 1 • To make available in an online share file and in an accessible place in the department the
- 2 candidate's dossier for review by the eligible faculty at least two weeks before the
- 3 meeting at which specific cases are to be discussed and voted.
- 4
- 5 • To remove any member of the eligible faculty from the review of a candidate when the
- 6 member has a conflict of interest but does not voluntarily withdraw from the review.
- 7
- 8 • To attend the meetings of the eligible faculty at which promotion and tenure matters are
- 9 discussed and respond to questions raised during the meeting.
- 10
- 11 • **Mid-Autumn Semester:** To provide an independent written evaluation and
- 12 recommendation for each candidate, following receipt of the eligible faculty's completed
- 13 evaluation and recommendation.
- 14
- 15 • To meet with the eligible faculty to explain any recommendations contrary to the
- 16 recommendation of the committee.
- 17
- 18 • To inform each candidate in writing after completion of the department review process:
- 19
  - 20 ○ of the recommendations by the eligible faculty and department chair
  - 21
  - 22 ○ of the availability for review of the written evaluations by the eligible faculty and
  - 23 department chair
  - 24
  - 25 ○ of the opportunity to submit written comments on the above material, within ten
  - 26 days from receipt of the letter from the department chair, for inclusion in the

27 dossier. The letter is accompanied by a form that the candidate returns to the  
28 department chair, indicating whether or not they expect to submit comments.  
29

- 30 • To provide a written response to any candidate comments that warrants response for  
31 inclusion in the dossier.  
32
- 33 • To forward the completed dossier to the college office by that office's deadline, except in  
34 the case of associated faculty for whom the department chair recommends against  
35 promotion. A negative recommendation by the department chair is final in such cases.  
36
- 37 • To receive the Promotion and Tenure Committee's written evaluation and  
38 recommendation of candidates who are joint appointees from other tenure-initiating units,  
39 and to forward this material, along with the department chair's independent written  
40 evaluation and recommendation, to the department chair of the other tenure-initiating unit  
41 by the date requested.  
42

### 43 **5 Procedures for Regional Campus Faculty** 44

1 Regional campus faculty are first reviewed by the regional campus faculty according to the  
2 process established on that campus and then by the regional campus dean/director. The regional  
3 campus review focuses on teaching and service.  
4

5 The regional campus dean/director forwards the written evaluation and recommendation of the  
6 regional campus review to the department chair, from which point the review follows the  
7 procedures described for the Columbus campus faculty.  
8

### 9 **6 External Evaluations** 10

11 External evaluations of scholarly activity and research are obtained for all promotion reviews. A  
12 minimum of five credible and useful evaluations must be obtained. A credible and useful  
13 evaluation:  
14

- 15 • Is written by a person highly qualified to judge the candidate's scholarship (or other  
16 performance, if relevant) who is not a close personal friend, research collaborator, or  
17 former academic advisor or post-doctoral mentor of the candidate. Qualifications are  
18 generally judged on the basis of the evaluator's expertise, record of accomplishments, and  
19 institutional affiliation. This department will only solicit evaluations from professors  
20 at institutions comparable to Ohio State. In the case of an assistant professor seeking  
21 promotion to associate professor with tenure, a minority of the evaluations may come  
22 from associate professors.  
23
- 24 • Provides sufficient analysis of the candidate's performance to add information to the  
25 review. A letter's usefulness is defined as the extent to which the letter is analytical as  
26 opposed to perfunctory. Under no circumstances will "usefulness" be defined by the  
27 perspective taken by an evaluator on the merits of the case.  
28

29 Since the department cannot control who agrees to write and or the usefulness of the letters

30 received, at least twice as many letters are sought as are required, and they are solicited no later  
31 than the end of the spring semester prior to the review year. This timing allows additional letters  
32 to be requested should fewer than five useful letters result from the first round of requests.

33  
34 As described above, a list of potential evaluators is assembled by the Promotion and Tenure  
35 Committee, the department chair, and the candidate. If the evaluators suggested by the candidate  
36 meet the criteria for credibility, a letter is requested from at least one of those persons. Faculty  
37 Rule [3335-6-04](#) requires that no more than half  
38 the external evaluation letters in the dossier be written by persons suggested by the candidate. In  
39 the event that the person(s) suggested by the candidate do not agree to write, neither the Office of  
40 Academic Affairs nor this department requires that the dossier contain letters from evaluators  
41 suggested by the candidate. All potential evaluators must be approved by the College through the  
42 appropriate divisional dean.  
43 The department follows the Office of Academic Affairs suggested format, provided at  
44 <http://oaa.osu.edu/sampledocuments.html>, for letters requesting external evaluations.

45  
1 Under no circumstances may a candidate solicit external evaluations or initiate contact in any  
2 way with external evaluators for any purpose related to the promotion review. If an external  
3 evaluator should initiate contact with the candidate regarding the review, the candidate must  
4 inform the evaluator that such communication is inappropriate and report the occurrence to the  
5 department chair, who will decide what, if any, action is warranted (requesting permission from  
6 the Office of Academic Affairs to exclude that letter from the dossier). It is in the candidate's  
7 self-interest to assure that there is no ethical or procedural lapse, or the appearance of such a  
8 lapse, in the course of the review process.

9  
10 All solicited external evaluation letters that are received must be included in the dossier. If  
11 concerns arise about any of the letters received, these concerns may be addressed in the  
12 department's written evaluations or brought to the attention of the Office of Academic Affairs for  
13 advice.

## 14 **C Documentation**

15  
16 As noted above under Candidate Responsibilities, every candidate must submit a complete and  
17 accurate dossier that follows the Office of Academic Affairs dossier outline. While the  
18 Promotion and Tenure Committee makes reasonable efforts to check the dossier for accuracy and  
19 completeness, the candidate bears full responsibility for all parts of the dossier that are to be  
20 completed by the candidate.

21  
22  
23 The complete dossier, including the documentation of teaching noted in bold below, is forwarded  
24 when the review moves beyond the department. The documentation of scholarship and service  
25 noted below is for use during the department review only, unless reviewers at the college and  
26 university levels specifically request it.

- 27  
28
- Any published materials presented for consideration should be in the form of reprints,  
29 photocopies of journal articles, or other final form that documents actual publication. An  
30 author's manuscript does not document publication.
- 31

- 32       • Under no circumstances should faculty solicit evaluations from any party for purposes of  
33       the review.  
34

## 35 **1 Teaching**

36  
37 The time period for material included in the dossier for probationary faculty is the date of hire to  
38 present. For tenured or nonprobationary faculty it is the date of last promotion or the last five  
39 years, whichever is less, to present. Examples of documentation include:  
40

- 41       • cumulative SEI reports (Student Evaluation of Instruction computer-generated summaries  
42       prepared by the Office of the University Registrar) for every class  
43       • summaries of departmental Student Evaluation of Teaching reports  
44       • peer observation of teaching reports as required by the department (details provided in  
45       the Appendix to this document)
- 1       • Copies of pedagogical papers, books or other materials published, or accepted for  
2       publication. Material accepted for publication but not yet published must be  
3       accompanied by a letter from the publisher stating that the work has been unequivocally  
4       accepted and is in final form with no further revisions needed.  
5       • teaching activities as listed in the core dossier including  
6           ○ involvement in graduate/professional exams, theses, and dissertations, and  
7           undergraduate research  
8           ○ mentoring postdoctoral scholars and researchers  
9           ○ extension and continuing education instruction  
10          ○ involvement in curriculum development  
11          ○ awards and formal recognition of teaching  
12          ○ presentations on pedagogy and teaching at national and international conferences  
13          ○ adoption of teaching materials at other colleges or universities  
14       • other relevant documentation of teaching as appropriate  
15

## 16 **2 Research**

17  
18 The time period for material included in the dossier for probationary faculty is the date of hire to  
19 present. For tenured or nonprobationary faculty it is the date of last promotion to present.  
20 Examples of documentation include:  
21

- 22       • Copies of all books, articles, and scholarly papers published or accepted for  
23       publication. Papers accepted for publication but not yet published must be accompanied  
24       by a letter from the publisher stating that the paper has been unequivocally accepted and  
25       is in final form, with no further revisions needed.  
26       • documentation of grants and contracts received  
27       • other relevant documentation of research as appropriate (published reviews including  
28       publications where one's work is favorably cited, grants and contract proposals that have  
29       been submitted)  
30       • research activities as listed in the core dossier including  
31           ○ documentation of creative works pertinent to the candidate's professional focus  
32           including artwork, choreography, collections, compositions, curated exhibits,

- 33 moving images, multimedia, performances, radio, recitals, recordings, television,  
34 and websites
- 35 ○ documentation of inventions, patents, disclosures, options and commercial
  - 36 licenses
  - 37 ○ list of prizes and awards for research, scholarly, or creative work

### 39 **3 Service**

40  
41 The time period for material included in the dossier for probationary faculty is the date of hire to  
42 present. For tenured or nonprobationary faculty it is the date of last promotion to present.  
43 Examples of documentation include:

- 44
- 45 ● service activities as listed in the core dossier including
  - 46 ○ involvement with professional journals and professional societies
  - 47 ○ consultation activity with industry, education, or government
  - 1 ○ administrative service to department
  - 2 ○ administrative service to college
  - 3 ○ administrative service to university and Student Life
  - 4 ○ advising to student groups and organizations
  - 5 ○ awards and prizes for service to profession, university, or department
- 6 ● any available documentation (e.g. letters from committee chairs) of the quality of service
- 7 that enhances the list of service activities in the dossier
- 8
- 9

### 10 **VIII Appeals**

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

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

### 21 **IX Seventh-Year Reviews**

22  
23 Faculty Rule [3335-6-05](#) sets forth the conditions  
24 of and procedures for a Seventh Year Review for a faculty member denied tenure as a result of a  
25 sixth year (mandatory tenure) review.

### 27 **X Procedures for Student and Peer Evaluation of Teaching**

#### 29 **A Student Evaluation of Teaching**

30  
31 Use of the departmental Student Evaluation of Teaching (SET) is required in every course  
32 offered in this department. Faculty should choose a day late in the semester when attendance is  
33 likely to be high to distribute the form. Faculty must designate a student in the class who will  
34 gather the completed forms and deliver them to the department office staff immediately

35 following the class. Once the forms are distributed, faculty must leave the classroom while  
36 students are filling them out.

37  
38 Use of the university's Student Evaluation of Instruction (eSEI) is also required in every course  
39 offered in this department. The faculty member should encourage a high completion rate by  
40 explaining to the class the significance of the evaluation and by reminding students frequently to  
41 fill the evaluation out on line or giving them the opportunity to do so in class through a mobile  
42 application. When a small proportion of the class completes the evaluation, the resulting  
43 information has little value either for improving instruction or for performance evaluation.

#### 44 **B Peer Observation of Teaching**

45 The department chair oversees the department's peer observation of teaching process. At the  
46 beginning of each year, the chair draws up a list of faculty for whom the department will need  
47 one or more peer observations of teaching that year. They will ask an appropriate faculty  
48 member to conduct the observation; if the latter is able to conduct the observation, the chair will  
49 ask the faculty member being observed to contact the observer to select a date and to supply  
50 them with the course syllabus and other relevant material. The chair will arrange for the  
51 observation of:

- 8
- 9 • probationary tenure-track faculty at least once per semester during the first two years of  
10 service, and at least once per year during the remainder of the probationary period, with  
11 the goal of assessing teaching at all the levels of instruction to which the faculty member  
12 is assigned in the course of each probationary year
  - 13
  - 14 • tenured associate professors at least once per year, with the goal of  
15 assessing teaching at all the levels of instruction to which the faculty member is assigned  
16 over a three-year period
  - 17
  - 18
  - 19 • professors at least once every three years  
20 any faculty member not currently scheduled for review at the chair's discretion. Such  
21 reviews are normally triggered by low or declining student evaluations or other evidence  
22 of the need for providing assistance in improving teaching.
  - 23
  - 24
  - 25 • a faculty member not currently scheduled for review, upon that individual's request, to  
26 the extent that time permits. Reviews conducted at the request of the faculty member are  
27 considered formative only. The department chair is informed that the review took place,  
28 but the report is given only to the faculty member who requested the review. Faculty  
29 seeking formative reviews should also seek the services of the [University Institute for  
Teaching and Learning](#).

30  
31  
32 Reviews conducted at the discretion of the department chair or at the request of a faculty member  
33 focus on the specific aspects of instruction requested by the chair or faculty member.

34  
35 Regularly scheduled peer teaching observations (the first three situations listed above) are  
36 comprehensive and should include, in addition to class visitation, review of course syllabi and  
37 related instruction materials. In the case of peer observation for the purposes of promotion and  
38 tenure reviews, the class observation is conducted by one or more senior peers whom the

39 promotion and tenure chair has identified in consultation with the candidate. The peer observer  
40 should meet with the candidate to establish a time for the visit and to understand the goals of the  
41 course and the candidate's teaching philosophy. If possible, the peer observer should attend two  
42 different class sessions over the course of the semester.

43  
44 In observing the course and reviewing the syllabus and other materials, the peer observer should  
45 focus on such issues as the appropriateness of the course design given the goals and level of the  
46 course, the quality and effectiveness of the instructional materials and assessment tools, and the

1 appropriateness of the approach relative to current disciplinary knowledge. At the conclusion of  
2 the class visits, the observer meets with the candidate to give feedback and also submits a written  
3 report to the department chair, copied to the candidate. The candidate may provide written  
4 comments on this report and the observer may respond if he/she wishes. The reports are included  
5 in the candidate's promotion and tenure dossier.