

**Appointments, Promotion, and Tenure  
Criteria and Procedures for  
The Ohio State University  
DEPARTMENT OF CIVIL,  
ENVIRONMENTAL  
AND GEODETIC ENGINEERING**

Approved by the Office of Academic Affairs: April 24, 2021

**Appointments, Promotion, and Tenure (APT) Criteria and Procedures**  
**Department of Civil, Environmental and Geodetic Engineering, College of Engineering**

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## I Preamble

*The Department of Civil, Environmental and Geodetic Engineering Appointments, Promotion, and Tenure Criteria and Procedures (APT) document is a supplement to the College of Engineering Appointments, Promotion, and Tenure Criteria and Procedures document. This Preamble sets forth the relationship of the College and the College APT document to the Civil, Environmental and Geodetic Engineering tenure initiating unit (TIU). Text that is shown in regular font directly reproduces College of Engineering policies as laid out in the [College APT](#) document. Text that is bolded and italicized details guidelines and procedures that are specific to the Department of Civil, Environmental and Geodetic Engineering.*

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

*The Department of Civil, Environmental and Geodetic Engineering will follow the new rule and policy changes of the [College APT](#) document and those of OAA until such time as the department can update this document. This document must be reviewed, and either reaffirmed or revised, at least every four years on the appointment or reappointment of the Department Chair.*

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

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

Decisions considering appointment, reappointment, and promotion and tenure will be free of discrimination in accordance with the [University Policy 1.10](#) on equal opportunity.

The Department Chair of Civil, Environmental and Geodetic Engineering is responsible for ensuring that this APT document is consistent with College of Engineering APT document and with the most current version [Rules of the University Faculty](#) and the [Policies and Procedures Handbook](#) noted above, the University, College, and Department of Civil, Environmental and Geodetic Engineering missions; and other relevant policies, procedures, practices, and standards established by the College and the University.

## 1 II Department Mission

2  
3 *To create and disseminate civil, environmental and geodetic knowledge through innovative research*  
4 *and instruction that is in service to society.*

## 5 6 III Definitions

### 7 8 A. Committee of the Eligible Faculty

9  
10 *The Committee of Eligible Faculty is the body of faculty that provide votes for faculty candidate*  
11 *appointment, promotion and nonrenewal decisions. As such, the Committee of Eligible Faculty has a*  
12 *unique composition according to the candidate title and rank. In past, the Committee of Eligible*  
13 *Faculty has been described in colloquial conversation and in older Promotion and Tenure Committee*  
14 *reports as the “Voting Body”. Jointly appointed faculty with primary appointments in the Department*  
15 *are members of the Committee of Eligible Faculty, as relevant to the candidate decision under*  
16 *consideration.*

17  
18 *The composition of the Promotion and Tenure Committee and the Committee of Eligible Faculty is*  
19 *guided also by the criteria for evaluating potential conflicts of interest between their memberships and*  
20 *the candidate that is set out in section III.A.4. in this document and in the Office of Academic Affairs,*  
21 *Policies and Procedures Handbook: Volume 3, Section 3.9.1.*

22  
23 The eligible faculty for all appointment (hiring), reappointment, contract renewal, promotion, or  
24 promotion and tenure reviews must have their tenure home or primary appointment in the department.

25  
26 The department chair, the dean and assistant and associate deans of the college, the executive vice  
27 president and provost, and the president may not participate as eligible faculty members in reviews for  
28 appointment, reappointment, promotion, promotion and tenure, or contract renewal.

### 29 30 1 Tenure track Faculty

31  
32 *The Department of Civil, Environmental and Geodetic Engineering uses a vote of the Committee of*  
33 *Eligible Faculty to make appointment decisions for tenure track faculty.*

### 34 35 Initial Appointment Reviews

- 36  
37
- 38 • For an appointment (hiring or appointment change from another faculty type) review of  
39 an assistant professor, the eligible faculty consists of all tenure-track faculty in the  
40 department.
  - 41 • For appointment (hiring or appointment change from another faculty type) at senior rank  
42 (associate professor or professor), a review is performed, and a second vote cast by all  
43 tenured faculty of equal or higher rank than the position requested.

### 44 45 Reappointment, Promotion, or Promotion and Tenure Reviews

- 46
- 47 • For the reappointment and promotion and tenure reviews of assistant professors, the  
48 eligible faculty consists of all tenured associate professors and professors.
  - 49 • For the promotion reviews of associate professors and the tenure reviews of probationary  
50 professors, the eligible faculty consists of all tenured professors.
- 51

## 2 Faculty of Practice

*The Department of Civil, Environmental and Geodetic Engineering uses a vote of the Committee of Eligible Faculty to make appointment decisions for practice faculty.*

### Initial Appointment Reviews

- For an appointment (hiring or appointment change from another faculty type) review of an assistant professor of practice, the eligible faculty consists of all tenure-track faculty and all faculty of practice in the department.
- For appointment (hiring) at senior rank (associate professor or professor of practice), a review is performed, and a second vote cast by all tenured faculty of equal or higher rank than the position requested, and all nonprobationary practice faculty of equal or higher rank than the position requested.

### Reappointment, Contract Renewal, and Promotion Reviews

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

*For considerations of reappointment and promotion of practice faculty if the Department of Civil, Environmental and Geodetic Engineering does not have a practice faculty member of rank higher than the candidate, the Department Chair may appoint a practice faculty representative from the broader college faculty to participate in the deliberations of the eligible faculty.*

## 3 Research Faculty

*The Department of Civil, Environmental and Geodetic Engineering uses a vote of the Committee of Eligible Faculty to make appointment decisions for research faculty.*

### Initial Appointment Reviews

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

### Reappointment, Contract Renewal, and Promotion Reviews

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

- For the reappointment, contract renewal, and promotion reviews of research associate professors and the reappointment and contract renewal reviews of research professors, the eligible faculty consists of all tenured professors and all non-probationary research professors.

*For considerations of reappointment and promotion of research faculty if the department does not have a research faculty member of rank higher than the candidate, the Department Chair may appoint a research faculty representative from the broader college faculty to participate in the deliberations of the eligible faculty.*

#### **4 Associated Faculty**

##### **Initial Appointment, Reappointment, and Contract Renewal**

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

*The Department of Civil, Environmental and Geodetic Engineering has several associate faculty positions for which the relevant advisory body aligns with the nature of the appointment:*

- *For part-time lecturers, the advisory body is the Associate Chair and a representative of the disciplinary area for the lecturer teaching assignment*
- *For full-time lecturers, the advisory body is the Associate Chair and the Undergraduate Studies Committee*
- *For associated faculty with tenure-track titles, the advisory body is the full-time faculty, following the procedures for courtesy appointments*

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

##### **Promotion Reviews**

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

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

The promotion of a lecturer to senior lecturer is decided by the department chair in consultation with the Committee of Eligible Faculty for clinical professors.

#### **5 Conflict of Interest**

A conflict of interest exists when an eligible faculty member is related to a candidate or has a comparable close interpersonal relationship, has substantive financial ties with the candidate, is dependent in some way on the candidate's services, has a close professional relationship with the candidate (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

1 review of that candidate.

## 3 **6 Minimum Composition**

5 If the Department of Civil, Environmental and Geodetic Engineering does not have at least three eligible  
6 faculty members who can undertake a review, the Department Chair, after consulting with Promotion and  
7 Tenure Committee, will appoint a faculty member or faculty members from another TIU within the  
8 college.

### 10 **B. Promotion and Tenure Committee**

12 *The Department of Civil, Environmental and Geodetic Engineering has a Promotion and Tenure  
13 Committee that assists the Committee of the Eligible Faculty in managing personnel and promotion  
14 and tenure issues. The Promotion & Tenure committee is a standing committee with duties and  
15 composition described in the CEGE Pattern of Administration. The CEGE Promotion and Tenure  
16 committee consists of at least three tenured faculty with the rank of Professor. The committee's chair  
17 and membership are appointed by the Department Chair. The term of service is typically three years,  
18 with reappointment possible. If the Department does not have at least three faculty members at the  
19 rank of tenured Professor who can serve on the Promotion and Tenure Committee, the Department  
20 Chair, after consulting with the Dean, will appoint a faculty member from another department within  
21 the College.*

23 *A mentor of a candidate, if applicable, may be added as an ex officio member of the Promotion and  
24 Tenure Committee for the mentee's case. The mentor will act as a resource for the Promotion and  
25 Tenure Committee but will not be the primary author on any sections of the Promotion and Tenure  
26 Committee report.*

27 *The Department Chair, College Dean, College Associate and Assistant Deans, Vice Provosts, Executive  
28 Vice President and Provost, and President may not be members of the department's Promotion and  
29 Tenure Committee. The Department Chair may attend meetings at which promotion and tenure  
30 matters are discussed and may respond to questions, but may not vote.*

32 *When considering cases involving practice faculty, the Promotion and Tenure Committee may be  
33 expanded to include a non-probationary practice faculty member at the rank above that of the  
34 candidate under consideration. If the Department does not have a practice faculty member of rank  
35 higher than the candidate, the Department Chair may appoint a practice faculty representative, after  
36 consultation with the Dean, from the broader college faculty to participate as member of the Promotion  
37 and Tenure Committee. The appointed individual is a de facto representative of the Committee of  
38 Eligible faculty to satisfy requirements of III.A.2.*

40 *The identical procedure as described for practice faculty will be followed for cases involving research  
41 faculty, except that the Promotion and Tenure Committee and the Committee of Eligible faculty may in  
42 that case be augmented by a non-probationary research faculty member at the rank above that of the  
43 candidate under consideration.*

### 45 **C. Quorum**

47 *The quorum required to discuss and vote on all personnel decisions in the CEGE Department is 60% of  
48 the eligible faculty for the candidate's case. The eligible faculty for each appointment and promotion  
49 type and rank are detailed in section III.A.*

50



1 Eligible faculty includes those not on an approved leave of absence. Faculty on approved leave or Special  
2 Assignment are not considered for quorum unless they declare, in advance, in writing, of intent to  
3 participate in all proceedings.

4  
5 Faculty members who withdraw or recuse themselves because of a conflict of interest are not counted  
6 when determining quorum.

7  
8 Faculty who did not attend the entire discussion of a particular case are not permitted to vote on that case.  
9 Faculty members who are not present cannot vote *in absentia* unless they participate by conference call or  
10 video link.

## 11 **D Recommendation from the Committee of the Eligible Faculty**

12  
13  
14 In all votes taken on personnel matters only “yes” and “no” votes are counted. Abstentions are not votes.  
15 Faculty members are strongly encouraged to consider whether they are participating fully in the review  
16 process when deciding whether to abstain from a vote on a personnel matter.

17  
18 Absentee ballots and proxy votes are not permitted but participating in discussion and voting via remote  
19 two-way electronic connection is allowed.

## 20 **1 Appointment**

21  
22  
23 *A positive recommendation is achieved when at least two-thirds of the “yes” and “no” votes cast are*  
24 *“yes” votes.*

25  
26 *Voting is carried out on-line on an anonymous basis. All faculty members eligible to vote will receive*  
27 *an anonymous invitation to vote on-line. The first step of the on-line process involves indicating on an*  
28 *honor basis whether the eligible faculty member participated in the discussions, or reviewed all the*  
29 *evaluation related materials and notes resulting from the discussions. If the eligible faculty member*  
30 *responds in the affirmative, the faculty member will be able to proceed with casting a ballot.*

31  
32 *If the faculty search extends into the summer term, then the Department Chair consults with the search*  
33 *committee and available faculty. In this case, if a special meeting of the faculty cannot be arranged, an*  
34 *anonymous on-line vote would be conducted.*

35  
36 *Appropriateness of candidate rank is assessed in part through a request of evaluation of*  
37 *appropriateness of rank to external evaluators. Based on these evaluations and considering other*  
38 *factors, including rank in current position, the Civil, Environmental and Geodetic Engineering*  
39 *Department Promotion and Tenure Committee, in consultation with the Search Committee, and the*  
40 *Department Chair, makes an initial determination of rank. The Committee of Eligible Faculty*  
41 *assembled at the initial rank determination may vote to have a different rank evaluated. Two-thirds of*  
42 *these votes must be positive to have a different rank evaluated.*

43  
44 *A positive recommendation from the Committee of Eligible Faculty for appointment at senior rank is*  
45 *secured when two-thirds of the “yes” and “no” votes cast are “yes” votes. If the offer may involve*  
46 *prior service credit, the Committee of Eligible Faculty vote on the appropriateness of such credit with a*  
47 *positive recommendation being secured when two-thirds of the “yes” and “no” votes cast are “yes”*  
48 *votes. Final appointment at rank and provision of prior service credit require review by the Office of*  
49 *Academic Affairs.*

50  
51 *Note in the case of jointly appointed faculty: The [College APT](#) document stipulates that a separate vote*

1 *by the partnering department will be held. A positive recommendation is required from both TIUs in*  
 2 *order to proceed with a joint appointment.*

## 3 4 **2 Reappointment, Promotion and Tenure, Promotion, and Contract Renewal**

5  
6 *A positive recommendation is secured when a simple majority of the “yes” and “no” votes cast are*  
 7 *“yes” votes.*

8  
9 *Participating eligible faculty will vote anonymously within the confines of an eligible faculty meeting.*  
 10 *Ballots are counted by the P&T Chair and a member of the Eligible Faculty will certify the results of*  
 11 *the vote.*

12  
13 *Note in the case of jointly appointed faculty with a majority appointment in CEGE: The [College APT](#)*  
 14 *document stipulates that a positive recommendation is determined by the Department of Civil,*  
 15 *Environmental and Geodetic Engineering according to the Department’s APT documents. A*  
 16 *representative of the secondary appointment department may be present during the discussion by the*  
 17 *Civil, Environmental and Geodetic Engineering Committee of Eligible Faculty to serve as a resource to*  
 18 *provide clarification on items such as: (i) aspects of the candidate’s dossier that may not conform to*  
 19 *the Civil, Environmental and Geodetic Engineering model, or (ii) elements of the hiring MOU that*  
 20 *might concern the candidate’s responsibilities.*

## 21 22 **IV Appointments**

### 23 24 **A. APT Document**

25  
26 *The purpose of this APT document is to set out expectations for each type of faculty appointment*  
 27 *(tenure track, practice faculty, research faculty, associated faculty and courtesy appointed faculty),*  
 28 *including (1) criteria for making such an appointment, (2) evidence to be provided in support of such*  
 29 *an appointment, and (3) the Department’s procedures for making such an appointment.*

### 30 31 **B. APT Process**

32  
33 *All appointment decisions in the Department of Civil, Environmental and Geodetic Engineering will be*  
 34 *carried out following procedures and policy that are consistent with the Departmental APT Document,*  
 35 *and other relevant policies, procedures, practices, and standards established by: (1) the College of*  
 36 *Engineering, (2) the Faculty Rules, (3) the Office of Academic Affairs, and (4) the Office of Human*  
 37 *Resources.*

### 38 39 **C. Criteria**

40  
41 *The Department of Civil, Environmental and Geodetic Engineering follows the Criteria for faculty*  
 42 *appointments that are set out by the College of Engineering APT Document.*

43  
44 *The Department of Civil, Environmental and Geodetic Engineering is committed to making only faculty*  
 45 *appointments that enhance or have strong potential to enhance the quality of the department. Important*  
 46 *considerations include the individual's record to date in teaching, scholarship, and institutional and*  
 47 *professional service; the potential for professional growth in each of these areas; and the potential for*  
 48 *interacting with colleagues and students in a way that will enhance their academic work and attract other*  
 49 *outstanding faculty and students to the department. No offer will be extended in the event that the search*  
 50 *process does not yield one or more candidates who would enhance the quality of the department. The*

1 search is either cancelled or continued, as appropriate to the circumstances.

2  
3 A curriculum vitae for all faculty members, including associated faculty members, will be kept in the  
4 department.

## 5 6 **1 Tenure Track Faculty**

7  
8 **Instructor.** Appointment at the rank of instructor is made only when the offered appointment is that of  
9 assistant professor, but requirements for the terminal degree have not been completed by the candidate at  
10 the time of appointment. The Department will make every effort to avoid such appointments. An  
11 appointment at the instructor level is limited to three years. When an instructor has not completed  
12 requirements for promotion to the rank of assistant professor by the end of the third year of appointment,  
13 the third year is a terminal year of employment. (Faculty Rule [3335-6-03](#)).

14  
15 Upon promotion to assistant professor, the faculty member may request prior service credit for time spent  
16 as an instructor. This request must be approved by the departmental Committee of Eligible Faculty, the  
17 Department Chair, the Dean, and the Office of Academic Affairs. Faculty members should carefully  
18 consider whether prior service credit is appropriate since prior service credit cannot be revoked once  
19 granted. In addition, all probationary faculty members have the option to be considered for early  
20 promotion.

21  
22 **Assistant Professor.** There must be clear and convincing evidence that the offeree of an appointment as a  
23 tenure track assistant professor has, at a minimum an earned doctorate in the relevant field of study or  
24 possession of equivalent experience; a potential for excellence in teaching, as demonstrated by a record of  
25 quality teaching and/or excellence in verbal and written communication; a potential for excellence in  
26 scholarship as demonstrated by having produced a body of research, scholarly and creative work  
27 appropriate to the civil, environmental, or geodetic engineering disciplines; a potential to perform  
28 effective service, including a commitment to good citizenship and collegiality within the Department of  
29 Civil, Environmental and Geodetic Engineering; strong potential to attain tenure and advance through the  
30 faculty ranks. Appointment at the rank of assistant professor is always probationary, with mandatory  
31 tenure review occurring in the sixth year of service. Review for tenure prior to the mandatory review year  
32 is possible when the Promotion and Tenure Committee (or the TIU of the primary appointment in the case  
33 of jointly appointed faculty) determines such a review to be appropriate. The granting of prior service  
34 credit, which requires approval of the Office of Academic Affairs (OAA Policy on Faculty Recruitment  
35 and Selection), may reduce the length of the probationary period, but is strongly discouraged as it cannot  
36 be revoked once granted.

37  
38 **Associate Professor.** There must be clear and convincing evidence that the offeree of an appointment as  
39 an associate professor with tenure has, at a minimum, exceeded the College and the Department of Civil,  
40 Environmental and Geodetic Engineering criteria for appointment as a tenure track assistant professor,  
41 and met or exceeded the College and the Department of Civil, Environmental and Geodetic Engineering  
42 criteria for promotion to associate professor with tenure.

43  
44 *The Department of Civil, Environmental and Geodetic Engineering may decide that a candidate who*  
45 *has not followed a traditional academic pathway may merit appointment as a tenured faculty member*  
46 *at a rank higher than Assistant Professor. Candidates from non-academic institutions, such as*  
47 *government agencies, public or private research organizations, or technical/fellow tracks within*  
48 *industry organizations, shall be evaluated with consideration of activities in the candidate's current*  
49 *and prior institutions at the time of candidacy that have equivalency to typical activities of a tenure*  
50 *track faculty member. For example, evidence of teaching effectiveness may include extensive*  
51 *experience in administering short courses or professional training; evidence of scholarly activities may*

1 *include pursuit of project funds within the agency or organization and publication of internal technical*  
 2 *and research studies, and evidence of service may include committees relevant to the agency or*  
 3 *organization. In consideration of the rank of Associate professor, greater weight will be ascribed to*  
 4 *candidate's established record of external peer-reviewed publications, experience mentoring students*  
 5 *and participation in conferences or disciplinary proceedings.*

6 Appointment at the rank of associate professor normally entails tenure, however a probationary  
 7 appointment at senior rank may be appropriate under certain circumstances, such as when the candidate  
 8 has limited prior teaching experience or has taught only in a foreign country. A probationary period of up  
 9 to four years is possible, on approval of the Office of Academic Affairs, with review for tenure occurring  
 10 in the final year of the probationary appointment. If tenure is not granted, an additional (terminal) year of  
 11 employment is offered.

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

15  
 16 **Professor.** There must be clear and convincing evidence that the offeree of an appointment as a professor  
 17 with tenure has, at a minimum exceeded the College and the Department of Civil, Environmental and  
 18 Geodetic Engineering criteria for appointment as an associate professor with tenure, and met or exceeded  
 19 the College and Department criteria for promotion to professor.

20  
 21 *A sustained record of accomplishments in research, teaching, and service is expected for appointment*  
 22 *to the rank of Professor. Consideration for equivalency will be given to offerees from non-academic*  
 23 *institutions as detailed above for Associate Professor appointments.*

24  
 25 Appointment at the rank of professor normally entails tenure, however a probationary appointment at  
 26 senior rank may be appropriate under certain circumstances, such as when the candidate has limited prior  
 27 teaching experience or has taught only in a foreign country. A probationary period of up to four years is  
 28 possible, on approval of the Office of Academic Affairs, with review for tenure occurring in the final year  
 29 of the probationary appointment. If tenure is not granted, an additional (terminal) year of employment is  
 30 offered.

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

## 35 36 **2 Practice faculty**

37  
 38 Practice faculty in the Department will be referred to as "Instructor, Assistant, Associate or Professor of  
 39 Practice in the Department of Civil, Environmental and Geodetic Engineering". Distinctions among ranks  
 40 are based on the level of achievement attained by the candidate.

41  
 42 *The Department of Civil, Environmental and Geodetic Engineering recognizes and values the*  
 43 *contributions of faculty with practical experience in engineering analysis, planning, design,*  
 44 *construction, management, and operations and industry contributions related to modern practice of*  
 45 *civil, environmental or geodetic engineering. Such Professors of Practice faculty members bring state-*  
 46 *of-the-art tools, techniques, and expertise of engineering practice into the Department of Civil,*  
 47 *Environmental and Geodetic Engineering educational enterprise. Through their networks of practice,*  
 48 *Professors of Practice can facilitate professional opportunities for students and industrial*  
 49 *collaborations for faculty members in the department, and they can serve as liaisons between the*  
 50 *Department and practicing professional engineers. Further, Professors of Practice are expected to stay*

1 *up-to-date with trends and innovations in civil, environmental or geodetic engineering practice and*  
 2 *provide service to the professional community. There is an expectation for participation in scholarly*  
 3 *endeavors or other creative works appropriate for Professors of Practice, taking in consideration with*  
 4 *teaching load and related to departmental endeavors.*

5 Criteria and policies governing appointment of practice faculty must be consistent with [Faculty Rule](#)  
 6 [3335-7](#). Reappointment is based on the candidate's performance and on the continued needs of the  
 7 Department.

8  
 9 *Practice faculty may participate with voting rights in matters of governance and committee service at*  
 10 *the College and Department level, as detailed in the Civil, Environmental and Geodetic Engineering*  
 11 *Pattern of Administration. Practice faculty that meet eligibility according to section III.A.2. of the*  
 12 *Civil, Environmental and Geodetic Engineering APT Document may vote on appointment and*  
 13 *promotion decisions for practice faculty. Practice faculty cannot participate or vote on appointment or*  
 14 *promotion and tenure matters of tenure track faculty (Faculty Rule 3335-7-04(A)) or research faculty.*

15  
 16 Appointment of practice faculty members entails a three-, four- or five-year contract. The initial contract  
 17 is probationary, with reappointment considered annually. Tenure is not granted to practice faculty  
 18 members. In addition, there is no presumption that one or more subsequent contracts will be offered,  
 19 regardless of performance. If the Department wishes to consider offering a contract renewal, a formal  
 20 review of the faculty member is required in the penultimate year of the current contract period. For more  
 21 information see [Faculty Rule 3335-7](#).

22  
 23 *Annual probationary reviews are conducted by the Department Chair.*

24  
 25 **Instructor of Practice.** Appointment is normally made at the rank of instructor of practice when the  
 26 appointee has not completed the requirements for the terminal degree. The department will make every  
 27 effort to avoid such appointments. An appointment at the instructor level is limited to a four-year contract.  
 28 In such cases, if the instructor has not completed requirements for promotion to the rank of assistant  
 29 professor by the end of the penultimate year of the contract period, a new contract will not be considered  
 30 even if performance is otherwise adequate and the position itself will continue.

31  
 32 *A doctoral degree is considered the terminal degree for Professor of Practice positions in the*  
 33 *Department of Civil, Environmental and Geodetic Engineering. Appointment at the rank of Instructor*  
 34 *of Practice is also made when the candidate has not obtained the required licensure/certification in*  
 35 *his/her specialization at the time of appointment.*

36  
 37 **Assistant Professor of Practice.** There must be clear and convincing evidence that the offeree of an  
 38 appointment as assistant professor of practice has, at a minimum, strong capability in the offeree's area of  
 39 specialization, experience in the practice of the discipline, attained professional accomplishment, and  
 40 background and potential excellence in the ability to share and transfer knowledge to students. Normally,  
 41 the offeree will have an earned doctorate or other terminal degree in the relevant field. Professional and  
 42 scholarly publications and teaching experience are helpful but not required.

43  
 44 *The Department of Civil, Environmental and Geodetic Engineering requires an earned doctorate and*  
 45 *the required licensure/certification in the candidate's specialization (or other exceptional*  
 46 *qualifications). Evidence of ability to teach is highly desirable.*

47  
 48 **Associate Professor of Practice.** There must be clear and convincing evidence that the offeree of an  
 49 appointment as an associate professor of practice has, at a minimum, exceeded the College and the  
 50 Department of Civil, Environmental and Geodetic Engineering criteria for appointment as an assistant

1 professor of practice, and met or exceeded the College and Department of Civil, Environmental and  
2 Geodetic Engineering criteria for promotion to associate professor of practice.

3  
4 *An earned doctorate and the required licensure/certification in his/her specialty (or other exceptional*  
5 *qualifications) are required. Demonstrated experience and excellence in teaching are required and*  
6 *may include instruction at a post-secondary institution, or significant short-course and/or professional*  
7 *training of practitioners. Professional service activities are expected to emphasize outreach and*  
8 *interaction with constituencies beyond the research community, such as with industry, government*  
9 *agencies, the broader educational community, technical societies (e.g., ASCE), accreditation boards*  
10 *(e.g., ABET) and the broad community of practitioners. There is an expectation for participation in*  
11 *scholarly endeavors or other creative works appropriate for Professors of Practice, taking in*  
12 *consideration the candidate's teaching load and related to departmental endeavors.*

13  
14 **Professor of Practice.** There must be clear and convincing evidence that the offeree of an appointment as  
15 a professor of practice has, at a minimum, exceeded the College and the Department of Civil,  
16 Environmental and Geodetic Engineering criteria for appointment as an associate professor of practice,  
17 and met or exceeded the College and the Department of Civil, Environmental and Geodetic Engineering  
18 criteria for promotion to professor of practice.

19  
20 *Sustained record of accomplishments in teaching, professional service, and scholarly activities is*  
21 *warranted for appointment to the rank of Professor of Practice.*

### 22 23 **3 Research faculty**

24  
25 Research faculty members in the College of Engineering will be referred to as “Research Assistant,  
26 Associate, or Professor in Civil, Environmental and Geodetic Engineering”. Distinctions among ranks are  
27 based on the level of distinction attained by the candidate.

28  
29 *Research faculty may participate with voting rights in matters of governance and committee service at*  
30 *the College and Department level, as detailed in the Civil, Environmental and Geodetic Engineering*  
31 *Pattern of Administration. Research faculty that meet eligibility according to section III.A.3. of the*  
32 *Civil, Environmental and Geodetic Engineering APT Document may vote on appointment and*  
33 *promotion decisions for research faculty. Research faculty cannot participate or vote on appointment*  
34 *or promotion and tenure matters of tenure track faculty (Faculty Rule 3335-7-04(A)) or practice*  
35 *faculty.*

36  
37 Appointment of research faculty entails one- to five-year contracts. The initial contract is probationary,  
38 with reappointment considered annually. Tenure is not granted to research faculty members. In addition,  
39 there is also no presumption that one or more subsequent contracts will be offered, regardless of  
40 performance. If the Department wishes to consider offering a contract renewal, a formal review of the  
41 faculty member is required in the penultimate year of the current contract period. For more information  
42 see [Faculty Rule 3335-7](#).

43  
44 *Annual probationary reviews are conducted by the Department Chair.*

45  
46 **Research Assistant Professor.** There must be clear and convincing evidence that the offeree of an  
47 appointment as research assistant professor has, at a minimum, a record of high-quality publications that  
48 strongly indicate the ability to sustain an independent, externally funded research program.

49  
50 **Research Associate Professor.** There must be clear and convincing evidence that the offeree of an  
51 appointment as a research associate professor has, at a minimum, exceeded the College and the



1 Department of Civil, Environmental and Geodetic Engineering criteria for appointment as a research  
2 assistant professor, and met or exceeded the College and Department of Civil, Environmental and  
3 Geodetic Engineering criteria for promotion to research associate professor.  
4

5 *Criteria for promotion are detailed in section VII with the recognition that candidates for promotion or*  
6 *appointment to Research Associate Professor will have a record of accomplishments in high quality*  
7 *research and scholarship and in professional service.*  
8

9 **Research Professor.** There must be clear and convincing evidence that the offeree of an appointment as a  
10 research professor has, at a minimum, exceeded the College and Department of Civil, Environmental and  
11 Geodetic Engineering criteria for appointment as a research associate professor, and met or exceeded the  
12 College and Department of Civil, Environmental and Geodetic Engineering criteria for promotion to  
13 research professor.  
14

15 *Criteria for promotion are detailed in section VII with the recognition that candidates for promotion or*  
16 *appointment to Research Professor will have a sustained record of accomplishments in high quality*  
17 *research and professional service is expected for appointment to the rank of Professor.*  
18

#### 19 **4 Associated Faculty**

20

21 *The Department of Civil, Environmental and Geodetic Engineering has at times employed associated*  
22 *faculty who hold the title Lecturer, Senior Lecturer, tenure track faculty who have <50% appointments,*  
23 *adjunct faculty, and Visiting Professors. The Departmental Pattern of Administration details the extent*  
24 *to which such faculty can participate in departmental governance. Generally, associated faculty may*  
25 *participate in faculty meetings and discussions of policies and motions of relevance to their*  
26 *appointments, such as curricular matters; however, associated faculty are not permitted to participate*  
27 *in any discussions or votes pertaining to personnel issues.*  
28

29 **Lecturer.** (Including adjunct faculty with 0.25% FTE appointment in one semester) An appointment as  
30 lecturer requires that the individual has, at a minimum, a master's degree in a field appropriate to the  
31 subject matter to be taught. Evidence of ability to provide high-quality instruction is desirable. Lecturers  
32 are not eligible for tenure, but may be promoted to senior lecturer if they meet the criteria for appointment  
33 at that rank. The initial appointment for a lecturer should not exceed one year. Exceptions to lecturer and  
34 senior lecturer appointment requirements may be granted by review and approval of the college and OAA.  
35 Subsequent appointments may be of longer duration.  
36

37 **Senior Lecturer.** Appointment as senior lecturer requires that the individual has a terminal degree in a  
38 field appropriate to the subject matter to be taught, along with evidence of ability to provide high-quality  
39 instruction; or a master's degree and at least five years of teaching experience with documented high  
40 quality. Senior lecturers are not eligible for tenure or promotion. The initial appointment for a senior  
41 lecturer should not exceed one year. Subsequent appointments may be of longer duration. Exceptions to  
42 senior lecturer appointment requirements may be granted by review and approval of the college and OAA.  
43

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

50 **Adjunct Faculty.** Adjunct faculty appointments may be either compensated or uncompensated. Adjunct  
51 faculty provide significant service to the instructional and/or research program of the Department. Titles

1 may be granted as adjunct instructor, adjunct assistant professor, adjunct associate professor, or adjunct  
2 professor. Typically, the adjunct faculty rank is determined by applying the criteria for appointment of  
3 tenure track faculty. Adjunct faculty members are eligible for promotion (but not tenure) and the relevant  
4 criteria are those for promotion of tenure track faculty.  
5

6 **Visiting Faculty.** Visiting faculty appointments may either be compensated or uncompensated. Visiting  
7 faculty members on leave from a regular academic appointment at another institution are appointed at the  
8 rank held in that position. The rank at which other (non-faculty) individuals are appointed is determined  
9 by applying the criteria for appointment of tenure track faculty. Visiting faculty members are not eligible  
10 for tenure or promotion. They may not be reappointed for more than three consecutive years at 100%  
11 FTE.  
12

### 13 **5 Emeritus Faculty**

14  
15 Emeritus faculty status is an honor given in recognition of sustained academic contributions to the  
16 university as described in Faculty Rule [3335-5-36](#). Full-time tenure track, clinical/teaching/practice,  
17 research, or associated faculty may request emeritus status upon retirement or resignation at the age of  
18 sixty or older with ten or more years of service or at any age with twenty-five or more years of service.  
19

20 Faculty will send a request for emeritus faculty status to the department chair outlining academic  
21 performance and citizenship. The Committee of Eligible faculty (tenured and nonprobationary practice  
22 associate professors and professors) will review the application and make a recommendation to the  
23 department chair. The chair will decide upon the request, and if appropriate submit it to the dean. If the  
24 faculty member requesting emeritus status has in the 10 years prior to the application engaged in serious  
25 dishonorable conduct in violation of law, rule, or policy and/or caused harm to the university's reputation  
26 or is retiring pending a procedure according to Faculty Rule [3335-05-04](#), emeritus status will not be  
27 considered.  
28

29 See the OAA [Policies and Procedures Handbook](#) Volume 1, Chapter 1, for information about the types of  
30 perquisites that may be offered to emeritus faculty, provided resources are available.  
31

32 Emeritus faculty may not vote at any level of governance and may not participate in promotion and tenure  
33 matters.  
34

### 35 **6 Courtesy Appointments for Faculty**

36  
37 Occasionally the active academic involvement in the Department of Civil, Environmental and Geodetic  
38 Engineering by a tenure track, practice, or research faculty member from another TIU at Ohio State  
39 warrants the offer of a 0% FTE (courtesy) appointment. Appropriate active involvement includes research  
40 collaboration, graduate student advising, teaching some or all of a course from time to time, or a  
41 combination of these activities. A courtesy appointment is made at the individual's current Ohio State  
42 rank, with promotion in rank recognized.  
43

### 44 **D Procedures**

45  
46 See the Faculty Policy on Faculty Recruitment and Selection and the Policy on Faculty Appointments in  
47 the Office of Academic Affairs [Policies and Procedures Handbook](#) for information on the following  
48 topics:  
49

- 50 • recruitment of tenure track, practice, and research faculty
- 51 • appointments at senior rank or with prior service credit



- 1 • hiring faculty from other institutions after April 30
- 2 • appointment of foreign nationals
- 3 • letters of offer

#### 5 **1 Tenure track Faculty**

6  
7 A national search is required to ensure a diverse pool of highly qualified candidates for all tenure track  
8 positions. Exceptions to this policy must be approved by the College and the Office of Academic Affairs  
9 (OAA) in advance. Search procedures must entail substantial faculty involvement and be consistent with  
10 the OAA [Policy on Faculty Recruitment and Selection](#) and other university and college policies and  
11 practices set forth in the most recent updates of the [College of Engineering Guide to Effective Searches](#),  
12 [The Women's Place Tools for Conducting Diverse and Effective Searches](#).

13  
14 Searches for tenure track faculty proceed as follows:

15  
16 The Dean of the College provides approval for the Department of Civil, Environmental and Geodetic  
17 Engineering to commence a search process. This approval may or may not be accompanied by constraints  
18 about salary, rank, and field of expertise, and may or may not include guidance on faculty with the  
19 potential for appointments to more than one TIU.

20  
21 *The Department Chair appoints a search committee consisting of three or more faculty members who*  
22 *reflect the field of expertise that is the focus of the search, as well as other fields within the department.*  
23 *A minimum of four faculty members will be appointed to the search committee with at least two faculty*  
24 *holding a rank of either Associate Professor or Professor. Although practice faculty and research*  
25 *faculty cannot vote on faculty appointments, the appointment of a faculty member with such a title to a*  
26 *Search Committee may contribute expertise that is critical to a successful hire. Search committees for*  
27 *practice (research) faculty will have a minimum of one practice (research) faculty as appointed*  
28 *members. Search committees will follow the Search Committee Guidelines for CEGE (Appendix C) to*  
29 *ensure a fair and inclusive process to solicit and evaluate candidates. This includes the mandatory*  
30 *training provided by the College.*

31  
32 *Note in the case of searches that target jointly appointed faculty: The College APT document indicates*  
33 *that if the candidate's primary appointment is in Civil, Environmental and Geodetic Engineering, the*  
34 *Department Chair shall include a representative from the secondary TIU on the search committee.*  
35 *Likewise, a representative of the Civil, Environmental and Geodetic Engineering Department will be*  
36 *appointed by the primary TIU in cases that the Civil, Environmental and Geodetic Engineering*  
37 *Department is the secondary TIU in a joint hire.*

38  
39 The search committee:

- 40  
41 • Ensures that each member has participated in an orientation on hiring for inclusive excellence  
42 within 24 months prior to a search.
- 43 • Appoints a Diversity Representative who is responsible for providing leadership in assuring that  
44 vigorous efforts are made to use best practices in developing a diverse pool of qualified  
45 applicants. The Diversity Representative is responsible for ensuring that the committee process  
46 conforms with [University Policy 1.10 Affirmative Action, Equal Employment Opportunity &](#)  
47 [Non - Discrimination/Harassment](#)
- 48 • Develops a search announcement for internal posting in the university Job Personnel Postings  
49 through the [Office of Human Resources Employment Services](#) and external advertising, subject  
50 to the Department Chair's approval. The announcement will be no more specific than is necessary  
51 to accomplish the goals of the search, since an offer cannot be made that is contrary to the content

1 of the announcement with respect to rank, field, credentials, and salary. In addition, timing for the  
 2 receipt of applications will be stated as a preferred date, not a precise closing date, in order to  
 3 allow consideration of any applications that arrive before the conclusion of the search.

- 4 • Develops and implements a plan for external advertising and direct solicitation of nominations  
 5 and applications. If there is any likelihood that the applicant pool will include qualified foreign  
 6 nationals, the search committee must advertise using at least one 30-day online ad in a national  
 7 professional journal. Approved positions must be posted in the University Personnel Postings  
 8 through the Office of Human Resources. The university does not grant tenure in the absence of  
 9 permanent residency ("green card"), and strict U.S. Department of Labor guidelines do not permit  
 10 sponsorship of foreign nationals for permanent residency unless the search process resulting in  
 11 their appointment to a tenure track position included an advertisement in a field-specific national  
 12 professional journal.

13  
 14 ***The Department of Civil, Environmental, and Geodetic Engineering will use a minimum of one print  
 15 outlet for each search in anticipation of the possible need to satisfy U.S. Department of Labor criteria  
 16 for foreign national hires. The outlet should be one likely to be read by qualified potential applicants.***

- 17  
 18 • ***According to the CEGE Search Committee Procedures, the search committee meets to decide  
 19 evaluation criteria for candidates prior to review of candidate packages. These criteria are used  
 20 to identify a list of 10-12 candidates to conduct video-linked interviews using standardized  
 21 questions. In parallel, letters of recommendations for these candidates are solicited using a  
 22 standardized request letter. Committee evaluations of the interviews and the recommendation  
 23 letters are used to identify a smaller set of candidates (3-4) to bring to campus for in-person  
 24 interviews, following Chair and College approval. On-campus interviews are arranged by the  
 25 Search Committee and Chair with assistance from the departmental administrative staff  
 26 members. If the Search Committee determines that none of the applicants are worthy of on-  
 27 campus interviews or the Chair does not agree with the judgement of the Committee, the Chair,  
 28 in consultation with the Committee and the faculty members of the Department, and the Chair  
 29 of the secondary appointment TIU, if relevant, determines the appropriate next step (e.g., solicit  
 30 new applications, re-review other applications already received, postpone the search for  
 31 another hiring cycle cancel the search for the time being, etc.).***

32  
 33 On-campus interviews with candidates must include opportunities for interaction with faculty groups,  
 34 including the search committee; the Chair; and the Dean or a designee of the Dean. In addition, all  
 35 candidates must present to the faculty members and graduate students on their scholarship, teaching  
 36 interests, and plans for their research program and teaching if they join OSU. All candidates interviewing  
 37 for a position must follow the same interview format. In the case of searches that target jointly appointed  
 38 faculty with a primary appointment in the Department of Civil, Environmental and Geodetic Engineering,  
 39 the agenda will be arranged by the Department of Civil, Environmental and Geodetic Engineering with  
 40 inclusion of members of the relevant faculty from the proposed secondary appointment TIUs.

41  
 42 Subject to specific TIU procedures, following completion of on-campus interviews, the eligible faculty of  
 43 all proposed TIUs meet within each TIU to discuss perceptions and preferences, and to vote on each  
 44 candidate. The eligible faculty of each TIU reports a recommendation on each candidate to the  
 45 Department Chair of the respective TIU who then conveys that preference to the Department Chair of the  
 46 primary appointment TIU.

47  
 48 ***Following the Department of Civil, Environmental and Geodetic Engineering Search Procedures, the  
 49 Search Committee solicits input from tenure track, practice and research faculty in the Department via  
 50 a standardized anonymous Qualtrics survey. The Search Committee convenes a meeting of the faculty  
 51 and presents their written record of strengths and weaknesses of each candidate and shares the results***

1 *of the Qualtrics survey. A vote of the Committee of Eligible Faculty is taken. The Search Committee*  
2 *presents outcomes of the search to the Department Chair in written form with a record of the search*  
3 *process (necessary for College approval), the Committee assessment of strengths and weaknesses of*  
4 *each candidate, the results of the Qualtrics survey and the results of the vote of the Committee of*  
5 *Eligible Faculty. The Department Chair consults with the Search Committee to assess a relative*  
6 *ranking of the candidates and to identify which candidate to approach first with an offer.*

7  
8 If the offer involves senior rank, the eligible faculty members vote also on the appropriateness of the  
9 proposed rank. If the offer may involve prior service credit, the eligible faculty members vote on the  
10 appropriateness of such credit. The eligible faculty reports a recommendation on the appropriateness of  
11 the proposed rank or the appropriateness of prior service credit to the Department Chair. Appointment  
12 offers at the rank of associate professor or professor, with or without tenure, and/or offers of prior service  
13 credit require prior approval of the Office of Academic Affairs.

14  
15 If more than one candidate achieves the level of support required to extend an offer, the Department Chair  
16 of the primary appointment TIU decides which candidate to approach first. The details of the offer,  
17 including compensation, are determined by the Department Chair of the primary appointment TIU.

18  
19 A draft letter of offer to a tenure track faculty candidate, accompanied by the candidate's curriculum vitae  
20 and appropriate letters attesting to the candidate's qualifications, must be submitted to engineering  
21 administration for review and approval by the Dean. Engineering administration will review the draft  
22 letter of offer for consistency with the essential components required by the Office of Academic Affairs  
23 (OAA) and by the College.

24  
25 The required documentation for appointments at senior rank and junior appointments with prior service  
26 credit can be found in the [Policy on Faculty Recruitment and Selection](#).

27  
28 Potential appointment of a foreign national who lacks permanent residency must be discussed with the  
29 Office of International Affairs. The university does not grant tenure in the absence of permanent residency  
30 status. The Department of Civil, Environmental and Geodetic Engineering will therefore be cautious in  
31 making such appointments and vigilant in assuring that the appointee seeks residency status promptly and  
32 diligently.

## 33 34 **2 Practice Faculty**

35  
36 Creation of a practice faculty position requires the prior approval of the Dean. Approved positions must  
37 be posted in the University Personnel Postings through the Office of Human Resources. A national search  
38 is required to ensure a diverse pool of highly qualified candidates unless an exception is approved by the  
39 Dean. A draft letter of offer to a practice faculty candidate, accompanied by the candidate's curriculum  
40 vitae and appropriate letters attesting to the candidate's qualifications, must be submitted to engineering  
41 administration for review and approval by the Dean. Engineering administration will review the draft  
42 letter of offer for consistency with the essential components required by the Office of Academic Affairs  
43 and by the College.

44  
45 *Searches for practice faculty will follow the same procedures as detailed for tenure track faculty.*  
46 *Candidates for a practice faculty position will provide a guest course lecture in lieu of a research*  
47 *seminar. The Search Committee will determine if, in addition to the guest course lecture, a*  
48 *conventional research presentation should also be required. The Search Committee will also determine*  
49 *the regularly-scheduled CIVENG or ENVENG undergraduate course in which the candidate's guest*  
50 *lecture will be given. Candidate may choose to present goals and background on teaching, service, and*  
51 *research briefly at the beginning of the guest lecture.*

1  
2 Appointments at the rank of associate professor of practice or professor of practice require approval of the  
3 Office of Academic Affairs. For such appointments, the Dean may consult with the College Promotion  
4 and Tenure Committee.

### 6 **3 Research Faculty**

7  
8 Creation of a research faculty position requires prior approval of the Dean. Approved positions must be  
9 posted in the University Personnel Postings through the Office of Human Resources. A national search is  
10 required to ensure a diverse pool of highly qualified candidates unless an exception is approved by the  
11 Dean. A draft letter of offer to a research faculty candidate, accompanied by the candidate's curriculum  
12 vitae and appropriate letters attesting to the candidate's qualifications, must be submitted to engineering  
13 administration for review and approval by the Dean. Engineering administration will review the draft  
14 letter of offer for consistency with the essential components required by the Office of Academic Affairs  
15 and by the College. Searches for research faculty will follow the same procedures as detailed for tenure  
16 track faculty.

17  
18 Appointments at the rank of research associate professor or research professor require approval of the  
19 Office of Academic Affairs. For such appointments, the Dean may consult with the College Promotion  
20 and Tenure Committee.

### 22 **4 Transfer from the Tenure Track**

23  
24 Tenure track faculty may transfer to a practice or research appointment if appropriate circumstances exist.  
25 Tenure is lost upon transfer, and transfers must be approved by the Department Chair, the college Dean,  
26 and the Executive Vice President and Provost. All such transfers are subject to the conditions specified in  
27 [Faculty Rule 3335-7-38](#) and to the Department and College limits on the number of practice and research  
28 faculty.

29  
30 The request for transfer must be initiated by the faculty member in writing and must state clearly how the  
31 individual's career goals and activities have changed.

32  
33 Transfers from a practice appointment and from a research appointment to the tenure track are not  
34 permitted. Practice faculty members and research faculty members may apply for tenure track positions  
35 and compete in national searches for such positions.

### 36 **5 Associated Faculty**

37 The appointment, review, and reappointment of all compensated associated faculty are decided by the  
38 Department Chair in consultation with the faculty members of the department.

39  
40 Appointment and reappointment of uncompensated adjunct or visiting faculty may be proposed by any  
41 faculty member in the department and are decided by the Department Chair in consultation with the  
42 faculty.

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

48  
49 Lecturer and senior lecturer appointments are usually made on an annual basis. After the initial

1 appointment, and if the curricular needs of a department warrant it, a multiple year appointment may be  
2 offered.

### 3 4 **6 Courtesy Appointments for Faculty**

5  
6 Any department faculty member may propose a 0% FTE (courtesy) appointment for a tenure track,  
7 practice, or research faculty member from another Ohio State department or unit. A statement of purpose  
8 that describes the uncompensated academic service to the Department of Civil, Environmental and  
9 Geodetic Engineering justifying the appointment is considered at a faculty meeting. If the purpose is  
10 approved by the eligible faculty, the Department Chair extends an offer of appointment. A copy of a letter  
11 of offer of a courtesy appointment for faculty, accompanied by the candidate's curriculum vitae, must be  
12 submitted to engineering administration at the time an offer is made. The Department Chair reviews all  
13 courtesy appointments at least every three years to determine whether they continue to be justified, and  
14 takes recommendations for renewal or nonrenewal before the faculty members for a vote at a regular  
15 meeting.

16  
17 *Prior to the vote of the Committee of Eligible Faculty, the candidate for the courtesy appointment is*  
18 *required to offer a briefing on their expertise to the faculty members of the Department of Civil,*  
19 *Environmental and Geodetic Engineering to demonstrate how their research or teaching expertise fits*  
20 *into and expands the department's mission.*

21  
22 *A sample offer letter is provided in Appendix A of this document.*

23  
24 *Courtesy appointments will be discontinued when expectations are not met, when a faculty member*  
25 *retires, or when a faculty member leaves the University.*

### 26 27 **V Annual Performance and Merit Review Procedures**

28  
29 The Department of Civil, Environmental and Geodetic Engineering follows the requirements for annual  
30 performance and merit reviews as set forth in the [Policy on Faculty Annual Review and Reappointment](#),  
31 which stipulates that such reviews must include a scheduled opportunity for a face-to-face meeting as  
32 well as a written assessment. According to the policy, the purposes of the review are to:

- 33  
34
- 35 • Assist faculty in improving professional productivity through candid and constructive feedback  
36 and through the establishment of professional development plans;
  - 37 • Establish the goals against which a faculty member's performance will be assessed in the  
38 foreseeable future; and
  - 39 • Document faculty performance in the achievement of stated goals in order to determine salary  
40 increases and other resource allocations, progress toward promotion, and, in the event of poor  
41 performance, the need for remedial steps.

42 The annual performance and merit review of every faculty member is based on expected performance in  
43 teaching, research, creative work and scholarship, and service as set forth in College and TIU guidelines  
44 on faculty duties and responsibilities; on any additional assignments and goals specific to the individual;  
45 and on progress toward promotion where relevant. Meritorious performance in teaching, scholarship, and  
46 service is assessed in accordance with the same criteria that form the basis for promotion decisions.

47  
48 The annual performance and merit review of a faculty member is the responsibility of the Civil,  
49 Environmental and Geodetic Engineering Department Chair for faculty who hold primary appointments in  
50 the Department of the primary TIU to which the faculty member is appointed. Annual reviews are

1 expected to provide a written objective assessment of the candidate's progress in teaching, scholarship  
2 and service, and for jointly appointed faculty, to evaluate progress relative to the expectations of each TIU  
3 to which the faculty member is appointed. Per [Faculty Rule 3335-3-35](#), the Department Chair is required  
4 to include a reminder in the annual review letter that all faculty have the right (per [Faculty Rule 3335-5-  
5 04](#)) to view their primary personnel file and to provide written comment on any material therein for  
6 inclusion in the file. These procedures should include mechanisms for a face-to-face meeting as well as a  
7 written evaluation. In the case of jointly appointed faculty, the face-to-face meeting is to include the TIU  
8 Chairs or Directors and/or designees for all the TIUs to which the faculty member is appointed, while the  
9 written evaluation is to be prepared by the primary TIU Chair or Director or designee and signed by all of  
10 the TIU Chairs or Directors or designees present at the meeting. The documentation required for the  
11 annual performance review of every faculty member is described under Merit Salary Increases below.  
12

13 *Annual performance and merit reviews in the Department will be conducted in accordance with the*  
14 *relevant policies, procedures, practices and standards established by: (1) the department APT*  
15 *document, (2) the College, (3) the Faculty Rules, (4) the Office of Academic Affairs, and the (5) Office*  
16 *of Human Resources.*  
17

#### 18 **A. Documentation**

19

20 For their annual performance and merit review, faculty members must submit the following documents to  
21 the department chair no later than the final day of summer semester classes:  
22

- 23 • Office of Academic Affairs dossier outline, [Policies and Procedures Handbook](#), Volume 3  
24 (*required for probationary faculty*) or updated documentation of performance and  
25 accomplishments (*non-probationary faculty*)
- 26 • updated CV, which will be made available to all faculty in an accessible place (*all faculty*)  
27

28 Other documentation for the annual performance and merit review will be the same as that for  
29 consideration for promotion and/or tenure. That documentation is described in Section VI of this  
30 document.  
31

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

36 Additional details on annual and promotion reviews for faculty hired under the Discovery Theme initiative  
37 are provided in the appointment MOU.  
38

#### 39 **B. Probationary Tenure Track Faculty**

40

41 Every probationary tenure track faculty member is reviewed annually by the Chair, who meets with the  
42 faculty member to discuss his or her performance, future plans, and goals; and prepares a written  
43 evaluation that includes a recommendation on whether to renew the probationary appointment. A face to  
44 face meeting of the candidate with the Department Chair to discuss the annual review is required. In the  
45 case of jointly appointed faculty, the Department Chairs or School Directors of all TIUs within the  
46 College to which the faculty member has been appointed must meet simultaneously with the faculty  
47 member in this meeting. The meeting must also include some discussion of the relative requirements and  
48 progress for each TIU relative to the percent appointment to the TIU.  
49

50 If the Department Chair recommends renewal of the appointment of a faculty member holding a primary



1 appointment in the Department of Civil, Environmental and Geodetic Engineering, this recommendation  
2 is final. The Department Chair's annual review letter to the faculty member renews the probationary  
3 appointment for another year and includes content on future plans and goals. In the case of jointly  
4 appointed faculty, this letter should include input from all the appointed TIUs. In the case of jointly  
5 appointed faculty, this evaluation is to be signed by all Directors and Chairs of TIUs to which the faculty  
6 member has been appointed if within the College. The faculty member may provide written comments on  
7 the review. The Department Chair letter (along with the faculty member's comments, if received) is  
8 forwarded to the Dean of the college. In addition, the annual review letter becomes part of the cumulative  
9 dossier for promotion and tenure (along with the faculty member's comments, if he or she chooses).

10  
11 If the Department Chair recommends nonrenewal, the Fourth-Year Review process (per [Faculty Rule](#)  
12 [3335-6-03](#)) is invoked. Following completion of the comments process, the complete dossier is forwarded  
13 to the college for review and the Dean makes the final decision on renewal or nonrenewal of the  
14 probationary appointment.

### 15 16 *Third Year Promotion and Tenure Committee Feedback*

17  
18 *The Department of Civil, Environmental and Geodetic Engineering provides feedback to*  
19 *probationary faculty at the beginning of their third year using a modified version of the fourth-year*  
20 *review process. The purpose of this added review is to provide probationary faculty with substantive*  
21 *feedback at an earlier stage in career progression so that candidates are positioned more strongly*  
22 *for the mandatory fourth-year review. The third-year feedback process will occur in the early fall*  
23 *semester timeframe to allow one full year plus one-half before the mandatory fourth-year review.*  
24 *This timing also ensures that the Department Chair's Annual Review process has been completed.*  
25 *The third-year evaluation also serves as an opportunity to introduce candidates to the internal*  
26 *promotion and tenure review process.*

27  
28 *Candidates submit a complete OAA dossier (VITA software) to the Promotion and Tenure*  
29 *Committee for review. The Promotion and Tenure Committee will review the dossier and discuss the*  
30 *candidate's progress toward promotion with the candidate and the candidate's mentor in a brief*  
31 *(e.g., 30 minute) meeting. Such a meeting will enable the mentor to help address candidate's needs*  
32 *in preparing for the mandatory fourth year review and subsequent promotion. A note-taker will be*  
33 *identified at this meeting to record the Promotion and Tenure Committee's discussion of the*  
34 *candidate's case as meeting minutes that are advisory to the Department Chair. The candidate is*  
35 *requested to prepare a reflective summary of the meeting for further discussion with their mentor.*  
36 *A meeting of the Committee of Eligible Faculty will not occur during the third-year review of a*  
37 *candidate; there will be no vote.*

38  
39 *Clarification of roles: The role of the Promotion and Tenure Committee is evaluative. The*  
40 *Promotion and Tenure Committee will provide feedback on the candidate's progress toward*  
41 *promotion as is appropriate to the end of the second year of appointment, according to the*  
42 *perspective of building toward a dossier for promotion at the date for mandatory promotion review.*  
43 *The role of the mentor in this process is not evaluative. The mentor can provide clarification of*  
44 *details of the candidate's dossier during the meeting with the Promotion and Tenure Committee.*  
45 *The mentor will help the candidate to translate contents of the Promotion and Tenure Committee*  
46 *meeting letter into strategies that continue to build the candidate's dossier toward promotion at the*  
47 *date of the mandatory promotion review.*

48  
49 *Notes: The content of the third-year feedback is not forwarded from the Department to the College*  
50 *or to the Office of Academic Affairs. Renewal decisions of probationary faculty appointments are*  
51 *governed by Section V.A.*

1  
2 **Timeline:**

3 **Aug. 15** P&T Committee requests dossier from candidates who are starting their third year of a  
4 faculty appointment

5 **Oct. 15** P&T Committee submits advisory minutes to the Department Chair

6  
7 **1 Fourth-Year Review**

8  
9 During the fourth year of the probationary period the annual review follows the same procedures as the  
10 mandatory tenure review, with the exception that external evaluations are optional and the Dean (not the  
11 Department Chair) makes the final decision regarding renewal or nonrenewal of the probationary  
12 appointment.

13  
14 ***External evaluations may be requested by the CEGE Promotion and Tenure Committee if a credible***  
15 ***evaluation of the candidate's scholarship or professional service record cannot be performed without***  
16 ***them. With this one exception, the Promotion and Tenure Committee follows the Procedures for***  
17 ***preparing a written report of the Committee's assessment of the candidate's accomplishments as***  
18 ***detailed in section VII(C).***

19  
20 Annually, the Dean will establish the latest date for the receipt by the College of dossiers from TIUs for  
21 candidates undergoing fourth year reviews. The eligible faculty conducts a review of the candidate. On  
22 completion of the review, the eligible faculty votes by written ballot on whether to renew the probationary  
23 appointment. The eligible faculty forwards a record of the vote and a written performance review to the  
24 Department Chair, who conducts an independent assessment of candidates with a primary appointment in  
25 the Department of Civil, Environmental and Geodetic Engineering and prepares a written evaluation that  
26 includes a recommendation on whether to renew the probationary appointment. In the case of jointly  
27 appointed faculty, this assessment is undertaken in consultation with the Department Chair or School  
28 Director of the secondary TIU At the conclusion of the Department review, the formal comments process  
29 (per [Faculty Rule 3335-6-04](#)) is followed and the case is forwarded to the college for review, regardless of  
30 whether the Department Chair of the primary appointment TIU recommends renewal or nonrenewal.

31  
32 ***The Department Promotion and Tenure Committee is responsible for recording the results of the vote***  
33 ***of the Committee of Eligible Faculty as part of the written evaluation and for providing a summary of***  
34 ***the consensus and any minority and dissenting views of the Committee of Eligible Faculty, according***  
35 ***to the procedures detailed in section VII (C).***

36  
37 A review by the College Promotion and Tenure Committee is required unless the Chair of the Department  
38 of Civil, Environmental and Geodetic Engineering and Dean agree to reappoint. The fourth-year review of  
39 a probationary faculty member shall not require the solicitation of external letters of evaluation except  
40 when either the Department Chair or the eligible faculty determine that they are necessary to conduct the  
41 Fourth-Year Review. This may occur when the candidate's scholarship is in an emergent field, is  
42 interdisciplinary, or the eligible faculty do not feel otherwise capable of evaluating the scholarship  
43 without outside input. In the case of jointly appointed faculty, the Department Chair or School Director of  
44 the secondary appointment TIU should be consulted as an additional source of evaluation in determining  
45 whether outside letters should be solicited.

46  
47 The written evaluation from the Department Chair must clearly provide justification for the  
48 recommendation to the College. For jointly appointed faculty, the written evaluation should be prepared  
49 by the Department Chair in the primary TIU in consultation with Chairs or Directors of all TIUs to which  
50 the candidate has been appointed. The Department Chair must clearly state in the review the expectations  
51 of specific achievements in teaching, research or creative work, scholarship and service that the faculty



1 member needs to accomplish before being recommended for promotion to associate professor with tenure.

## 2 **2 Changes in Length of Probationary Period**

3 [Faculty Rule 3335-6-03 \(D\)](#) sets forth the conditions under which a probationary tenure track faculty  
4 member may exclude time from the probationary period. [Faculty Rule 3335-6-03 \(F\)](#) does likewise for  
5 extensions of the probationary period. A faculty member remains on duty regardless of time excluded  
6 from or extended to the probationary period, and annual reviews are conducted in every probationary year  
7 regardless of time excluded or extended. Approved exclusions or extensions do not limit the TIU's right  
8 to recommend nonrenewal of appointment during an annual review. Additional procedures and guidelines  
9 can be found in the Office of Academic Affairs [Policies and Procedures Handbook](#).

### 10 **C. Tenured Faculty**

11 Annual performance and merit reviews of tenured faculty members are expected to include a written  
12 objective assessment of the candidate's progress in teaching, scholarship and service.

13 In the case of an Associate Professor, this assessment gauges progress to promotion to Professor.  
14 Associate professors are reviewed annually by the Department Chair or School Director. The Department  
15 Chair or School Director conducts an independent assessment; meets with the faculty member to discuss  
16 his or her performance and future plans and goals; and prepares a written evaluation on these topics. The  
17 faculty member may provide written comments on the review.

18 In the case of a Professor this assessment is gauged towards contributions to the TIU, the University, and  
19 the discipline. The annual review of professors is based on their having achieved sustained excellence in  
20 the discovery and dissemination of new knowledge relevant to the mission of the tenure initiating unit, as  
21 demonstrated by national and international recognition of their scholarship; ongoing excellence in  
22 teaching, including their leadership in graduate education in both teaching and mentoring students; and  
23 outstanding service to the department, the university, and their profession, including their support for the  
24 professional development of assistant and associate professors. Professors are expected to be role models  
25 in their academic work, interaction with colleagues and students, and in the recruitment and retention of  
26 junior colleagues. As the highest-ranking members of the faculty, the expectations for academic  
27 leadership and mentoring for professors exceed those for all other members of the faculty.

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

31 In the case of jointly appointed faculty, these reviews should include assessments from all TIUs to which  
32 the faculty member has been appointed within the College.

### 33 **D. Practice Faculty**

34 The annual performance and merit review process for practice probationary and nonprobationary faculty  
35 is identical to that for tenure track probationary and tenured faculty respectively, including guidance for  
36 jointly appointed faculty.

## 37 **1 Annual Performance and Merit Review for Probationary Faculty of Practice**

38 For probationary faculty of practice, a meeting with the primary appointment Chair is required to discuss  
39 his or her performance, future plans, and goals. The primary appointment Department Chair must prepare

1 a written evaluation that includes a recommendation on whether to renew if the appointment. In the case  
2 of jointly appointed faculty, this evaluation is to be prepared in consultation with Chairs or Directors of  
3 any secondary appointment TIUs, and is to be signed by all Directors and Chairs of TIUs to which the  
4 faculty member has been appointed if within the College.

5  
6 If the primary appointment Department Chair recommends renewal of the appointment, this  
7 recommendation is final. The Department Chair's annual review letter to the faculty member renews the  
8 probationary appointment for another year and includes content on future plans and goals. The faculty  
9 member may provide written comments on the review. The primary appointment Department Chair letter  
10 (along with the faculty member's comments, if received) is forwarded to the Dean of the college. In  
11 addition, the annual review letter becomes part of the cumulative dossier (along with the faculty member's  
12 comments, if he or she chooses).

13  
14 If the primary appointment Department Chair recommends nonrenewal, the Fourth-Year Review process  
15 (per [Faculty Rule 3335-6-03](#)) is invoked. Following completion of the comments process, the complete  
16 dossier is forwarded to the college for review and the Dean makes the final decision on renewal or  
17 nonrenewal of the probationary appointment.

## 18 19 **2 Appointment Renewal (Contract Renewal) for Faculty of Practice**

20  
21 In the penultimate contract year of a faculty of practice member's appointment, the primary appointment  
22 Department Chair must determine whether the position held by the faculty member will continue. If the  
23 position will not continue, the faculty member is informed that the final contract year will be a terminal  
24 year of employment. The standards of notice set forth in [Faculty Rule 3335-6-08](#) must be observed. There  
25 is no presumption of contract renewal.

26  
27 **Probationary** faculty of practice must undergo a review no later than the beginning of the penultimate  
28 year of his or her contract so the unit may determine whether it is appropriate to renew that individual's  
29 appointment for a new term. The review will follow the same procedures as for an appointment renewal  
30 for tenure track faculty, i.e.: a fourth-year review process. External letters of evaluation are not solicited.  
31 The college dean has the final approval on the reappointment. Positive decisions will be approved by  
32 OAA without a review, and this decision is communicated to OAA using only the [Record of Review for](#)  
33 [Promotion in Academic Rank/Tenure/Reappointment Form](#) with no attachments. The Board of Trustees  
34 (BOT) has final approval, after which the faculty member is no longer probationary.

35  
36 If the individual will not be renewed the faculty member should be so informed, subject to the relevant  
37 standards of notice set forth in [Faculty Rule 3335-6-08](#).

38  
39 **Nonprobationary** faculty of practice must be informed as to whether the new appointment will be  
40 extended by the end of the penultimate year of the contract. The normal annual review will serve as the  
41 basis for evaluation. The primary appointment TIUs may request additional evidence to characterize the  
42 performance of the faculty member during their contract period, including from secondary appointment  
43 TIUs as applicable. External letters of evaluation are not solicited. An initial decision from the TIU head  
44 to reappoint is final. An initial decision not to reappoint requires a review by a TIU standing committee  
45 and requires the concurrence of the Dean. All reappointment decisions are at the discretion of the Dean.  
46 There is no presumption of contract renewal.

47  
48 *The Department of Civil, Environmental and Geodetic Engineering Promotion and Tenure Committee*  
49 *provides feedback to practice faculty at the beginning of the third year of a probationary appointment,*  
50 *as detailed for tenure track faculty in Section V (A).*

51

## 1 **E Research Faculty**

2  
3 The annual review process for research probationary and nonprobationary faculty is identical to that for  
4 tenure track probationary and tenured faculty.

### 5 6 **1 Annual Performance and Merit Review for Probationary Research Faculty**

7  
8 For probationary research faculty, a meeting with the primary appointment Chair is required to discuss his  
9 or her performance, future plans, and goals. The Department Chair must prepare a written evaluation that  
10 includes a recommendation on whether to renew if the appointment. In the case of jointly appointed  
11 faculty, this evaluation is to be prepared in consultation with Chairs or Directors of any secondary  
12 appointment TIUs, and is to be signed by all Directors and Chairs of TIUs to which the faculty member  
13 has been appointed if within the College.

14  
15 If the primary appointment Department Chair recommends renewal of the appointment, this  
16 recommendation is final. The TIU Chair or Director's annual review letter to the faculty member renews  
17 the probationary appointment for another year and includes content on future plans and goals. The faculty  
18 member may provide written comments on the review. The Department Chair letter (along with the  
19 faculty member's comments, if received) is forwarded to the Dean of the college. In addition, the annual  
20 review letter becomes part of the cumulative dossier (along with the faculty member's comments, if he or  
21 she chooses).

22  
23 A recommendation for nonrenewal requires the approval of both the primary appointment TIU Head and  
24 the Dean of the College. The Dean makes the final decision.

### 25 26 **2 Appointment Renewal (Contract Renewal) for Research Faculty**

27  
28 In the penultimate contract year of a research faculty member's appointment, the Department Chair must  
29 determine whether the position held by the faculty member will continue. If the position will not continue,  
30 the faculty member is informed that the final contract year will be a terminal year of employment. The  
31 standards of notice set forth in [Faculty Rule 3335-6-08](#) must be observed. There is no presumption of  
32 contract renewal.

33  
34 **Probationary** research faculty must undergo a review no later than the beginning of the penultimate year  
35 of his or her contract so the unit may determine whether it is appropriate to renew that individual's  
36 appointment for a new term. The review will follow the same procedures as for an appointment renewal  
37 for tenure track faculty, i.e.: a fourth-year review process concurrently with the probationary tenure track  
38 faculty. External letters of evaluation are not solicited. The college dean has the final approval on the  
39 reappointment. Positive decisions will be approved by OAA without a review, and this decision is  
40 communicated to OAA using only the [Record of Review for Promotion in Academic](#)  
41 [Rank/Tenure/Reappointment Form](#) with no attachments. The Board of Trustees (BOT) has final approval,  
42 after which the faculty member is no longer probationary.

43 If the individual will not be renewed the faculty member should be so informed, subject to the relevant  
44 standards of notice set forth in [Faculty Rule 3335-6-08](#).

45  
46 **Nonprobationary** research faculty must be informed as to whether the new appointment will be extended  
47 by the end of the penultimate year of the contract. The normal annual review will serve as the basis for  
48 evaluation. The primary appointment TIUs may request additional evidence to characterize the  
49 performance of the faculty member during their contract period, including from secondary appointment  
50 TIUs as applicable. External letters of evaluation are not solicited. An initial decision from the TIU head  
51 to reappoint is final. An initial decision not to reappoint requires a vote from a TIU standing committee

1 and requires the concurrence of the Dean. All reappointment decisions are at the discretion of the Dean.  
2 There is no presumption of contract renewal.

3  
4 ***The Department of Civil, Environmental and Geodetic Engineering Promotion and Tenure Committee***  
5 ***provides feedback to research faculty at the beginning of the third year of a probationary appointment,***  
6 ***as detailed for tenure track faculty in Section V(A).***

#### 7 8 **F. Associated Faculty**

9  
10 Compensated associated faculty members in their initial appointment must be reviewed before  
11 reappointment. There is no presumption of reappointment at the end of a contract period. If the position  
12 will not continue, the Department Chair will inform the faculty member that there will be a non-renewal  
13 of employment.

14  
15 If the position will continue, a formal performance review for reappointment is necessary to determine  
16 whether the faculty member will be offered a new contract.

17  
18 ***Lecturers. The primary criteria for reappointment of Lecturers is teaching performance using a***  
19 ***combination of Student Evaluation of Instruction (SEI) scores and comments and peer-reviews of***  
20 ***teaching. The teaching of lecturers is reviewed at least once per year during the first two years of***  
21 ***service, at least once every second year during the next five years of service, and at least once every***  
22 ***four years for the remaining years of service. Teaching should be assessed at all levels of instruction to***  
23 ***which the lecturer is assigned with the goal of having at least one review per contract appointment***  
24 ***period.***

25  
26 ***The teaching of Associated Faculty members is reviewed at least once during the first two years of***  
27 ***service, and at least once per three course offerings for the remaining years of service.***

28  
29 The Department Chair prepares a written evaluation and meets with the faculty member to discuss his or  
30 her performance, plans, and goals. The Department Chair's recommendation on renewal of the  
31 appointment is final. If the recommendation is to renew, the Department Chair may extend a multiple year  
32 appointment subject to the limitations discussed in [Section IV.C.5](#).

33 Compensated associated faculty members on a multiple year appointment are reviewed annually by the  
34 Department Chair. The Department Chair, School Director or designee prepares a written evaluation and  
35 meets with the faculty member to discuss his or her performance, future plans, and goals. The Department  
36 Chair's recommendation on reappointment is final.

#### 37 38 **G. Salary Recommendations**

39  
40 Each TIU document must describe the criteria, procedures, and documentation required for merit salary  
41 reviews and other rewards. It is the expectation of the College that merit salary increases and other  
42 rewards made by a TIU will be made consistent with that TIU APT document, and other relevant policies,  
43 procedures, practices, and standards established by: (1) the College, (2) the Faculty Rules, (3) the Office  
44 of Academic Affairs, and (4) the Office of Human Resources.

45  
46 The department chair makes annual salary recommendations to the dean, who may modify them. The  
47 recommendations are based on the current annual performance and merit review as well as on the  
48 performance and merit reviews of the preceding 24 months.

49

1 *As a general approach to formulating salary recommendations, the department chair divides*  
 2 *faculty into at least four groups based on continuing productivity (high, average, low, and*  
 3 *unsatisfactory) and considers market and internal equity issues. Salary increases should be*  
 4 *based upon these considerations.*

5  
 6 *Faculty members who wish to discuss dissatisfaction with their salary increase with the*  
 7 *department chair should be prepared to explain how their salary (rather than the increase) is*  
 8 *inappropriately low, since increases are solely a means to the end of an optimal distribution of*  
 9 *salaries.*

10  
 11 Faculty who fail to submit the required documentation (see Section V-A above) for an annual  
 12 performance and merit review at the required time will receive no salary increase in the year for which  
 13 documentation was not provided, except in extenuating circumstances, and may not expect to recoup the  
 14 foregone raise at a later time.

## 15 16 **VI Promotion and Tenure and Promotion Reviews**

### 17 18 **A. Criteria and Documentation**

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

21  
 22 *In evaluating the candidate's qualifications in teaching, scholarship, and service, reasonable flexibility*  
 23 *shall be exercised, balancing, where the case requires, heavier commitments and responsibilities in one*  
 24 *area against lighter commitments and responsibilities in another. In addition, as the university enters new*  
 25 *fields of endeavor, including interdisciplinary endeavors, and places new emphases on its continuing*  
 26 *activities, instances will arise in which the proper work of faculty members may depart from established*  
 27 *academic patterns. In such cases care must be taken to apply the criteria with enough flexibility. In all*  
 28 *instances superior intellectual attainment, in accordance with the criteria set forth in these rules, is an*  
 29 *essential qualification for promotion to tenured positions. Clearly, insistence upon this standard for*  
 30 *continuing members of the faculty is necessary for maintenance and enhancement of the quality of the*  
 31 *university as an institution dedicated to the discovery and transmission of knowledge.*

32  
 33 The Department of Civil, Environmental and Geodetic Engineering has three sets of criteria that are used  
 34 in promotion and tenure and for promotion assessments: teaching, scholarship, and service, as pertinent to  
 35 faculty appointment. Evidence of effective contributions in each of these areas must be demonstrated  
 36 through the documentation of activities over a period.

37  
 38 *The Office of Academic Affairs, Policies and Procedures Handbook: Volume 3, Section 4.1.2.2. sets*  
 39 *out the timeframe of publications and creative works that are to be the focus of evaluating evidence for*  
 40 *promotion criteria. Section 4.1.2.4. details the content associated with each of the sections of the core*  
 41 *dossier.*

42  
 43 The Department of Civil, Environmental and Geodetic Engineering comprises a wide array of sub-  
 44 disciplinary specialties. Care must be taken to apply the three criteria with enough flexibility. In all  
 45 instances superior intellectual attainment and impact, in accordance with the criteria set forth, is an  
 46 essential qualification for promotion to tenured faculty positions. Insistence upon this standard for  
 47 continuing members of the faculty is necessary for the maintenance and enhancement of the University as  
 48 an institution dedicated to the discovery and transmission of knowledge ([Faculty Rule 3335-6-02-\(D\)](#)).  
 49

## 1 Teaching

Teaching is broadly defined to include the imparting of knowledge to and the education of people. The College Mission states that the College and the School will “foster a learning culture that prepares our students to be key contributors to society” and that they will “be an innovative leader in engineering and architectural education.”

Teaching activities include undergraduate, graduate, and professional courses taught in curricular and co-curricular settings; involvement graduate exams, theses, and dissertations; promoting, coaching and mentoring undergraduate researchers; involvement in extension and continuing education; curriculum development; faculty and instructor professional development; evaluation and direction of student scholarship; academic advising; writing textbooks, monographs and other compilations of essential education resources, including online teaching resources; advising of student groups and organizations; participation in student affairs programs and student services; and engaging in the Scholarship of Teaching (SoTL). Novel teaching methods including development of electronic and other forms of educational interactions with students inside and outside the traditional classroom environment are encouraged.

Evidence of effective teaching can include: student, peer, supervisor and external evaluations of teaching in the classroom; awards and formal recognition for teaching; evaluation of performance as an advisor and mentor; number, level, complexity and size of courses taught, exit interviews with graduating seniors; alumni surveys; quality of textbooks, monographs, electronic resources and other publications on education in the candidate’s field; number of completed master’s theses or Ph.D. dissertations; number and quality of undergraduate researchers advised; number and quality of jointly authored publications with graduate or undergraduate students; impact of course and/or curriculum development; and/or effective teaching innovations. The evaluation of a candidate’s teaching should be accomplished within a systematic and comparative evaluation process that includes all faculty within the TIU’s in which the candidate has taught.

Candidates are expected to have:

- Provided up to date content at an appropriate level in every instructional situation and demonstrated continuing growth in subject matter knowledge.
- Demonstrated the ability to organize and present class material effectively with logic, conviction, and enthusiasm.
- Demonstrated appropriate use of various modes of instruction, classroom technology, and other teaching strategies to create an optimal learning environment.
- Engaged students actively in the learning process and encouraged independent thought, creativity, and appreciation of the knowledge creation process.
- Provided appropriate and timely feedback to students throughout the instructional process.
- Treated students with respect and courtesy.
- Improved curriculum through revision or new development of courses and/or academic programs.
- Developed interdisciplinary courses across multiple departments, schools and colleges in the case of jointly appointed faculty.
- Served as advisor to an appropriate number of graduate students given the department's graduate student/faculty ratio and the faculty member's area(s) of expertise.
- Assisted graduate students in the production of high-quality published work.
- Engaged in documentable efforts to improve teaching.

***The Civil, Environmental and Geodetic Engineering Department faculty engage in highly interdisciplinary work that is attractive to graduate students who are pursuing graduate degrees in***



1 *disciplines other than Civil Engineering. Evaluation and performance as an advisor and mentor of*  
 2 *graduate students shall consider all students for whom the candidate serves as major advisor or major*  
 3 *co-advisor in programs at OSU.*

## 4

### 5 **2 Scholarship**

6  
 7 Scholarship is broadly defined to include discovery, scholarly and creative work, applied research, and the  
 8 scholarship of pedagogy. ([Faculty Rule 3335-6-02\(A\)](#)). More specifically, scholarship may be defined to  
 9 include the possession, application, and advancement of a body of knowledge gained through research,  
 10 study, and learning. The College Mission states that the College and the Knowlton School of Architecture  
 11 will “provide new knowledge that can be assimilated by our customers and partners” and “create and  
 12 disseminate new ideas and concepts that expand our understanding of science, engineering and  
 13 architecture.”

14  
 15 Scholarly activities will be specific to CEGE or TIUs to which a candidate has been appointed and may  
 16 include: publishing scholarly works such as books and monographs, chapters in edited books, bulletins  
 17 and technical reports, peer reviewed journal articles, editor reviewed journal articles, reviews and  
 18 abstracts, papers in proceedings; presenting lectures at universities, symposia, and conferences;  
 19 submitting proposals; conducting and directing original research or other creative activities; editing books,  
 20 and collections of research works; developing software; producing peer reviewed creative works in  
 21 exhibits, symposia, publication, and juried competitions; designing and/or supervising the construction of  
 22 creative products (e.g., new building, alloy, machine, device, or software); developing and securing  
 23 intellectual property such as patents, patent disclosures and licensing of university-developed intellectual  
 24 property.

25  
 26 Evidence of scholarship will be specific to CEGE or TIUs to which a candidate has been appointed and  
 27 may include the quantity, quality, and impact of the activities, for example, numbers of publications and  
 28 citation analysis thereto in the context of the publishing landscape of each TIU discipline, numbers of  
 29 presentations and invited lectures; amount of research funding in the context of the funding landscape of  
 30 the TIU discipline; placing in juried competitions; number of patents, licenses and licensing revenue,  
 31 awards, prizes, and other forms of professional recognition; letters of evaluation by peers at the national  
 32 and international level. In the case of jointly appointed faculty, care must be taken to consider impacts  
 33 across multiple fields. This is particularly important in cases where the research focus may deviate from  
 34 what would be considered conventional work for the primary appointment TIU, and may require  
 35 evaluations from referees outside of the primary appointment discipline.

36  
 37 Candidates are expected to have:

- 38 • Produced coherent body of scholarship that has made a distinct contribution to the discipline, is  
 39 gaining national or international recognition and promises continued growth. Scholarship must  
 40 always find a public venue. Collaborative work and research funding are also encouraged and  
 41 appropriate flexibility must be exercised in the case of jointly appointed faculty. The following  
 42 attributes of the body of work are considered:
  - 43 ○ Quality, impact, quantity
  - 44 ○ Unique contribution to a line of inquiry
  - 45 ○ Rigor of the peer-review process and degree of dissemination
  - 46 ○ Collaborative work is strongly encouraged, and indeed is essential to most types of  
 47 inquiry. In this case, the candidate’s intellectual contributions to collaborative work must  
 48 be clearly and fairly described to permit accurate assessment. In the assessment of  
 49 collaborative work that has led to research productivity, there shall be no evaluative bias  
 50 against the number of collaborators or co-authors of publications, proposals, projects or  
 51 other tangible products of the work. Because of the synergism that often results from

1 collaborative work and because of the unique capabilities that individual contributors  
 2 bring to a team, an assessment of contribution based solely on a linear fractionation of  
 3 contribution among collaborators can be misleading and inappropriate, and a more  
 4 holistic assessment of the candidate's contribution must be made.

- 5 • A demonstrated ability to obtain and potential to sustain research program funding, in disciplines  
 6 where it is appropriate. Research funding is a means to an end; funding that has not led to  
 7 research productivity is a negative indicator. There shall be no evaluative bias against any source  
 8 of research funding if it has led to research productivity.
- 9 • A developing national/international reputation in the candidate's field as evidenced by external  
 10 evaluations, invitations to present at recognized prestigious forums, invitations to review research  
 11 papers and grant proposals, and a beginning trend of positive citations in other researchers'  
 12 publications. A reputation based on the quality of the research contribution is distinguished from  
 13 one based mainly on familiarity through the faculty member's frequent attendance at national and  
 14 international conferences.
- 15 • Demonstrated a vision for how their individual area of scholarly excellence contributes to  
 16 advancing the research strategy of the Civil, Environmental and Geodetic Engineering  
 17 Department. In the case of jointly appointed faculty, this vision should include considerations of  
 18 the research strategies of the TIUs to which the candidate has been appointed
- 19 • Demonstrated an understanding of how their own areas of scholarly expertise benefit from  
 20 diversity among faculty, staff and students.
- 21 • Demonstrated a high degree of ethics in scholarship including, but not limited to, full and timely  
 22 adherence to all regulations relevant to the research program, and ethical treatment of graduate  
 23 students, postdoctoral fellows, and collaborators and in the dissemination of scholarship.

### 24 25 **3 Service**

26  
 27 Service, or public service as stated in the mission of the University, is broadly defined to include  
 28 administrative service to the University, professional service to the faculty member's discipline, and the  
 29 provision of disciplinary expertise to public or private entities beyond the university ([Faculty Rule 3335-](#)  
 30 [6-02\(A\)](#)). The College Mission states that the College and the Knowlton School of Architecture will  
 31 "promote and support the purposes of the entire university."  
 32

33 Evidence of administrative service to the University can include: appointment or election to TIU, College,  
 34 and/or University committees; administrative positions held and superior organizational leadership;  
 35 affirmative action and mentoring activities. Evidence of professional service to the faculty member's  
 36 discipline can include: editorships of or service as a reviewer for journals or other learned publications;  
 37 offices held and other service to professional societies; development of mechanisms to help bring people  
 38 into the profession; and organization of and service to conferences, workshops and symposia. Evidence of  
 39 the provision of expertise to public and private entities beyond the University includes: reviewer of  
 40 proposals; external examiner; service on panels and commissions; professional consultation to industry,  
 41 government, and education. Professional expertise provided as a compensated outside professional service  
 42 alone is insufficient to satisfy the service criterion.  
 43

44 Candidates are expected to have:

- 45 • Made contributions to the governance and advancement of the department/school in a collegial  
 46 manner that facilitates positive contributions by others, and
- 47 • Made useful contributions to the College, the University, industry, and/or civic community.
- 48 • Made useful contributions to the profession.

49 The impacts and associated responsibilities of service activities are anticipated to increase in  
 50 responsibility with promotion in rank from assistant professor to associate professor to professor. For



1 example, institutional service of assistant professors will likely consist primarily of department service.

2  
3 The quality and quantity of service and its importance relative to teaching and scholarship are evaluated in  
4 the context of the individual faculty member's distribution of effort. For candidates whose duties are  
5 mainly administrative in nature, superior administrative service that clearly enhances the effectiveness of  
6 the institution may be a primary and leading professional contribution that should be highly valued.  
7

#### 8 **4 Professional Ethics**

9  
10 Excellence in teaching, scholarship, and service is moreover defined to include professional ethical  
11 conduct in each area of responsibility, consistent with the [American Association of University Professors'](#)  
12 [Statement on Professional Ethics](#).  
13

#### 14 **B TIU APT Documents**

15  
16 *The Department of Civil, Environmental and Geodetic Engineering APT document sets forward the*  
17 *procedure followed for reviewing faculty candidates for appointment and promotion, including details*  
18 *of criteria for appointment and promotion against which evidence of the qualifications and*  
19 *performance of the candidate will be evaluated to meet or exceed.*  
20

21 *The Office of Academic Affairs, Policies and Procedures Handbook: Volume 3, Sections 3.5.2.*  
22 *(tenure-track) and 5.1.1. (practice) and 5.2.1. (research) set out guidance for the APT Document to be*  
23 *used for promotion and tenure review, accounting for changes in TIU APT documents since hire or*  
24 *prior promotion of candidate.*  
25

#### 26 **1 Promotion to Associate Professor with Tenure**

27  
28 All tenure track faculty must be engaged in teaching, the development of CEGE (or TIUs in the case of  
29 jointly appointed faculty) and College academic program, the mentoring of students, the development of a  
30 record of scholarship, and service both on campus and off thereby demonstrating a commitment to  
31 citizenship and collegiality.  
32

33 The awarding of tenure and promotion to the rank of associate professor must be based upon clear and  
34 convincing evidence that the candidate has provided and will continue to provide high quality teaching,  
35 scholarship, and service relevant to the mission of the candidate's TIU (or TIUs in the case of jointly  
36 appointed faculty), according to the criteria in the TIU APT document ([Faculty Rule 3335-6-02\(C\)](#)).  
37 When assessing a candidate's national and international reputation in the field, creative activities in  
38 outreach and engagement should be valued in addition to scholarly and teaching activities.  
39

40 *Department of Civil, Environmental and Geodetic Engineering Clarification of Criteria:*  
41 *The award of tenure is a commitment of lifetime employment. It is therefore essential to evaluate and*  
42 *judge the probability that faculty, once tenured, will continue to develop professionally and contribute*  
43 *to the department's academic mission at a high level for the duration of their time at the university.*  
44

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

46  
47 In the evaluation of untenured associate professors for tenure, the same criteria apply, along with any  
48 others established in writing at the time a senior rank appointment without tenure was offered.  
49

## 2 Promotion to Professor

All tenure track faculty must be engaged in teaching, the development of the TIU and College academic program, the mentoring of students, the development of a record of scholarship, service both on campus and off thereby demonstrating a commitment to citizenship and collegiality.

The awarding of promotion to the rank of professor will be based upon clear and convincing evidence that the faculty member has demonstrated a sustained record of accomplished teaching, has produced a significant body of scholarship that is recognized nationally or internationally, and has demonstrated excellence in the scholarship of leadership to make a visible and demonstrable impact upon the mission of the candidate's TIU (or TIUs in the case of jointly appointed faculty) and The Ohio State University according to the criteria in the TIU APT documents (Faculty Rule 3335-6-02). Additionally, in evaluating a faculty member for promotion to professor, the College considers the following:

- (a) faculty members contribute to excellence differently across all evaluation dimensions,
- (b) faculty members have different distributions of assignments,
- (c) responsibilities of the TIU, College, and University are met by the collective contributions of the faculty, and
- (d) faculty members who fail to meet the basic expectations of the TIU in one or more dimensions of evaluation acknowledge that their case for promotion is atypical and must present within their dossier introduction a compelling argument supported by sufficient evidence that balances the absence.

In cases involving (d), each level of review of the faculty member to must evaluate excellence in one category to be exemplary and worthy of promotion to professor.

The specific criteria in teaching, scholarship, and service for promotion to Professor are like those for promotion to Associate Professor with Tenure, with the added expectation of sustained accomplishment and increasing quality of contributions, a record of continuing professional growth, and evidence of established national and international reputation in the field, using evidence outlined in Section VII.A.1. When assessing a candidate's national and international reputation in the field, creative activities in outreach and engagement should be valued in addition to scholarly and teaching activities.

In the evaluation of untenured professors for tenure, the same criteria apply, along with any others established in writing at the time a senior rank appointment without tenure was offered.

## 3 Practice Faculty

All practice faculty must:

- Be engaged in teaching, the development of the TIU and College academic program, and the mentoring of students.
- Contribute to the outreach and engagement mission of the TIU, College, and University.
- Contribute to service and thereby demonstrate a commitment to citizenship and collegiality.

The teaching activities of practice faculty must be consistent with the rationale for having practice faculty in the College; these consist of courses that involve the practice of engineering. The scholarly emphasis of practice faculty is expected to be different from that of tenure track and research faculty; practice faculty would be more engaged in activities dealing with the state of the practice of engineering or architecture, while tenure track and research faculty would be more engaged in activities that advance the state of the art and science of engineering or architecture. The venues appropriate for dissemination of such scholarly contributions therefore may be very different from those expected of tenure track faculty. Scholarly and

1 professional service activities of practice faculty would be expected to emphasize outreach and interaction  
 2 with constituencies beyond the research community, such as with industry, the broader educational  
 3 community, and the broad community of practitioners. Examples of evidence of contributions in each of  
 4 these areas are contained in [Section VII.A](#).

5  
 6 **Promotion to Associate Professor of Practice.** For promotion to associate professor of practice, a  
 7 faculty member must have a demonstrated record of accomplishment in the area of teaching, an  
 8 established record of mentoring students, contributed to the outreach and engagement mission of the TIU,  
 9 College, and University, exhibited a commitment to service and collegiality, and show promise of  
 10 continued professional growth. Specific criteria in teaching and service for promotion to associate  
 11 professor of practice are similar to those for promotion to associate professor with tenure except that  
 12 scholarship activity is not required.

13  
 14 *For consistency with the CEGE Department expectations of practice faculty contributions to the*  
 15 *department, as detailed in Section IV (C) (3) of the CEGE APT Document, the following guidelines are*  
 16 *applied to interpret practice faculty accomplishments:*

- 17 • *Teaching activities should reflect or integrate civil, environmental and/or geodetic engineering*  
 18 *practice. Example activities include introducing tools of practice, grounding student*  
 19 *assessments (homework and design projects) in real-world scenarios, introducing case histories*  
 20 *and contemporary issues into the curriculum, introducing professional conventions,*  
 21 *developing student professionalism and other appropriate integration of practice into the*  
 22 *classroom. Evidence of these activities may include student assignments, design projects and*  
 23 *student work.*
- 24 • *Other teaching activities may include revising or developing new courses and programs and*  
 25 *relationships with industry.*
- 26 • *Practice faculty may be engaged in collaboration with other CEGE faculty to integrate aspects*  
 27 *of the current state of practice into courses taught by other CEGE faculty.*  
 28 *Examples include consultation on development of class modules and/or assignments.*
- 29 • *Mentoring students can include activities to develop student professional skills, cultivation of*  
 30 *internship, practitioner mentoring, and other opportunities for students in conjunction with the*  
 31 *CEGE Student Advising team and COE Engineering Career Services.*
- 32 • *Advising and mentoring graduate students is not required, although practice faculty may*  
 33 *choose to serve as associate advisors to Master student committees.*
- 34 • *Outreach and engagement activities may include serving as a liaison of the CEGE Department*  
 35 *to the professional community.*
- 36 • *Other service activities may include involvement in industry career preparation, presentation of*  
 37 *short courses, active involvement in professional organizations (ASCE, ACI, etc.) or as a*  
 38 *committee member, active participation or organization of technical conferences or panels*  
 39 *(ASCE, ASEE, ACI, etc.), reviewer or panelist (TRB, NSF, etc.), involvement in ABET such as*  
 40 *qualification as an evaluator.*
- 41 • *With consideration of the practice faculty member's teaching assignments, there is an*  
 42 *expectation for participation in scholarly endeavors or other creative works related to CEGE.*  
 43 *Such products would be expected to reflect topics including but not limited to student training*  
 44 *and pedagogy or the state of professional practice with dissemination through conference*  
 45 *proceedings, published case histories or studies, published design guidelines, or other*  
 46 *appropriate venues.*

47  
 48 **Promotion to Professor of Practice.** For promotion to professor of practice, a faculty member must have  
 49 sustained accomplishment in the area of teaching, sustained record of mentoring students, continued  
 50 contribution to the outreach and engagement mission of the TIU, College, and University that is  
 51 recognized at the national and/or international level, proven leadership in service, professional practice,

1 and/or teaching at the national and/or international level and production and dissemination of scholarly  
 2 materials pertinent to pedagogy and/or professional practice. Specific criteria in teaching and service for  
 3 promotion to professor of practice are like those for promotion to professor with tenure except that  
 4 scholarship activity is not expected to the same extent.

5  
 6 *Evaluations for promotion to the rank of Professor of Practice will consider CEGE Department*  
 7 *Clarification of Criteria as specified above for Associate Professor of Practice appointments; however,*  
 8 *a sustained record of superior accomplishments in teaching and service is required for appointment to*  
 9 *the rank of Professor of Practice.*

10  
 11 *With consideration of the practice faculty member's teaching assignments, there is an expectation for*  
 12 *sustained record of scholarly endeavors or other creative works related to CEGE. Expected products*  
 13 *are as described above for Associate Professor of Practice appointments.*

14  
 15 *Evidence of professional growth and stature at the national and/or international level may include*  
 16 *specialty licensure or designation (e.g. SE and GE from certain states), appointment as a Diplomat*  
 17 *(e.g. ASCE Institutes) or ABET evaluator, and recognition from professional organizations (e.g.,*  
 18 *becoming a Fellow of ASCE).*

19 *With consideration of the practice faculty member's teaching assignments, evidence of leadership in*  
 20 *external and internal service is expected. Examples of service may include chairing a committee,*  
 21 *leading curriculum development, serving as chair of a major national committee (e.g., ASCE) or*  
 22 *governor for national professional society activities, serving as a delegate to international societies,*  
 23 *editorships or associate editorships, serving as an ABET Commissioner.*

#### 24 25 **4 Research Faculty**

26  
27 All research faculty must:

- 28
- 29 • Be engaged in the mentoring of students, particularly graduate students.
- 30 • Develop a record of scholarship.
- 31 • Contribute to service and thereby demonstrate a commitment to citizenship and collegiality.

32  
33 Classroom teaching is not required of research faculty ([Faculty Rule 3335-7-32](#)). However, research  
 34 faculty members are expected to be engaged in those teaching activities described in [Section VII.A](#) that  
 35 develop the research capabilities of graduate students. The preponderance of the effort of research faculty  
 36 is expected to be devoted to scholarship activities as described in [Section VII.A](#). Professional service  
 37 activities such as described in [Section VII.A](#) are expected of research faculty, while administrative service  
 38 activities would be expected to focus on tasks consistent with the candidate's scholarly expertise.

39  
40 It is recognized that research faculty may emphasize research that applies and transitions technologies into  
 41 practice as opposed to more fundamental investigations. The importance of maintaining full salary  
 42 coverage is also recognized. The College takes these factors into account in evaluating research faculty  
 43 candidates for promotion.

44  
45 **Promotion to Research Associate Professor.** Subject to the different emphases for research faculty in  
 46 teaching, scholarship and service described above, the criteria for promotion are similar to those outlined  
 47 in [Section VII.A.1](#).

48  
49 **Promotion to Research Professor.** Subject to the different emphases for research faculty in teaching,  
 50 scholarship and service described above, the criteria for promotion are similar to those outlined in [Section](#)  
 51 [VII.A.2](#).

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## **5 Associated Faculty**

**Promotion to Adjunct Associate Professor and Adjunct Professor.** The relevant criteria for the promotion of adjunct faculty members shall be the same as those for the promotion of tenure-track faculty above.

**Promotion to Associate Professor and Professor with FTE below 50%.** The relevant criteria for the promotion of associated faculty members with tenure-track titles are those for the promotion of tenure-track faculty above.

**Promotion to Senior Lecturer.** Lecturers may be promoted to senior lecturer if they meet the criteria for appointment at that rank as described in Section IV.A.5.

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

## **C Procedures for Tenure-Track, Practice, and Research Faculty**

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

### **1 Candidate Responsibilities**

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

#### **Dossier**

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

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

### **1 Teaching**

The time period for material included in the dossier for probationary faculty is the start date to present. For tenured or nonprobationary faculty it is the date of last promotion or the last five years, whichever is less, to present. The years for the nonprobationary faculty may be expanded if there is a need. Examples of documentation include:

- Cumulative eSEI (Student Evaluation of Instruction computer-generated summaries prepared by the Office of the University Registrar) reports for every class.

- 1 • A year-by-year summary of the eSEI reports (both quantitative and narrative components)
- 2 prepared by a faculty member other than the candidate.
- 3 • Peer evaluation of teaching reports as required by the department's peer evaluation of teaching
- 4 program (details, including number, provided in Section X below).
- 5 • Copies of pedagogical papers, books or other materials published, or accepted for publication.
- 6 Material accepted for publication but not yet published must be accompanied by a letter from the
- 7 publisher stating that the work has been unequivocally accepted and is in final form with no
- 8 further revisions needed.
- 9 • teaching activities as listed in the core dossier including:
  - 10 ○ involvement in graduate/professional exams, theses, and dissertations, and undergraduate
  - 11 research
  - 12 ○ mentoring postdoctoral scholars and researchers
  - 13 ○ extension and continuing education instruction
  - 14 ○ involvement in curriculum development
  - 15 ○ awards and formal recognition of teaching
  - 16 ○ presentations on pedagogy and teaching at national and international conferences
  - 17 ○ adoption of teaching materials at other colleges or universities
- 18 • Other relevant documentation of teaching as appropriate.

## 19 **2 Scholarship**

20  
 21 The time period for material included in the dossier for probationary faculty is the start date to present.  
 22 For tenured or nonprobationary faculty all items may be included, realizing that emphasis during the  
 23 evaluation will be the date of last promotion to present. Examples of documentation include:  
 24

- 25 • copies of all books, articles, and scholarly papers published or accepted for publication. Papers
- 26 accepted for publication but not yet published must be accompanied by a letter from the publisher
- 27 stating that the paper has been unequivocally accepted and is in final form, with no further
- 28 revisions needed.
- 29 • documentation of grants and contracts received
- 30 • other relevant documentation of research as appropriate (published reviews including publications
- 31 where one's work is favorably cited, grants and contract proposals that have been submitted)
- 32 • scholarship activities as listed in the core dossier including:
  - 33 ○ documentation of creative works pertinent to the candidate's professional focus including
  - 34 artwork, choreography, collections, compositions, curated exhibits, moving images,
  - 35 multimedia, performances, radio, recitals, recordings, television, and websites
  - 36 ○ documentation of inventions, patents, disclosures, options and commercial licenses
  - 37 ○ list of prizes and awards for research, scholarly, or creative work

## 38 **3 Service**

39  
 40 The time period for material included in the dossier for probationary faculty is the start date to present.  
 41 For tenured or nonprobationary faculty it is normally the date of last promotion to present. Examples of  
 42 documentation include:  
 43

- 44 • service activities as listed in the core dossier including:
  - 45 ○ involvement with professional journals and professional societies
  - 46 ○ consultation activity with industry, education, or government
  - 47 ○ practice services
  - 48 ○ administrative service to department
  - 49 ○ administrative service to college

- 1           ○ administrative service to university and Student Life
- 2           ○ advising to student groups and organizations
- 3           ○ awards and prizes for service to profession, university, or department
- 4       • Any available documentation (e.g. letters from committee Chairs) of the quality of service that
- 5       enhances the list of service activities in the dossier.

6  
7 The complete dossier is forwarded when the review moves beyond the TIU. The documentation of  
8 teaching is forwarded along with the dossier. The documentation of scholarship and service is for use  
9 during the TIU review only, unless reviewers at the college and university levels specifically request  
10 it.

- 11
- 12       • ***By March 15, non-mandatory candidates must inform the P&T committee of their intention to***
- 13       ***be considered for promotion in the upcoming promotion cycle, and submit their university***
- 14       ***compliant dossier to the P&T committee.***
- 15       • ***For all candidates, the deadline for submission of CV for external evaluators is June 1 and***
- 16       ***updated university compliant dossier is August 1.***
- 17       • ***By August 1, provide a first page of all peer-reviewed articles and books facilitating the P&T***
- 18       ***Committee's requirement to ensure correctness of dossier information.***
- 19       • ***Candidates are responsible for creating a Google Scholar page that is reflective of candidate's***
- 20       ***scholarly work and available to the voting body during the review period. Google Scholar***
- 21       ***information is but one form of information helpful in identifying scholarly quality and impact.***
- 22       ***In no instance will Google Scholar information such as an h-index be taken without other***
- 23       ***indicators of scholarly quality and impact and without putting such numbers into appropriate***
- 24       ***context to the candidate's field of research.***

## 25

### 26 **Appointments, Promotion, and Tenure (APT) Document**

27  
28 Candidates must also submit a copy of the APT document under which the candidate wishes to be  
29 reviewed. Candidates may submit the department's current APT document; or, alternatively, they may  
30 elect to be reviewed under either (a) the APT document that was in effect on their start date, or (b) the  
31 APT document that was in effect on the date of their last promotion, whichever of these two latter  
32 documents is the more recent. However, the current APT document must be used if the letter of offer or  
33 last promotion, whichever is more recent, was more than 10 years before April 1 of the review year. This  
34 must be submitted when the dossier is submitted to the department.

### 35

### 36

### 37 **External Evaluations** (see also External Evaluations below)

38  
39 As noted above, if external evaluations are required, candidates are responsible for reviewing the list of  
40 potential external evaluators developed by the Department Chair and the Promotion and Tenure  
41 Committee. The candidate may add no more than three additional names, but is not required to do so. The  
42 candidate may request the removal of no more than two names, providing the reasons for the request. The  
43 Department Chair decides whether removal is justified.

44  
45 ***Department of Civil, Environmental and Geodetic Engineering Clarification of Criteria:***  
46 ***The CEGE Promotion and Tenure Committee does not disclose the list of external evaluators to***  
47 ***candidates while external reviewers are in the process of preparing their letters. Under no***  
48 ***circumstances may a candidate solicit external evaluations or initiate contact in any way with potential***  
49 ***external evaluators for any purpose related to the promotion review. If an external evaluator should***  
50 ***initiate contact with the candidate regarding the review, the candidate must inform the evaluator that***  
51 ***such communication is inappropriate and report the occurrence to the Department Chair, who will***

1 *decide what, if any, action is warranted (such as requesting permission from the Office of Academic*  
 2 *Affairs to exclude that letter from the dossier). It is in the candidate's self-interest to assure that there*  
 3 *is no ethical or procedural lapse, or the appearance of such a lapse, in the course of the review process.*  
 4

5 *Prior to developing the list, the CEGE Promotion and Tenure Committee requests from candidates a*  
 6 *list of up to three names of “arm’s length” experts who can potentially serve as external reviewers.*  
 7 *Additionally, candidates are requested to supply a list of collaborators, such as required in an NSF*  
 8 *grant submission, to minimize conflicts of interest in the external review process. Candidates may also*  
 9 *request up to two potential reviewers to NOT be included, if substantive reasons are provided for*  
 10 *consideration by the Department Chair. The CEGE Promotion and Tenure Committee uses the*  
 11 *candidate’s input, in consultation with the Department Chair, to develop a list of potential external*  
 12 *evaluators. Per Faculty Rule 3335-6-04 (B) (3) “no more than one-half of the letters contained in the*  
 13 *final dossier should be from persons suggested by the candidate”. A minimum of five external letters is*  
 14 *required for a case to proceed through review.*  
 15

## 16 **2 TIU Promotion and Tenure Committee Responsibilities**

17  
 18 *This section herein provides a complete description of responsibilities of all participants in the*  
 19 *departmental review process in the CEGE Department: the CEGE Promotion and Tenure Committee,*  
 20 *the Committee of Eligible Faculty and the Department Chair.*  
 21

22 *As detailed in the CEGE Pattern of Administration, the CEGE Department has a Promotion and*  
 23 *Tenure Committee, normally consisting of three professors. Additional members may be added to the*  
 24 *Promotion and Tenure Committee. The committee's chair and membership are appointed by the*  
 25 *Department Chair. The term of service is three years, with reappointment possible. The responsibilities*  
 26 *of the Promotion and Tenure Committee are as follows:*  
 27

- 28 • *To review this document annually and to recommend proposed revisions to the faculty.*
- 29 • *To consider annually, in spring semester, requests from faculty members seeking a non-*  
 30 *mandatory review in the following academic year and to decide whether it is appropriate for*  
 31 *such a review to take place.*
  - 32
  - 33 ○ *The Promotion and Tenure Committee bases its decision on assessment of the record*  
 34 *as presented in the faculty member's dossier and on a determination of the availability*  
 35 *of all required documentation for a full review (student and peer evaluations of*  
 36 *teaching). Lack of the required documentation is sufficient grounds on which to deny a*  
 37 *non-mandatory review.*
  - 38 ○ *A tenured faculty member may only be denied a formal promotion review under*  
 39 *Faculty Rule 3335-6-04 for one year. If the denial is based on lack of required*  
 40 *documentation and the faculty member insist that the review go forward in the*  
 41 *following year despite incomplete documentation, the individual should be advised that*  
 42 *such a review is unlikely to be successful.*
  - 43 ○ *Consistent with Office of Academic Affairs policy, only faculty members who are*  
 44 *citizens or permanent residents of the United States may be considered for*  
 45 *nonmandatory tenure review. The Promotion and Tenure Committee must confirm*  
 46 *with the Department Chair that an untenured faculty member seeking non-mandatory*  
 47 *tenure review is a U.S. citizen or permanent resident. Faculty members not eligible for*  
 48 *tenure due to lack of citizenship or permanent residency can proceed through the*  
 49 *mandatory review process, although they may not be eligible for tenure until receiving*  
 50 *permanent residency status, per OAA guidelines (see OAA Handbook, Volume 1,*  
 51 *Section 5.2).*



- 1           ○ *A decision by the Promotion and Tenure Committee to permit a review to take place in*
- 2           ○ *no way commits the Department Chair, or any other party to the review to making a*
- 3           ○ *positive recommendation during the review itself.*
- 4
- 5           ● *To conduct the review process annually, according to the following timeline, to allow for*
- 6           ● *administrative support throughout the review process:*
- 7
- 8           ○ *May 1: Select from among the Promotion and Tenure Committee members a*
- 9           ○ *Procedures Oversight Designee who will serve in this role for the following year. The*
- 10           ○ *Procedures Oversight Designee cannot be the same individual who chairs the*
- 11           ○ *Committee. The Procedures Oversight Designee's responsibilities are described in the*
- 12           ○ *Office of Academic Affairs annual procedural guidelines.*
- 13           ○ *June 1: Suggest names of external evaluators to the Department Chair. The*
- 14           ○ *Department Chair solicits external review letters over the summer so that they are*
- 15           ○ *available for the Promotion and Tenure Committee.*
- 16           ○ *Late summer: Review candidates' dossiers for completeness, accuracy (including*
- 17           ○ *citations), and consistency with Office of Academic Affairs requirements; and work*
- 18           ○ *with candidates to assure that needed revisions are made in the dossier before the*
- 19           ○ *formal review process begins but completeness ultimately rests with the candidate.*
- 20           ○ *Meet with each candidate for clarification as necessary and to provide the candidate an*
- 21           ○ *opportunity to comment on his or her dossier. This meeting is not an occasion to*
- 22           ○ *debate the candidate's record.*
- 23           ○ *Draft an analysis of the candidate's performance in teaching, research and service to*
- 24           ○ *provide to the Committee of Eligible Faculty with the dossier; and seek to clarify any*
- 25           ○ *inconsistent evidence in the case, where possible. The Promotion and Tenure*
- 26           ○ *Committee does not take a position in presenting its analysis of the record.*
- 27           ○ *Revise the draft analysis of each case following the meeting of the eligible faculty, to*
- 28           ○ *include the faculty vote and a summary of the faculty perspectives expressed during the*
- 29           ○ *meeting; and forward the completed written evaluation and recommendation to the*
- 30           ○ *Department Chair.*
- 31           ○ *The written evaluation should be a narrative document that provides clear rationale as*
- 32           ○ *to why the candidate's accomplishments merit the expectations assessed. The*
- 33           ○ *candidate's accomplishments in teaching, scholarship and service (as appropriate to*
- 34           ○ *appointment type) are each individually assessed to "meet expectations," "exceed*
- 35           ○ *expectations" or be "below expectations." Additionally, an overall assessment of the*
- 36           ○ *candidate's accomplishments is indicated to "meet expectations," "exceed*
- 37           ○ *expectations" or be "below expectations" with narrative rationale provided for this*
- 38           ○ *overall assessment.*
- 39           ○ *Provide a written response, on behalf of the Committee of Eligible Faculty, to any*
- 40           ○ *candidate comments that warrant response, for inclusion in the dossier.*
- 41           ○ *Provide a written evaluation and recommendation to the Department Chair in the case*
- 42           ○ *of joint appointees whose tenure initiating unit is another department. The Committee*
- 43           ○ *of Eligible Faculty does not vote on these cases since the Department's*
- 44           ○ *recommendation must be provided to the other tenure initiating unit substantially*
- 45           ○ *earlier than the Committee begins meeting on this department's cases.*
- 46

### 3 Committee of Eligible Faculty Responsibilities

- 47
- 48
- 49           ● *To review thoroughly and objectively every candidate's dossier in advance of the meeting at*
- 50           ● *which the candidate's case will be discussed.*
- 51           ● *To attend all Committee of Eligible Faculty meetings except when circumstances beyond one's*

1 *control prevent attendance; to participate in discussion of every case; and to vote.*

2  
3 **4 Department Chair Responsibilities**

- 4  
5 • *To charge each member of the Eligible Faculty Committee to conduct reviews free of bias and*  
6 *based on criteria.*  
7 • *Where relevant, to verify the prospective candidate's residency status. Faculty members who*  
8 *are neither citizens nor permanent residents of the United States may not undergo a non-*  
9 *mandatory review for tenure, and tenure will not be awarded as the result of a mandatory*  
10 *review until permanent residency status is established. Faculty members not eligible for tenure*  
11 *due to lack of citizenship or permanent residency can proceed through the mandatory review*  
12 *process, although they may not be eligible for tenure until receiving permanent residency*  
13 *status, per OAA guidelines (see [OAA Handbook](#), Volume 3, Sections 3.2, 3.5.1).*  
14 • *March 15: To appoint the P&T committee for the next academic year.*  
15 • *Late Spring Semester: To solicit external evaluations from a list including names suggested by*  
16 *the Promotion and Tenure Committee, the Chair and the candidate. (Also see EXTERNAL*  
17 *EVALUATIONS below.)*  
18 • *To make adequate copies of each candidate's dossier available in an accessible place for review*  
19 *by the Committee of Eligible Faculty at least two weeks before the meeting at which specific*  
20 *cases are to be discussed and voted.*  
21 • *To remove any member of the Committee of Eligible Faculty from the review of a candidate*  
22 *when the member has a conflict of interest but does not voluntarily withdraw from the review.*  
23 *Conflicts of Interest are defined in Section III (A) (4) of the CEGE APT Document.*  
24 • *To attend the meetings of the Eligible Faculty at which promotion and tenure matters are*  
25 *discussed and respond to questions raised during the meeting.*  
26 • *Mid-Autumn Semester: To provide an independent written evaluation and recommendation for*  
27 *each candidate, following receipt of the Promotion and Tenure Committee's completed*  
28 *evaluation and recommendation.*  
29 • *To meet with the Committee of Eligible Faculty to explain any recommendations contrary to*  
30 *the recommendation of the Committee.*  
31 • *To inform each candidate in writing after completion of the department review process:*  
32 *○ Of the recommendations by the Promotion and Tenure Committee, the Committee of*  
33 *Eligible Faculty, and the Department Chair*  
34 *○ Of the availability for review of the written evaluations by the Promotion and Tenure*  
35 *Committee, Committee of Eligible Faculty, and Department Chair*  
36 *○ Of the opportunity to submit written comments on the above material, within ten days*  
37 *from receipt of the letter from the Department Chair, for inclusion in the dossier. The*  
38 *letter is accompanied by a form that the candidate returns to the Department Chair,*  
39 *indicating whether he or she expects to submit comments.*  
40 • *To provide a written response to any candidate comments that warrant response for inclusion*  
41 *in the dossier.*  
42 • *To forward the completed dossier to the college office by that office's deadline, except in the*  
43 *case of associated faculty for whom the Department Chair recommends against promotion. A*  
44 *negative recommendation by the Department Chair is final in such cases.*  
45 • *To receive the Promotion and Tenure Committee's written evaluation and recommendation of*  
46 *candidates who are joint appointees from other tenure initiating units, and to forward this*  
47 *material, along with the Department Chair's independent written evaluation and*  
48 *recommendation, to the Department Chair of the other tenure initiating unit by the date*  
49 *requested.*  
50

## 1 **5 Procedures for Associated Faculty**

2  
3 Adjunct faculty, associated faculty with tenure-track titles, and associated clinical faculty for whom  
4 promotion is a possibility follow the promotion guidelines and procedures detailed in Section VI.B above,  
5 with the exception that the review does not proceed to the college level if the department chair's  
6 recommendation is negative, and does not proceed to the executive vice president and provost if the  
7 dean's recommendation is negative. Positive recommendations from the dean likewise do not proceed to  
8 the executive vice president and provost.

## 9 **6 External Evaluations – Tenure Track, Practice Faculty, Research Faculty and Associated Faculty**

10  
11 External evaluations of scholarly activity and research are obtained for all promotion reviews in which  
12 scholarship must be assessed. These include all tenure track promotion and tenure or promotion reviews  
13 and all research appointment contract renewals and promotion reviews. External evaluations of scholarly  
14 activity and research are not obtained for practice or associated faculty unless the faculty member has  
15 been involved in a significant amount of scholarship.

16  
17 A minimum of five credible and useful evaluations must be obtained. A credible and useful evaluation:

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

31  
32 External evaluations that assess the quality and impact of practice faculty candidates under consideration  
33 for promotion are to be obtained. The source and content of external evaluations for practice faculty  
34 promotion candidates should reflect the contributions expected of practice faculty members. External  
35 evaluations should address the extent and quality of teaching as characterized by internal and external  
36 evaluations of instruction and the quality of contributions through outreach and engagement with industry,  
37 the educational community and the broad community of practitioners as appropriate for the individual  
38 under review. Evaluations should also address the extent and quality of professional service to the TIU,  
39 College and University. External evaluations need not be restricted to national or international peers, but  
40 should derive from authoritative and reputable sources qualified to comment substantively on the  
41 contributions and accomplishments of the faculty member. Examples of evidence for and balance among  
42 the areas of contribution are to be determined by each TIU approved for practice faculty and described in  
43 the unit APT document.

44  
45 As described above, a list of potential evaluators is assembled by the Promotion and Tenure Committee,  
46 the Department Chair of the primary appointment, and the candidate. In cases of jointly appointed faculty,  
47 additional evaluators may be suggested by the Department Chair of the secondary appointment TIU as  
48 appropriate. If the evaluators suggested by the candidate meet the criteria for credibility, a letter is  
49 requested from at least one of those persons. [Faculty Rule 3335-6-04](#) requires that no more than half the  
50 external evaluation letters in the dossier be written by persons suggested by the candidate. In the event

1 that the person(s) suggested by the candidate do not agree to write, neither the Office of Academic Affairs  
2 nor this department requires that the dossier contain letters from evaluators suggested by the candidate.

3  
4 The department follows the [Office of Academic Affairs suggested format](#) for letters requesting external  
5 evaluations.

6  
7 All solicited external evaluation letters that are received must be included in the dossier. If concerns arise  
8 about any of the letters received, these concerns may be addressed in the department's written evaluations  
9 or brought to the attention of the Office of Academic Affairs for advice.

10  
11 *Since the Department cannot control who agrees to write and/or the usefulness of the letters received,*  
12 *additional letters are sought as are required, and they are solicited no later than the end of June prior*  
13 *to the review year. This timing allows additional letters to be requested should fewer than five useful*  
14 *letters result from the first round of requests.*

## 15 16 **VII Appeals**

17  
18 [Faculty Rule 3335-6-05](#) sets forth general criteria for appeals of negative promotion and tenure decisions.  
19 Appeals alleging improper evaluation are described in [Faculty Rule 3335-5-05](#).

20  
21 Disagreement with a negative decision is not grounds for appeal. In pursuing an appeal, the faculty  
22 member is required to document the failure of one or more parties to the review process to follow written  
23 policies and procedures.

## 24 25 **VIII Seventh-Year Reviews**

26  
27 [Faculty Rule 3335-6-05](#) sets forth the conditions of and procedures for a Seventh Year Review for a  
28 faculty member denied tenure as a result of a sixth year (mandatory tenure) review.

## 29 30 **IX Procedures for Student and Peer Evaluation of Teaching**

### 31 32 **A. Student Evaluation of Teaching**

33  
34 Use of the Student Evaluation of Instruction (eSEI) including collection of open-ended narrative  
35 comments is required in every course offered in this college. Faculty members should choose a day late in  
36 the semester when attendance is likely to be high if s/he is going to provide in-class time for students to  
37 complete the evaluation using a mobile application. The faculty member must leave the classroom during  
38 the time allotted for completing the evaluation. The faculty member should reiterate to students that the  
39 feedback provided in the evaluations is used both for performance reviews and to provide feedback that  
40 can be taken into account in future teaching.

### 41 42 **B Peer Evaluation of Teaching**

43  
44 The Department Chair oversees the department's peer evaluation of teaching process.

45  
46 Annually the Department Chair appoints a Peer Review of Teaching Committee. The responsibilities of  
47 the Peer Review of Teaching Committee are as follows:

- 48  
49
  - to review the teaching of probationary tenure track and practice faculty at least once per year  
50 during the first two years of service, and at least twice more before the commencement of the

1 mandatory tenure review, with the goal of assessing teaching at all the levels of instruction to  
2 which the faculty member is assigned

- 3 • to review the teaching of tenured associate professors and nonprobationary associate professors of  
4 practice at least once every other year, with the goal of having at least two peer reviews of  
5 teaching before the commencement of a promotion review
- 6 • to review the teaching of tenured professors and nonprobationary professors of practice at least  
7 once every four years with the goal of assessing teaching at all the levels of instruction to which  
8 the faculty member is assigned during the year of the review
- 9 • To review, upon Department Chair request, the teaching of any faculty member not currently  
10 scheduled for review. Such reviews are normally triggered by low or declining student  
11 evaluations or other evidence of the need for providing assistance in improving teaching.
- 12 • To review the teaching of a faculty member not currently scheduled for review, upon that  
13 individual's request, to the extent that time permits. Reviews conducted at the request of the  
14 faculty member are considered formative only. The Department Chair is informed that the review  
15 took place, but the report is given only to the faculty member who requested the review. Faculty  
16 seeking formative reviews should also seek the services of the [Michael V. Drake Institute for  
17 Teaching and Learning](#).

18  
19 Reviews conducted upon the request of the Department Chair or the faculty member focus on the specific  
20 aspects of instruction requested by the Chair or faculty member and may or may not include class  
21 visitations

22  
23 Regularly scheduled peer teaching evaluations (the first three situations listed above) are comprehensive  
24 and should include, in addition to class visitation, review of course syllabi and related instruction  
25 materials. In the case of peer review for the purposes of promotion and tenure reviews, the class visitation  
26 is conducted by one or more senior peers whom the promotion and tenure Chair has identified in  
27 consultation with the candidate. The peer reviewer should meet with the candidate to establish a time for  
28 the visit and to understand the goals of the course and the candidate's teaching philosophy. If possible, the  
29 peer reviewer should attend two different class sessions over the course of the semester.

30  
31 In observing the course and reviewing the syllabus and other materials, the peer reviewer should focus on  
32 such issues as the appropriateness of the course design given the goals and level of the course, the quality  
33 and effectiveness of the instructional materials and assessment tools, and the appropriateness of the  
34 approach relative to current disciplinary knowledge. At the conclusion of the class visits, the reviewer  
35 meets with the candidate to give feedback and also submits a written report to the Department Chair,  
36 copied to the candidate. The candidate may provide written comments on this report and the reviewer may  
37 respond if he/she wishes. The reports are included in the candidate's promotion and tenure dossier.

38  
39 ***The Peer Review of Teaching Committee will be chaired by the CEGE Associate Chair and consist of  
40 all assigned peer teaching reviewers for the current academic year. The Chair of the Peer Review of  
41 Teaching Committee will recommend an annual review plan to the Department Chair for the peer  
42 review activity expected that year. Reasonable effort will be made to distribute these peer reviews  
43 among the tenured faculty from year to year in order to support and encourage attention to the quality  
44 of teaching in the department. A peer reviewer must be of equal or higher rank than the faculty  
45 member being reviewed.***

46  
47 ***The peer teaching process will be developed and sustained by the Peer Review of Teaching Committee  
48 using resources from the [Drake Institute for Teaching and Learning](#). Sample review forms are  
49 provided in Appendix B.***

50

## Appendix A

Example letter of offer for faculty courtesy  
appointment



**THE OHIO STATE UNIVERSITY**

**College of Engineering**

**Department of Civil, Environmental and  
Geodetic Engineering**

470 Hitchcock Hall  
2070 Neil Avenue  
Columbus, OH 43210-1275

Phone: (614) 292-2771  
Fax: (614) 292-3780

[ceg.osu.edu](http://ceg.osu.edu)

### DATE

On behalf of the faculty of the Department of Civil, Environmental and Geodetic Engineering (CEG), I am pleased to extend to you a non-salaried non-voting courtesy appointment in the rank of xxxx (the current rank of the faculty in his/her TIU). This department has requirements and expectations for faculty participation in program activities, fulfillment of which is reviewed every three years. A statement of these expectations is as follows:

- You may serve as the MS and Ph.D. advisor for CEG graduate students, and if you choose to accept CEG graduate students into your research group, you will be required to provide evidence that you are able to provide appropriate laboratory space, research supplies and stipend support.
- The other purpose of your appointment is to continue to stimulate scientific interactions between yourself and another faculty in our Department. For example, we strongly encourage you and members of your group to attend the Departmental student and faculty seminars.
- We would value your participation in serving on MS and Ph.D. advisory committees for students in the CEG Graduate Program, and in more formal teaching efforts that would take advantage of your expertise as appropriate.

Sincerely,

*Signature*





### III. Observations

Please fill out the table below providing comments where needed for clarity.

Criteria	Poor to Excellent	Comments
<b>Organization:</b>		
1. Explains how current lesson relates to previous/future work	1 2 3 4 5	
2. Clearly outlines goals of class period	1 2 3 4 5	
3. Planned activities take into account students' prior knowledge	1 2 3 4 5	
4. Anticipates and addresses potential student pitfalls and questions	1 2 3 4 5	
<b>Variety and Pacing:</b>		
1. Listens to student effectively throughout the entire class period	1 2 3 4 5	
2. Manages time for participation/active learning	1 2 3 4 5	
3. Incorporates various teaching approaches to address different learning styles	1 2 3 4 5	
4. Keeps students engaged and on task	1 2 3 4 5	
<b>Presentation Skills:</b>		
1. Confidence and projection	1 2 3 4 5	
2. Clarity of speaking and explanation	1 2 3 4 5	
3. Positive attitude toward material and activities	1 2 3 4 5	
<b>Content Knowledge:</b>		
1. Communicates the reasoning behind operations or concepts	1 2 3 4 5	
2. Relates theories and concepts to practical issues	1 2 3 4 5	

**IV. Overall Summary/Suggestions**

*Please answer each of the questions below for this instructor. This information can be used to create a free form letter addressing the peer evaluation of teaching.*

**1. Overall Strengths** (What are the instructor's strengths as a teacher?)

**2. Areas for Improvement and Professional Growth** (What suggestions do you have for the instructor, both generally as a teacher and specifically for working with this particular group of students in this course?)

**3. Additional Feedback** (Provide any other feedback you believe will be helpful to the instructor.)

**Course Material Checklist**

**Course:** \_\_\_\_\_ **Instructor:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Rank responses to each of the topics and provide additional comments below the table.

1. Course content includes the appropriate topics					
2. Course content reflects the current state of the field					
3. Course learning objectives are clear and appropriate					
4. Course policies and rules are clear and appropriate					
5. Lecture notes are well-organized and clearly written					
6. Supplemental handouts and web pages are well-organized and clearly written					
7. Assignments are consistent with objectives and appropriately challenging					
8. Tests are consistent with learning objectives and appropriately challenging					
9. Tests are clearly written and reasonable in length					
10. Student products demonstrate satisfaction of learning objectives					

**What are the strengths of the course materials?**

**What could have been improved?**

## Appendix C – Search Committee Guidelines for CEGE Running an Inclusive Search for a Faculty Position

Serving on a Search Committee is one of the most important ways that faculty contribute to the impact and growth of the CEGE Department. These guidelines were prepared to help the process run smoothly with attention to two outcomes:

- (i) casting as broad a net as possible to ensure inclusion of the most diverse pool of candidates and objective evaluation of their fit to departmental needs, and
- (ii) being competitive in the candidate marketplace so that OSU is among the first offerers of positions to top candidates.

### Participant Roles:

*Search Committee:* composes ad; reviews applicants to identify long-list of candidates; requests letters of recommendation for long-list of candidates; invites & conducts video interviews; files interim diversity report; identifies & invites short-list of candidates to campus; prepares and presents report of candidate acceptability to general faculty; edits applicant thank you notes

*CEGE Program Assistant:* obtains search approval from COE, Discovery Theme Group (if applicable), and HR; arranges for unique search email ID; requests quotes for ad postings, places ads, sets calendar meeting times for the search committee, handles internal paperwork reporting and offer letter at conclusion of search

*Office Support Staff member (assigned):* arranges dates/times of video interviews; records video interviews; coordinates on-campus visits by arranging dates/times of visits, making travel and accommodation reservations, identifying special needs of candidate (e.g. food, ADA accommodations); creates and distributes notifications of seminar talks; arranges agenda and meals for candidate with input from search committee; collects and collates input from faculty about candidate acceptability using Qualtrics survey.

*CEGE Student Worker (dedicated):* receives candidate applications via search email ID, checks for completeness and posts to Box; requests missing information from candidates; maintains a record of candidate files; mails thank you notes at end of search per Search Committee Chair instructions

*Department Chair:* provides approval to bring candidates to campus; receives updates on search progress from point of video interviews onwards; receives report of candidate acceptability; negotiates with top candidate to secure signed offer letter.

### Chronology of Activities:

- 1. Attend COE Search Committee training or read carefully the *COE Guide to Effective Faculty Searches*.** All Search Committee members are required to attend COE training. One important aspect of this training is understanding how implicit (subconscious) bias can exclude certain candidates from underrepresented groups from interviews or position offers. The COE can be late in offering training, yet Committees need to be thinking about inclusion at the point of writing the search ad (e.g. expanding the field of eligible PhD expertise to include less traditional pathways that may be followed by minority groups). The COE Guide document is a detailed resource to review before getting started.
- 2. Plan out the approximate timeline for the search to establish candidate package submission date.** Some of the stages of the search process are slow (e.g. internal approval can take a month; the print ad posting can take a month). Ideally, candidate visits in early Spring semester

will translate to successful offers to top candidates. This puts the bulk of the application review process in the timeframe of fall semester wrap-up and exams; Search Committee members should plan for this.

An approximate schedule follows:

Aug 15	Aug 1 – Sept 15	Sept 15	Sept 15 Sept 30	Oct 1/ Oct 15	Oct	Nov 1/ Nov 15	Nov 15 Nov 30	Nov 30 Dec 7	Dec 7 Dec 21
Draft ad	Search approval	Ad approval	Submit ad	Print ad appears	Eval criteria	Collect appl'ns	Review appl'ns	Long list	Video calls

Jan 1/ Jan 7	Jan 7	Jan 15/ Feb 7	Feb 7/ Feb 15	Feb 15/ Mar 15					
Short list	Campus invites	Campus visits	Top candidate	Dept's offer					

**3. Craft the Search Advertisement for approval by participating unit Chairs and Discovery Theme rep (if applicable).** This can be done in parallel to the search approval process because both search approval and ad sign-off can take a couple of weeks.

The sample ad copy can be modified to fit the position description. Care should be given to the choice of *required qualifications* – candidates must meet all of these to be eligible for consideration in the search. *Preferred qualifications* allow for ranking among the candidates who meet the required qualifications. A question to discuss is whether the choice of required qualifications may exclude certain candidates from the search process, particularly those who enhance the diversity of the applicant pool.

A “short” ad copy can be used to reduce cost in advertising by directing interested candidates to an OSU website with additional details about the position.

**4. Identify advertising outlets to get price quotes from the CEGE Program Assistant.** You must have at least one print outlet. The Chronicle of Higher Education is recommended because their bi-weekly publication schedule has a 1-week lead time (ASCE has a 6-week lead for the single 15<sup>th</sup> of the month publication). Include web postings that will broaden position exposure, including diversity organizations (e.g., NSBE) and unconventional groups. Use the CEGE Program Assistant’s price quotes to decide which outlets to target. Notify the CEGE Program Assistant which outlets were decided upon so he or she can forward the ad copy for placement. The CEGE Program Assistant also posts to the internal HR and social media outlets. It is important to document any other outreach that was undertaken to publicize the position, including postings to listservs or distribution to individual persons.

**5. Reserve Committee meeting times on all committee members’ calendars.** The CEGE Program Assistant can help to set these up. At a minimum, plan to have (i) a 1-hour meeting to discuss criteria for reviewing applications before applications are received, and (ii) two 1.5- to 2-hour meetings to discuss which candidates will be long-listed and receive video interviews. (Advance reservations for Committee meetings will occur again in conjunction with the video interview and on-campus interview schedules.)

**6. Agree on review criteria for objective evaluation of applicant files.** Sample Review of Applicants criteria are provided. The goal here is to be consistent for classifying candidates as A, B, Unacceptable. Applications should be considered in their entirety; at no time should the application files be distilled down to a numeric score. For example, a candidate with a visionary and compelling future plan for research with fewer publications could have greater potential for

success than a candidate with many publications and an incremental future research plan.

**7. Collect individual candidate packages.** This aspect of the search is handled through the Academic Jobs On- Line (AJO) portal. Periodically, candidate inquiries via the search email will be forwarded to the Search Committee Chair.

**8. Review of candidate files by individual Search Committee.** Most (90%) of the application files will arrive within 2-3 days of the application review date noted in the ad. As a result, file review is a “binge” event that committee members should plan for. Use the review criteria to rank individual candidates (A, B, Unacceptable) with rationale.

**9. Identify 7-10 candidates to long-list and invite to video interviews.** It can be helpful to conduct this step as a two-stage process. First, meet as a Search Committee to triage to 15 – 20 candidates of interest from individual committee members evaluations of candidate strengths and weaknesses. Then, meet a second time a few days later after careful review of the 15-20 candidates by all Search Committee members to identify the long-list of candidates for whom to solicit letters of recommendation and hold video interviews. The Search Committee Chair should provide a short informational update on the search progress to the unit Department Chair(s).

**10. Arrange video interviews and solicit letters of recommendation for candidate referees.** These two steps should be conducted in parallel because letter writers must be given at least two weeks to supply letters. All letters will be in hand by the time that the video interview schedule is complete, allowing all of this input to inform the discussion of short-list candidates.

The Search Committee Chair contacts the candidates to inform them that they have been identified for further consideration and that their referees will be contacted. A sample Video Interview Invitation letter is provided.

The Search Committee Chair contacts the referees to request letters of recommendation within a set time frame. A sample Reference Letter Request letter is provided. These should go to the search email address so the Student Worker can post to Box as they arrive. This is particularly critical if the Chair has travel plans that might delay posting from the Chair’s Inbox to Box where other Committee members can access the letters.

Actual arrangements for the video interviews will be made by the Office Support Staff member. Plan for 45 minutes per candidate with transition time in between. It is not necessary for all committee members to be present; two Committee members and an archived recording will allow all Committee members to review the interview in detail.

**11. Reserve a Committee meeting time on the committee members’ calendars.** A 1- to 1.5-hour meeting to discuss which of the long-listed candidates should receive invitations to campus for interviews. It is helpful to pre-arrange this meeting once the timeframe for video interviews and reference letter submissions has been set.

**12. Conduct 45-minute video interviews of each candidate from the long-list of candidates who accepted the interview invitation.** All candidates must be treated equally and asked the same questions. Sample Video Interview Questions are provided. The Committee may wish to modify these questions to account for aspects of one candidate that was in question during the previous Committee meeting discussions (e.g., if the Committee is interested to learn whether candidate X may require access to specialized facilities, all candidates should be asked similarly even if this information is already known.)

Video interviews should be recorded as an additional resource to support the candidate application file. CarmenConnect can be a bit clunky so a back-up audio recording file will provide this documentation. The Office Support Staff member will set up the video connection and collect the recording to post to Box. It is helpful to ask the candidates to share a few slides of their research

goals as part of the video interview as a point of reference for the discussion. The time will fly (!!!) so it is critical for a Search Committee member to be a strict timekeeper during the interview.

**13. Review of candidate files by individual Search Committee members.** Search Committee members review interview notes, view/listen to interview recordings, read letters of reference and review candidate application files to rank candidates for preference to make on-campus visits.

**14. Identify 2-3 candidates to short-list for potential invitation to campus interviews.**

**15. Obtain permission from unit Department Chair(s) (with documentation of search inclusivity) to bring candidates to campus.** Search Committee Chair prepares report on actions of the Committee to cast a broad net in the search and a summary of demographics about the search pool. A sample report is provided, and this interim report also serves as the first half of the final report that must be filed for the search.

Search Committee Chair meets with unit Department Chair(s) who will submit a request for permission to bring candidates to campus to the College.

**16. Invite candidates for 1.5-2 day campus visits.** The Search Committee Chair contacts the candidates to inform them that they have been identified for campus visits. Guidance on the visit and seminar expectations should be provided, as well as a request to the candidate to identify other people and/or facilities to include in the visit. Search Committee members should also think of potential collaborators or Center Directors to include, based on their knowledge of the candidate's future research directions and their familiarity with OSU. A sample On-Campus Invitation letter is provided.

Actual arrangements (date & agenda) for the campus visit will be made by the Office Support Staff member, in consultation with the Search Committee Chair. A longer duration visit is necessary for Discovery Theme hires because two units will be visited and a one-hour meeting with the Discover Theme Team Leaders is required, in addition to meetings with unit Department Chair(s). Key agenda items to be scheduled first are the seminar time (am of first day) and meetings with the Dean and Discovery Theme team (if relevant). One aspect to consider is a meeting with the full Search Committee over a catered breakfast in an on-campus conference room on the second day. This is an opportunity to follow-up on issues from the video interview, or further discussion from the seminar. Sample On-Campus Interview Questions are provided.

The Office Support Staff member will also make all of the travel and accommodation arrangements and will arrange and advertise the seminar talk, including capturing the talk via CarmenConnect.

**17. Reserve a Committee meeting time on the committee members' calendars.** A 1- to 1.5-hour meeting to discuss acceptability of the candidates who visit campus and whether additional visits are warranted. It is helpful to pre-arrange this meeting once the timeframe for campus visits are set. A second meeting for the Search Committee to report to the unit Department Chair(s) should also be arranged and could include time at the end of the Committee-only meeting when the Chair(s) joins.

**18. Conduct on-campus candidate interviews.**

**19. Solicit faculty input on candidate acceptability.** This will be done by the Office Support Staff member via Qualtrics survey within 24-hours of the candidate's visit. Sample Faculty Candidate Evaluation questions are provided.

**20. Evaluate candidate acceptability.** Search Committee meets to review on-campus interview candidates for acceptability using information collected during the visits, candidate application files and faculty input on candidate acceptability. Search Committee meets with unit



Department Chair(s) to provide results of search.

**21. Complete Report of Search Committee and bring to faculty for vote of acceptability.**

Search Committee Chair completes the Search Report by adding additional information from on-campus visit and an assessment of candidate acceptability. Report is brought to regular, or specially-scheduled, faculty meeting for vote on acceptability by the entire faculty. Sample Final Reports are provided (text and collated with appendices).

**22. Negotiations with top candidate.** The Department Chair(s) contacts candidates who visited campus and begins negotiations with top candidate.

**23. Send thank you notes to applicants.** Once the search is finalized and a signed offer letter has been received, the Search Committee Chair can organize ‘thank you’ letters to applicants. Three types of letters are necessary, based on the types of interaction with candidates:

- (i) candidates who visited campus and did not receive offers (they have usually already received a call from the Dept. Chair). These should be signed by the Search Committee Chair with a personalized note acknowledging the visit.
- (ii) candidates who video-interviewed and did not receive a campus invite. These should also be signed by the Search Committee Chair.
- (iii) candidates who applied and did not receive further contact. These can be signed electronically and emailed.

Sample Decline (i, ii, iii) letters are provided.

The assigned Student Worker can arrange mailing of the signed candidate letters and send customized email letters to all the other candidates from a list clearly delineated by the Search Committee Chair.

**24. Pat yourself on the back for conducting a successful search and for making a significant contribution to the future success of the department and OSU.**

To reduce the length of this Appendix, sample documents are not included here. They are available in the CEGE Searches BOX folder.