

DEPARTMENT of CANCER BIOLOGY and GENETICS  
COLLEGE of MEDICINE  
The OHIO STATE UNIVERSITY

APPOINTMENTS, PROMOTION and TENURE  
DOCUMENT

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## Article I. PREAMBLE

This document is a supplement to Chapter 6 and 7 of the [Rules of the University Faculty](#) (Rules of the University Faculty Concerning Faculty Appointments, Reappointments, Promotion and Tenure; Rules of the University Faculty Concerning Clinical Faculty and Research Faculty Appointment, Reappointment and Non-reappointment, and Promotion, respectively), the Office of Academic Affairs (OAA) procedural guidelines for promotion and tenure reviews, the policies established by the College of Medicine; and other policies and procedures of the university to which the department and its faculty are subject. Should those rules and policies change, the Department shall follow the new rules and policies and update this document to reflect the changes. In addition, this document must be reviewed, and either reaffirmed or revised, at least once every four years on appointment or reappointment of the Department Chair.

The Dean of the College and the Executive Vice President and Provost of the University must approve this document before it can be implemented. It sets forth the Department's mission and, in the context of that mission and the missions of the College and University, its criteria and procedures for faculty appointments, and its criteria and procedures for faculty promotion, tenure and rewards, including salary increases. In approving this document the Dean and Executive Vice President and Provost accept the mission and criteria of the Department and delegate to it the responsibility to apply high standards in evaluating continuing faculty and candidates for positions in relation to its mission and criteria.

The Faculty and the Administration are bound by the principles articulated in [Faculty Rule 3335-6-01](#). In particular, all faculty members accept the responsibility to participate fully and knowledgeably in review processes; to exercise the standards in [Faculty Rule 3335-6-02](#) and other standards specific to the Department and College; and to make negative recommendations when these are warranted in order to maintain and improve the quality of the faculty. Decisions considering appointment, reappointment, and promotion and tenure will be free of discrimination in accordance with the University's policy on equal opportunity (<http://hr.osu.edu/policy/policy110.pdf>).

## Article II. DEPARTMENT MISSION

The mission of the Department of Cancer Biology and Genetics is: to conduct research in basic, translational or applied cancer biology and genetics in order to understand mechanisms of disease initiation and progression, as well as the mechanisms involved in the control of disease processes; to train graduate, post-graduate and professional students in the disciplines of cancer biology and genetics; and to provide service for the general benefit of the life science community within the College of Medicine (COM) and The Ohio State University, as well as at the local, state and national levels.

The research mission of the Department is for faculty to engage in basic, translational, or applied research that will generate new knowledge pertinent to their professional

discipline. Faculty will be responsible for the funding of their research programs through grant support, patent royalties or other mechanisms, and will disseminate knowledge acquired from their research through timely publication and other scholarly endeavors. An important part of the research mission of the Department is the instruction undergraduate, graduate, post-graduate, and professional students in the conduct and methodology of research.

The educational mission of the Department is to strive for excellence in the didactic teaching of basic and applied aspects of cancer biology and genetics to graduate and professional students. The graduate education mission encompasses research training of Masters and Ph.D. students, i.e., providing experienced mentors, state-of-the-art laboratory facilities and curricula to prepare students for careers in contemporary cancer biology, genetics and other related fields. The Department provides education and training for medical and graduate students in interdisciplinary graduate programs, including Biochemistry Graduate Program (OSBP), the Biomedical Sciences Graduate Program (BSGP), the Medical Scientist Training Program (MSTP), Neuroscience Graduate Program (NGSP), Molecular, Cellular and Developmental Biology Graduate Program (MCDB), and Biophysics Graduate Program.

The service mission of the Department is to provide professional service through dissemination of knowledge or administrative contributions to the biomedical community at OSU and to the citizens of Ohio. Professional service also involves service rendered to national agencies in the areas of grant reviewing, journal reviewing, and service to professional societies. Administrative service involves active faculty participation in the governance of the Department, College and/or University.

### Article III. DEFINITIONS

#### Section 3.01 Committee of the Eligible Faculty

##### (a) Tenure Track Faculty

The eligible faculty for appointment reviews of Tenure Track Faculty consists of all Tenure Track Faculty whose tenure resides in the Department. For an appointment at senior rank, a vote is taken by the faculty members eligible to vote on the rank under consideration. The eligible faculty for senior rank of new appointments, reappointment, promotion and tenure, and promotion reviews of Tenure Track Faculty consists of all tenured faculty of equal or higher rank than the candidate whose tenure resides in the Department excluding the Department Chair, the Dean and Assistant and Associate Deans of the College, the Executive Vice President and Provost, and the President.

For tenure reviews of Probationary Professors, eligible faculty are tenured Professors whose tenure resides in the Department excluding the Department Chair, the Dean and Assistant and Associate Deans of the College, the Executive Vice President and Provost, and the University President.

##### (b) Research Faculty

The eligible faculty for appointment reviews of research faculty consists of all Tenure-Track Faculty whose tenure resides in the Department and all Research Faculty whose primary appointment is in the Department. For an appointment at senior rank, a vote is taken by the faculty members eligible to vote on the rank under consideration.

The eligible faculty for senior rank of new appointments, reappointment, contract renewal, and promotion reviews of Research Faculty consists of all tenured faculty of equal rank to or higher than the candidate whose tenure resides in the Department and all nonprobationary Research Faculty of equal rank to or higher than the candidate whose primary appointment is in the Department excluding the Department Chair, the Dean and Assistant and Associate Deans of the College, the Executive Vice President and Provost, and the President.

(c) 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 or appointment review of that candidate.

(d) Minimum Composition

In the event that the Department does not have at least three eligible faculty members who can undertake a review, the Department Chair, after consulting with the Dean, will appoint a faculty member from another department within the College.

Section 3.02 Quorum

The quorum required to discuss and vote on all personnel decisions is two-thirds of the eligible faculty not on an approved leave of absence. A member of the eligible faculty on Special Assignment may be excluded from the count for the purposes of determining quorum only if the Department Chair has approved an off-campus assignment. Faculty members who recuse themselves because of a conflict of interest are not counted when determining quorum.

Section 3.03 Recommendation from the Committee of the Eligible Faculty

In all votes taken on personnel matters only "yes" and "no" votes are counted. Abstentions are not votes. Faculty members are strongly encouraged to consider whether they are participating fully in the review process when abstaining from a vote on a personnel matter. Absentee ballots and proxy votes are not permitted. For appointment, reappointment, promotion and tenure, promotion, and contract renewal, a positive recommendation from the eligible faculty is secured when a simple majority of the votes

cast is positive.

## Article IV. FACULTY APPOINTMENT and REAPPOINTMENT

### Section 4.01 Criteria

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

#### (1) Tenure Track Faculty

The Tenure Track exists for those faculty members who strive to achieve or who have achieved sustained evidence of excellence in the discovery and dissemination of new knowledge, as demonstrated by a national and international level of significance and recognition of scholarship. In addition, excellence in teaching and outstanding service to The Ohio State University is required, but alone is not sufficient for progress on this track. Each Tenure Initiating Unit is responsible for establishing criteria for appointment, reappointment, and promotion and tenure that are consistent with these criteria and for ensuring that every faculty appointment, reappointment, and promotion and tenure recommendation is consistent with these criteria.

Appointment decisions for tenure track faculty positions must be based on criteria that reflect strong potential to attain tenure and advance through the faculty ranks. A minimum requirement for appointment at or promotion to the rank of Assistant Professor or a higher rank is an earned doctorate or other terminal degree in the relevant field of study.

##### (a) Instructor

According to [Faculty Rule 3335-6-03](#) (B) (1), an appointment to the rank of Instructor is always probationary and may not exceed three years. An Instructor must be approved for promotion to Assistant Professor by the beginning of the third year of appointment or the appointment will not be renewed beyond the end of the third year. When an Instructor is promoted to Assistant Professor, prior service credit will only be awarded if the faculty member requests it in writing at the time of promotion. This request requires approval of the Department's eligible faculty, Chair, Dean and Executive Vice President and Provost and is irrevocable. Appointments at the rank of Instructor should normally only be made when the offered appointment is that of Assistant Professor but the appointee has not completed the required terminal degree at the onset of the appointment.

##### (b) Assistant Professor, Tenure Track

An appointment to the rank of Assistant Professor is always probationary and may not exceed six years, including prior service credit, unless an exclusion of time from the probationary period has been requested by the faculty member and approved in accordance with University rules. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged as it cannot be revoked once granted.

An appointee at the Assistant Professor level normally will have a Ph.D. and a strong post-doctoral experience. Candidates for appointment at this rank will be expected to have demonstrated an initial level of accomplishment in the establishment of a research career. This will be reflected by the achievement of journal publications and presentation of papers at recognized scientific societies. Previous or current research support will be highly desirable.

Positions at the level of Assistant Professor are offered to faculty candidates who either have no prior faculty experience, or who have an academic appointment elsewhere but have not yet received tenure. These positions will be filled after a national, competitive search in an appropriate research area that is consistent with the mission of the Department. Criteria for these positions include (1) demonstrated research productivity as reflected in peer-reviewed papers published in peer-reviewed journals; (2) demonstrated ability to secure extramural grant support, or clear evidence for the likely prospects of same; and (3) evidence of potential excellence in teaching.

An Assistant Professor is reviewed for promotion and tenure no later than the sixth year of appointment as an Assistant Professor and informed by the end of the sixth year as to whether promotion and tenure will be granted at the beginning of the seventh year. Promotion and tenure may be granted at any time during the probationary period when the faculty member's record of achievement merits tenure and promotion. Similarly, a probationary appointment may be terminated at any time subject to the notice provisions of [Faculty Rule 3335-6-08](#) of the Administrative Code and the provisions of paragraphs (G), (H), and (I) of this rule. If tenure is not granted, a one-year terminal year of employment is offered. See below Article V on Annual Reviews Procedures and Article VI on Promotion and Tenure Review for more.

(c) Associate Professor or Professor, Tenure Track

The criteria for appointment at the rank of Associate Professor or Professor in the Department will be consistent with those for promotion to these ranks as defined later in this document regarding criteria for promotion and tenure. All appointments to the rank of Associate Professor or Professor with or without tenure, require prior approval of the Dean, and the Office of Academic Affairs.

Positions at the level of Associate Professor are offered to those who have either satisfied the criteria below for tenure while appointed at the Assistant Professor level, or who have been recruited by a national, competitive search and have successfully obtained tenure at a peer institution with equivalent rigorous standards for promotion and tenure. New recruits who received tenure at an institution that does not have standards comparable to

the Department may be appointed at the Associate level without tenure with approval by the Dean and the Executive Vice President and Provost. Under circumstances of demonstrated ability, a position at the Associate Professor level may be filled by an individual recruited from elsewhere, who has not received academic tenure at the previous institution. The major criterion for evaluation of the candidate's research program are that the candidate has built a robust and independent research program that has national impact in the field of Cancer Biology and Genetics as indicated by: (1) a body of publications in relevant peer-reviewed journals; (2) impact of the independent scholarship as measured by journal impact factors and Eigen factors, citations indexes, the candidates H-factor, and other similar metrics; (3) demonstrated ability to obtain and sustain competitive grant support at the national level (typically, this grant support will come from the National Institutes of Health, the National Science Foundation or other national granting agency having a recognized peer-review process for making awards); (4) demonstrated success in training graduate students and post-doctoral scholars; and (5) other evidence of a nationally recognized research program (e.g., invitations to speak at national and international scientific meetings, seminar invitations, invitations to review manuscripts and grants, invited review articles, etc.).

Positions at the level of Professor are offered to those who have either satisfied the criteria below for promotion to Professor, or who have been recruited by a national, competitive search and have met the criteria. Briefly, criteria for appointment at the rank of Professor include performance in the areas of research, teaching and service. The candidate should have achieved a level of international impact and evidence for national/international leadership. Examples of leadership included invited presentations at prestigious national and international meetings, elected office in national and international research organizations, chairing NIH or other major study sections, service as editor for scientific journals or on the editorial board of the most prestigious journals, and invited reviews in high impact journals. External letters will be sought for evaluation of the candidate's research effort addressing these specific points. Teaching will be evaluated by peer and student reviews, and teaching awards received. Service will be evaluated on the basis of the candidate's documented participation in significant Department, College and University committees and at the national or international level in the organization of scientific meetings, peer-review of grant applications or service on the editorial boards of scientific journals.

In general, an appointment at these ranks will entail tenure. However, in some cases, candidates may be appointed without tenure for a probationary period as specified by [Faculty Rule 3335-6- 03](#), Section (B) (1) (Length of probationary period). Upon petition of the Department and College, the probationary period, not to exceed four years, may be granted by the Office of Academic Affairs. For the petition to be approved a compelling rationale must be provided regarding why appointment at a senior rank is appropriate but tenure is not. Care in making these appointments will be exercised, especially if the probationary period will be less than four years. Requests for such appointments will be submitted for approval by the Dean of the College of Medicine, and the Executive Vice President and Provost. In the Department, the length of probationary service for Associate Professors or higher will be reviewed by the Department committee of the eligible faculty

with a recommendation provided to the Chair.

The same rules as those for the Assistant Professor (see above) regarding promotion, tenure, termination and notification of termination apply to non-tenured senior faculty members during their probationary period.

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

## (2) Research Faculty

Research Faculty appointments are fixed term (one to five years) contract appointments that do not entail tenure. The initial contract is probationary, with reappointment considered annually. Tenure is not granted to Research Faculty. There is also no presumption that subsequent contracts will be offered, regardless of performance. If the Department wishes to consider contract renewal, a formal review of the faculty member is required in the penultimate year of the current contract period. For more information see [Faculty Rule 3335-7](#).

The goals of such appointments are career advancement of qualified individuals in research core facilities or in the research groups of the Department's tenured faculty (the Sponsor). These appointments may provide the opportunity for individuals to develop their own independent research programs, including specifically the ability to obtain independent grants.

**Research Assistant Professor.** Appointment at the rank of Research Assistant Professor requires that the individual have a doctorate and a record of high-quality publications that strongly indicate the ability to sustain an independent, externally funded research program.

**Research Associate Professor and Research Professor.** Appointment at the rank of Research Associate Professor or Research Professor requires that the individual have a doctorate and meet, at a minimum, the Department's criteria for promotion to these ranks.

The primary duty of Research Faculty is to conduct research. They are expected to demonstrate excellence in scholarship as reflected in high quality peer-reviewed publications; independent publications and independent grant support are expected. Research Faculty may, but are not required to, participate in the educational mission of the Department. However, teaching opportunities for each Research Faculty member must be approved by a majority vote of the Tenure Track Faculty. Under no circumstances may a member of the Research Faculty be continuously engaged over an extended period in the same instructional activities as Tenure Track Faculty.

Research Faculty will be eligible to advise and supervise graduate and postdoctoral

students and to be a principal investigator on extramural research grant applications. Approval to advise and supervise graduate students must be obtained from the graduate program in which the student is enrolled and the Graduate School as set forth in rule [3335-5-29](#) and detailed in the [Graduate School Handbook](#).

Research Faculty appointments will require one hundred per cent salary recovery that will be derived from extramural research grants for which typically either the Research Faculty member or another Faculty member will be Principal Investigator. The Principal Investigator must certify to the Department Chair that sufficient research grant funds exist to cover the salary over the period of the contract. Research Faculty will not be assigned independent research space, but will work in specifically designated space assigned to a Tenure Track Faculty member in the Department. Space designation will be made in writing, in the form of a letter from the Principal Investigator or Tenure Track Faculty member to the Department Chair. Space made available will be consistent the Department, Center or College Space Policy, which depends on extramural funding. Research faculty are expected to adhere to standards of professional ethical conduct consistent with the "Statement on Professional Ethics" by the American Association of University Professors,

While continued collaboration with the original Principal Investigator is likely, a Research Faculty member is expected to begin to publish a body of work independent and as the Principal Investigator. Peer-reviewed publications independent of the original Principal Investigator and independent grant support are expected within three years of appointment. These expectations are consistent with the career development goals of the research in the Department. Research Faculty will be appointed at a level consistent with the criteria for research stated above for the Tenure Track Faculty in the Department.

(a) Research Assistant Professor

Positions may be offered to individuals of exceptional research promise, who typically will be long standing members in the research groups of the Tenure Track Faculty in the Department. Criteria for these positions include 1) an earned doctoral or other terminal degree in the relevant field of study, 2) completion of sufficient post-doctoral research training to provide a basis for establishment of an independent research program, 3) demonstrated research productivity as reflected in papers published in peer-reviewed journals, and 4) demonstrated ability to secure extramural grant support, or clear evidence for the likely prospects of same.

(b) Research Associate Professor

Appointment requires the candidate to have met the criteria listed above for Research Assistant Professor and established an independent program of research over a period of at least six years. While the individual may continue to collaborate with his/her Tenure Track Sponsor, it is expected that the individual will have published a significant body of work independently of the Sponsor. Criteria for evaluation of the candidate's research program includes 1) publications in the principal peer reviewed journals in the field of genetics and cancer biology, 2) demonstrated ability to obtain and sustain extramural grant support (typically, this grant support will come from federal grant agencies having a

recognized peer review process for making awards); and 3) other evidence of a nationally/internationally recognized research program (e.g., invitations to speak at national and international scientific meetings, etc., as listed above for the Tenure Track Faculty).

(c) Research Professor

Criteria for appointment include demonstration of an independent, internationally recognized research program over a period of at least six years since appointment as Associate Research Professor. Evaluation of the research program includes each of the criteria for the Research Associate Professor level, with the additional expectation that the research program has achieved a level of international prominence. Prominence will be judged, for example by invited presentations at prestigious national international meetings, invited reviews in high impact biochemical journals and similar indicators listed above.

(3) Associated Faculty

Associated Faculty as defined in [Faculty Rule 3335-5-19](#) (C) are persons with adjunct titles, clinical titles, visiting titles, and lecturer titles; also Professors, Associate Professors, Assistant Professors, and Instructors who serve on appointments totaling less than 50% service to the University. Persons with tenured faculty titles may not hold Associated titles. Persons holding Associated titles are not eligible for tenure. Associated faculty appointments may be as short as a few weeks to assist with a focused project, a semester to teach one or more courses, or for up to three years when a longer contract is useful for long-term planning and retention. Associated Faculty may be reappointed.

(a) Adjunct: Instructor, Assistant/Associate Professor, Professor

The titles of Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Professor, and Adjunct Instructor shall be used to confer faculty status on individuals who have credentials comparable to faculty of equivalent rank, who provide significant uncompensated or compensated service to the instructional and/or research programs of the Department and who require a faculty title to perform that service. Significant service would include teaching the equivalent of one or more courses, advising graduate students or serving on graduate committees, and serving as a co-investigator on a research project. Such individuals may be either non-University employees or University employees compensated on a non-instructional budget. Adjunct appointments are made for the period in which the service is provided not to exceed three years; renewal is contingent upon continued significant contributions. Procedures for the promotion of adjunct faculty members shall be the same as for promotion of tenure track faculty. [\[Faculty Rule 3335-5-19](#) (C) (1)]. Adjunct appointments are at the discretion of the Department Chair after consultation with the eligible faculty. These appointments require formal review every year by the Chair if they are to be continued.

(b) Visiting: Instructor, Assistant/Associate Professor, Professor

The titles of Visiting Professor, Visiting Associate Professor, Visiting Assistant Professor, and Visiting Instructor shall be used to confer faculty status on individuals who have credentials comparable to faculty of equivalent rank who spend a limited period of time on formal appointment while in residence at this institution for the purpose of participating in the instructional and research programs of the Department. A visiting appointment cannot exceed three continuous academic years of service. [[Faculty Rule 3335-5-19](#) (C) (3)]. Visiting appointments are at the discretion of the Department Chair after consultation with the advisory APT Committee. The appointments can be made for only one-year at a time.

#### (c) Lecturer and Senior Lecturer

The titles of Lecturer and Senior Lecturer shall be used for all compensated instructional appointments where other titles are not appropriate. Lecturers may engage in the full range of teaching activities as defined under [Faculty Rule 3335-6-06](#) (A)(2). Appointments of Lecturers and sources(s) for compensation will be at the discretion of the Department Chair after consultation with the faculty.

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

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

#### (d) Assistant Professor, Associate Professor, Professor with FTE below 50%.

Appointment at tenure track titles is for individuals at 49% FTE or below, either compensated or uncompensated. The rank of associated faculty with titles is determined by applying the criteria for appointment of tenure track faculty. Associated faculty members with tenure-track titles are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure track faculty.

#### (4) Courtesy/Joint Appointments

Courtesy appointees (those having joint appointments with no salary) are faculty members from other departments and these faculty make important contributions to the Department. Appropriate active involvement includes research collaboration, graduate student advising, teaching some or all of a course from time to time, or a combination of these. Faculty with courtesy appointments will be invited to faculty meetings and may be

eligible to vote on some issues but excluding Department Patterns of Administration, Workload Policy and Promotion and Tenure issues. These faculty members may also vote on matters when serving on *ad hoc* departmental committees. Courtesy appointments will be reviewed annually by the Chair. Titles assigned to courtesy appointments must mirror those held in their major University appointments.

#### Section 4.02. Procedures for Appointment and Reappointment

[Chapter 3335-6](#) of the Faculty Rules provides the context for appointment, reappointment and tenure in the Department of Cancer Biology and Genetics.

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

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

##### (1) Tenure Track Faculty

The process for appointing tenure-track faculty may be started in two (2) ways: by internal (Departmental) procedures or by external (College) procedures.

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

The appointment of Tenure Track positions must be based on a clear and sound plan for the programmatic future of the Department and College and on a realistic determination of the availability of resources to support the appointment. The Dean of the College must give prior approval for faculty searches. This approval will be based at least in part on a determination that the above criteria have been met. A Search Committee consisting of three or more faculty will be appointed by the Chair. The majority of the Search committee should be composed of faculty members from the Department of Cancer Biology and Genetics. Prior to any search, members of all search committees must undergo inclusive hiring practices training available through the College with resources from the [Office of Diversity and Inclusion](#). Implicit bias training, also strongly encouraged, is available through the [Kirwan Institute for the Study of Race and Ethnicity](#).

This Search Committee:

- Appoints a Diversity Advocate who is responsible for providing leadership in assuring that vigorous efforts are made to achieve a diverse pool of qualified applicants.
- Develops a search announcement for internal posting in the University Personnel Postings through the Office of Human Resources Employment Services ([hr.osu.edu](http://hr.osu.edu)) and external advertising, subject to the Department Chair's approval.
- Develops and implements a plan for external advertising and direct solicitation of nominations and applications, including the use of advertisements in the leading professional journals (for example, Science and Cell). If there is any likelihood that the applicant pool will include qualified foreign nationals, the search committee should assure that at least one print advertisement is published in one of the discipline's academic journals. Exclusive announcement in electronic media is not sufficient. The University does not grant tenure in the absence of permanent residency ("green card") or U.S. citizenship, and U. S. Department of Labor guidelines do not permit sponsorship of foreign nationals for permanent residency unless the search process resulting in their appointment to a tenure track position included an advertisement in a nationally circulated print journal.
- Screens applications and letters of recommendation and presents its findings to the Department Chair. A minimum of three external letters will be sought for evaluation of the candidate's research effort, teaching, and service. The Chair can solicit additional letters from outside referees not provided by the candidate when appropriate.

Candidates may be recommended by the search committee and Chair for interviews. The Chair will determine the final interviewees. On-campus interviews are arranged by the search committee chair. Interviews should include a formal seminar and an informal meeting with faculty to discuss future scientific and teaching plans. In addition, interviews should include opportunities for interaction with faculty groups, including the search committee; graduate students or residents, where appropriate; the Department Chair; and the Dean or designee. All candidates interviewing for a particular position must follow the same interview format.

Following completion of on-campus interviews, a formal vote of the eligible faculty is required for all appointments with a simple majority in favor indicating consensus support for appointment. The Search Committee provides a recommendation to the Chair who will make an independent evaluation of the candidate and negotiate the terms of appointment. The Chair will then send a letter indicating the Department's recommendation to the Dean.

All offers at the level of Associate Professor and Professor, with or without tenure, require full review by the eligible faculty for that particular review, which will make a specific

recommendation about the appropriateness of the proposed rank to the Chair. If the offer may involve prior service credit, the Eligible Faculty Committee also votes on the appropriateness of such credit. The Office of Academic Affairs must approve appointments at senior rank, including any offers of prior service credit. Offers to foreign nationals who lack permanent residency will be undertaken in consultation with the Office of International Affairs. The university does not grant tenure in the absence of permanent residency status. The department will therefore be cautious in making such appointments and vigilant in assuring that the appointee seeks residency status promptly and diligently.

During a probationary period, a faculty member who does not have tenure is considered for reappointment annually. At the time of appointment, the Department Chair shall provide the probationary faculty member with a copy of the Department Promotion & Tenure guidelines. It is the responsibility of the Chair to review with the faculty member the process for promotion and tenure in the Department. At the time of appointment, the overall research objectives as well as the teaching assignments for the appointee in the professional and graduate programs in the College, will be defined.

## (2) Research Faculty

Searches for Research Faculty generally proceed identically as for Tenure Track Faculty, with the exception that exceptions to a national search require approval only by the College Dean.

Research Faculty may comprise no more than 50% of the number of Tenure Track Faculty as approved by a vote of Tenure Track Faculty in the Department.

Appointments at the Research Assistant Professor level shall be made by the Chair, with support of the majority of the eligible faculty. Appointments at the Research Associate Professor or Professor level shall require a full review and recommendation in writing by the eligible faculty to the Chair of the Department, who is ultimately responsible for making the decision at the Departmental level.

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

## (3) Associated Faculty

Associated faculty appointments are initiated either by the candidate, or by a

representative of the Department responsible for a program (usually an educational program) in which the candidate is expected to have a substantial role. The Chair makes appointments after consultation with the Tenure Track Faculty.

Appointments are made on an annual basis, for periods not to exceed three years, and entail no commitment to renew the appointment beyond that period. An appointment at no-salary is warranted only if there is substantial involvement in the academic work of the Department.

#### (4) Courtesy/Joint Appointments

Any department faculty member may propose a 0% FTE (Courtesy) appointment for a faculty member from another Ohio State department. A proposal that describes the uncompensated academic service to the courtesy department justifying the appointment should be considered at a faculty meeting. The Chair must review all courtesy appointments every three years to determine whether they continue to be justified, may take recommendations for nonrenewal from the faculty, and must conduct a vote at a faculty meeting. A courtesy faculty appointment forwarded from the Department for approval by the College must have been made consistent with the Department's Appointments, Promotion and Tenure document, and other relevant policies, procedures, practices, and standards established by the [Rules of the University Faculty](#), the Office of Academic Affairs, and the Office of Human Resources.

#### (5) Transfer from the Tenure Track

Transfers from a research appointment to the Tenure-Track are not permitted. However, Research Faculty may apply for tenured positions and compete in national searches for such positions, as described in this document.

The Department allows for the possibility of transfer from the Tenure Track Faculty to a research appointment under appropriate circumstances. Such a transfer requires the following: (i) The request for transfer must be initiated by a Tenure Track Faculty member in writing and must state clearly how the individual's career goals and activities have changed. (ii) When a tenured faculty member transfers to a research appointment, tenure is relinquished. (iii) The Department Chair, the College Dean, the Executive Vice President and Provost must approve all transfers.

### Article V. ANNUAL REVIEW PROCEDURES

The department follows the requirements for annual reviews as set forth in the [Policy on Faculty Annual Review](#).

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

The documentation required for the annual performance review of every faculty member is described under Merit Salary Increases below. This material must be submitted to the department chair no later than the final day of autumn semester classes.

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

## Section 5.01 Probationary Tenure Track Faculty

### (a) Annual Reviews

On an annual basis, the probationary faculty member will provide to the Chair and the eligible faculty, a written report describing activities during the preceding year as well as plans for the next year (see Section VI-C). It is expected that this report will include student teaching evaluations, a summary of funded and pending grants as well as a list of published and submitted papers. The report should also include a list of all service activities i.e., Department, College and University committees as well as a summary of all other professional activities. In addition to documentation of the candidate's achievements, the report may also contain any information documenting why it was not possible to achieve objectives and whether commitments made by the Department, College or University were not fulfilled as promised. It is the responsibility of the Chair of eligible faculty committee, to provide the Department Chair with an overall written assessment of the progress of the candidate. The Department Chair then meets with the faculty member to discuss his or her performance, future plans, and goals; and prepares a letter of evaluation that includes a recommendation on whether to renew the probationary appointment. A copy of this letter is retained in the candidate's file and sent to the Dean of The College of Medicine.

The Department Chair is required by Faculty Rule [3335-3-35](#) to include a reminder in the annual review letter that all faculty have the right (per Faculty Rule [3335-5-04](#)) to review their primary personnel file maintained by the Department and to place in that file a response to any evaluation, comment or other material contained in the file. In the event that either the Eligible Faculty Committee or Chair believe that non-renewal of a probationary appointment may be appropriate, fourth year review procedures (per [Faculty Rule 3335-6-03](#)) must be followed, as described below. If the Chair recommends non-renewal following faculty review (regardless of the faculty recommendation), the case is sent to the Dean for College level review. The Dean makes the final decision in the matter. If the Chair recommends reappointment (regardless of the faculty recommendation), that decision is final.

### (b) Fourth Year Review

The process for the Fourth Year Review follows the same procedures as the mandatory tenure review except that external evaluations are optional, and the Dean, not the Department Chair, makes the final decision regarding renewal or nonrenewal of the probationary appointment. The Department Chair and the Committee of Eligible Faculty

will separately review the candidate's dossier and the letters of evaluation from the three preceding years. On completion of the review, the eligible faculty votes by written ballot on whether to renew the probationary appointment. The eligible faculty forwards a record of the vote and a written performance review to the Department Chair. The Department Chair conducts an independent assessment of performance and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment. At the conclusion of the departmental review, the formal comments process (per Faculty Rule [3335-6-04](#)) is followed and the case is forwarded to the College for review, regardless of whether the Department Chair recommends renewal or nonrenewal.

Appointment to the fifth year requires the approval of the Dean of the College of Medicine. Before reaching a negative decision, or a decision contrary to that expressed in the letter from the Department Chair, the Dean will consult with the College Promotion and Tenure Committee before a final decision is reached.

(c) Termination of Probationary Appointments

Probationary appointments may be terminated during any probationary year due to inadequate performance or inadequate professional development. At any time other than the Fourth Year Review or mandatory review for tenure, a nonrenewal decision must be based on the results of a formal performance review conducted in accord with Fourth Year Review procedures described above. Notification of nonrenewal must be consistent with the standards of notice set forth in [Rule 3335-6-08](#) of the Administrative Code.

Per [Faculty Rule 3335-6-03](#) probationary appointments may be terminated for fiscal or programmatic reasons. When nonrenewal is based on fiscal or programmatic reasons, the faculty member should be advised that such nonrenewal is a possibility and formal notice of nonrenewal should be provided as soon as possible after the need for nonrenewal is established. Nonrenewal of a probationary appointment for fiscal or programmatic reasons does not entail a performance review and requires the prior approval of the Executive Vice President and Provost. Because hiring decisions should be based on informed assumptions regarding the future availability of resources and of programmatic needs, approval of such non-renewals will be based on the extent to which convincing evidence is provided that the fiscal or programmatic reasons for the nonrenewal could not be anticipated when the appointment was made and are expected to be long lasting.

Decisions affecting the nonrenewal of a probationary appointment may not be arbitrary or capricious or carried out in violation of a faculty member's right to academic freedom. [Faculty Rule 3335-5-05](#) of the Administrative Code provides a procedural mechanism under which an aggrieved probationary faculty member can challenge a nonrenewal decision believed to have been improper. In that instance, however, the burden of proof is on the probationary faculty member to establish that the nonrenewal decision was improper. (See also rule [3335-6-05](#) of the Administrative Code).

(d) Exclusion of Time from Probationary Period

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

#### Section 5.02 Tenured Faculty

On an annual basis, every tenured faculty member will provide the Chair with an updated CV and a written report describing accomplishments in research, teaching and service during the preceding year. Current copies of all faculty CVs are available in the Department Office and are available to all faculty members in the Department. The Chair will meet with all faculty members and provide them with a written evaluation of their performance. This statement must contain an explanation documenting salary recommendations. It is expected that one outcome of this evaluation process will be constructive feedback concerning professional development of each faculty member. This will include (but not be limited to) constructive suggestions related to: (1) development of grant applications; (2) submission of manuscripts and appropriate response to reviewers' criticisms; (3) development of teaching skills; (4) involvement in service at the national level (including service on federal grant review panels, journal editorial boards and national/international meetings); and (5) service within the University (both administratively and with regard to the several graduate programs relevant to the Department's mission, including service on thesis committees).

Professors are reviewed annually by the department chair, who meets with the faculty member to discuss his or her performance and future plans and goals. The annual review of professors is based on their having achieved sustained excellence in the discovery and dissemination of new knowledge relevant to the mission of the tenure initiating unit, as demonstrated by national and international recognition of their scholarship; ongoing excellence in teaching, including their leadership in graduate education in both teaching and mentoring students; and outstanding service to the department, the university, and their profession, including their support for the professional development of assistant and associate professors. Professors are expected to be role models in their academic work, interaction with colleagues and students, and in the recruitment and retention of junior colleagues. As the highest ranking members of the faculty, the expectations for academic leadership and mentoring for professors exceed those for all other members of the faculty. If a professor has an administrative role, the impact of that role and other assignments will be considered in the annual review. The department chair prepares a written evaluation of performance against these expectations. The faculty member may provide written comments on the review.

Faculty members may provide written comments on the review.

#### Section 5.03 Research Faculty

In the first term, research appointments at all levels in the Department are probationary, with annual reviews to be conducted by the Department Chair. In the penultimate contract

year of a research faculty member's appointment, the Department Chair must determine whether the position held by the faculty member will continue. If it will not continue, the faculty member is informed that the final contract year will be a terminal year of employment. The standards of notice set forth in Faculty Rule [3335-6-08](#) must be observed.

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

Full reviews by the Committee of the Eligible Faculty will take place in the penultimate year of the appointment, with a specific recommendation based on a majority vote of eligible faculty being made to the Chair as to whether the appointment should be extended and a new contract offered. Non-probationary Research Faculty may participate in the review of Research Faculty of lower rank.

The Chair will conduct an independent review. The Chair will inform the research faculty member whether the appointment will be renewed for another term. Subsequent appointment will be for one to five years. In all cases, there is no presumption that a new contract will be extended. In addition, the terms of the contract may be renegotiated at the time of reappointment.

During and until the end of the second and subsequent contract periods, Research Faculty appointments may be terminated for not meeting the terms of the contract (e.g. failure to obtain extramural support). Appointments may also be terminated during a contract period for cause (see [Rule 3335-5-04](#) of the Administrative Code) or financial exigency (see [Rule 3335-5-02.1](#) of the Administrative Code). Termination decisions for either of these reasons shall result from procedures established by Faculty Rules. The standards of notice set forth in [Rule 3335-6-08](#) of the Administrative Code apply to Research Faculty appointments. In addition, a contract may be renegotiated during a contract period, but only with the voluntary consent of the Research Faculty member.

## Article VI. MERIT SALARY INCREASES and OTHER REWARDS

### Section 6.01 Criteria

The quality of teaching, scholarship and service, as established during the annual review, will all be taken into account in assessing performance for purposes of merit salary increases each year. The quality of teaching will be judged by student evaluations of formal coursework, by written peer evaluation of teaching in formal coursework, and by chairing and membership on Ph.D. and M.S. graduate committees. Scholarship will be judged in terms of extramural research funding and publication in high impact peer-reviewed journals. Service shall include committee work at the Department, College and University level and service to local, national and international professional organizations. Because the assignments and duties of individual faculty members differ, the relative weight given to accomplishments in teaching, scholarship and service will vary.

The time frame for assessing performance will be the past 36 months, with attention to patterns of increasing or declining productivity. Special accomplishments in a given academic year will have a favorable impact on recommended salary increases. These would include formal recognition for outstanding teaching or research, new extramural research funding, election to high office in a national or international scientific organization, assuming the editorship of a major scientific journal, etc.

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

Consideration will also be given to the appropriateness of the salary level to the individual's overall record and to the salaries of other individuals within the Department with comparable overall records. Salary equity excellence pay raises will be considered in raise recommendations, but they are separate from merit salary increases.

#### Section 6.02 Procedures

Based on the above criteria, each faculty member will be given a performance assessment by the Chair as outstanding, excellent, good, adequate, or needs improvement. This assessment and its justification will be communicated in writing to the faculty member, who will have the opportunity to respond in writing within 10 calendar days and prior to submission of the evaluation to the Dean of the College of Medicine.

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

#### Section 6.03 Documentation

Probationary Tenure Track Faculty must follow the Promotion and Tenure dossier outline prepared by the Office of Academic Affairs to record their performance for annual reviews and for salary determination. The Department will use an abbreviated but similar format to document the accomplishments of the remainder of its faculty. The Department will require adequate documentation of performance in teaching, scholarship and service. Such documentation will typically include reprints of published articles, course evaluations from students and published rosters of editorial boards, study sections, ad hoc journal reviewers, etc. The time period covered by this documentation is the previous 12 months.

Merit increases will be denied to faculty who submit documentation insufficient to permit an informed evaluation of their performance and who fail to rectify this deficiency within 10 calendar days of having been informed in writing by the Chair that documentation is inadequate. Additional details on documentation of performance are provided in the following section on Promotion and Tenure.

### Article VII. PROMOTION and TENURE REVIEW

All Tenure Track Faculty members are expected to engage in research, teaching and service. In evaluating a candidate's qualifications in teaching, scholarship and service, reasonable flexibility shall be exercised, balancing, where required, heavier commitments and responsibilities in one area against lighter commitments and responsibilities in another. In addition, as the University enters new areas of endeavor, including the establishment of research centers and institutes, and places new emphases on its continuing activities, instances will arise in which the proper work of faculty members may depart from established academic patterns. In such cases, care will be taken to apply the criteria with sufficient flexibility. In all instances, superior intellectual attainment is an essential qualification for promotion to tenured positions ([Faculty Rule 3335-6-02](#)).

#### Section 7.01 Criteria for Promotion and Tenure

##### (a) Promoton to the Rank of Associate Professor with Tenure

The awarding of tenure and promotion to the rank of Associate Professor shall be based on convincing evidence that the faculty member has achieved excellence as a scholar, teacher, and as one who provides effective service; and can be expected to continue a program of high quality scholarship, teaching, and service relevant to the mission of the Department and to the University. Tenure is not awarded below the rank of Associate Professor at The Ohio State University.

The Department of Cancer Biology and Genetics shall exercise very high standards for the award of tenure since a positive tenure decision has a powerful impact on the quality and future of the Department. Although criteria will vary according to the particular responsibilities of each faculty member, every candidate shall be held to a standard of excellence in all aspects of performance. Faculty members are evaluated on the totality of their performance in all areas of responsibility (research, teaching and service) with emphasis on their primary area(s) of responsibility. Mediocre performance in the primary area of performance (e.g. research) cannot be adequately counterbalanced by excellent performance in other areas. The pattern of performance over the probationary period should yield a high degree of confidence that the candidate will continue to develop professionally.

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

##### (i) Research/Scholarship

Demonstration of national recognition and impact for a coherent and thematic independent program of scholarship is an essential requirement for promotion to Associate Professor and the award of tenure. Scholarship is broadly defined as the discovery and dissemination of new knowledge. Achievement of excellence in scholarship is demonstrated by discovery of a substantial body of original knowledge that is published in high quality, peer-reviewed journals or proceedings, and achievement of a national reputation for expertise and impact in the field of genetics and/or cancer biology. As laid out in the [College of Medicine AP&T Document](#), there are multiple metrics available for

judging the excellence and impact of scholarship, and the full range of available criteria should be considered in evaluating the candidate's program. Quality and innovation will be considered more important than sheer quantity or strict adherence to traditional scope. Publication in peer-reviewed, high impact factor or Eigenfactor journals as corresponding author is mandatory. Funding from NIH or an equivalent Federal Agency (for example NSF) as a Principal Investigator (to include the Multiple Principal Investigator mechanism) is mandatory for promotion. Additional established indicators of a national reputation are a mandatory requirement for promotion and tenure. Specific criteria for evaluation of the candidate's research program include:

(1) Achievement of National Recognition and Impact on the Field

First and foremost, promotion to Associate Professor with tenure requires excellence and demonstration of significant impact in research. Impact is the single most important criterion for promotion and is determined primarily by high quality research; however, quantity is also an important metric to be considered. There are several measures that will be considered by the AP&T committee as evidence of having scientific impact: (a) Publication as first or senior author in the field's highest impact factor journals, (b) the Eigen factor score of the journals in which the candidate publishes, (c) citation rates (the number of times a paper has been cited by other publications), (d) the candidate's h-index, (e) invitations to speak at national and international meetings and for seminars at other institutions, (f) appointment to editorial boards, (g) invitations to write review articles, (h) participation on steering, guideline, or advisory committees of national organizations, (i) invitations to serve on grant review panels, (j) receipt of national scientific awards, and (k) recognition of impact from outside evaluators.

Successful promotion will require the demonstration of impact, not just the potential for impact. Although review articles may form a portion of the publication list (typically less than 30%), and may be used to indicate that a faculty member is considered to be an expert in the field, a successful dossier will contain primarily peer-reviewed research articles; book chapters or reviews alone or in majority will not be sufficient for promotion. The candidate's citation rate will be documented and verified by the Procedure Oversight Designee (POD); the dossier will contain a citation table that indicates the number of citations for individual papers published at The Ohio State University, as well as an overall career citation index. It is recognized that the citation rate for papers published within 1 or 2 years before review for Promotion and Tenure is initiated may be low due to the short time the work has been available. However, evidence that the work is well received would be supportive of the impact of the work, and would commonly be documented in outside expert letters of evaluation (see below). Considered together, demonstration of impact and a national reputation of an independent program of research is a prerequisite for promotion to Associate Professor and awarding of tenure.

(2) Publications

Publications represent the archival results of the faculty member's research program both before and since their appointment in the Department, and they play a critical role in evaluations for promotion and tenure. If a former mentor is retained as an author on the

candidate's papers beyond the first year of faculty appointment, the reason must be clearly stated because it could suggest that the candidate has failed to develop an independent scientific career. It is expected that faculty members will publish consistently. The primary metric for evaluating publication records will be to determine whether the faculty member has established a consistent pattern of high quality publications resulting from work primarily conducted independently in the candidate's laboratory. Publications as corresponding author in the principal peer-reviewed, rigorous journals would be considered suitable for meeting the criteria. It is expected that independent, publications as corresponding author will constitute a substantial portion of the publication list. However, faculty members are encouraged to participate in collaborative multidisciplinary research, and it is expected that a faculty member's record of scholarship will include papers on which they are secondary author. High impact publications in which faculty members have participated as a member of a broader team-based approach to manuscript development and publication will also be recognized as evidence of scholarship especially when specific roles in team scholarship demonstrate unique intellectual and/or leadership contributions.

For promotion to Associate Professor with tenure, the successful candidates should publish on average at least two peer-reviewed publications as senior or co-corresponding author and at least 2 collaborative publications per year, although it is acceptable to be below this level of productivity in the early years of the appointment. The total number will thus depend on the years in rank. While these ranges are intended as general guidelines, a faculty member is expected to be on a trajectory to exceed these publication requirements at the time of promotion. However, productivity that exceeds these guidelines does not guarantee a positive promotion and tenure recommendation if the research is not judged to be of acceptable quality or impact; thus, it is not advisable to publish the smallest quanta of data to enhance publication numbers. It is also possible that productivity below these ranges could result in a positive promotion and tenure review if strong impact can be established for the candidate's independent research (see above for guidelines for demonstrating impact). Finally, because junior faculty who are just initiating their careers may not have a sufficient number of employees, students and postdoctoral fellows in their laboratories to assist in conducting experiments, they are encouraged to engage with colleagues in collaborations. In any case, emphasis should be on the quality of the work as recognized by their peers and as addressed by the external evaluators. Although the total body of scholarship over the course of a career is considered in promotion and tenure decisions, the highest priority is placed on independent scholarly achievement while a faculty member at Ohio State University.

Overall, the number of publications required for awarding of promotion and tenure should be sufficient to document a faculty member's influence in discovery of new knowledge in their field and their ability to communicate their data effectively to the scientific community. Thus, quality and impact are the most important criteria for promotion, but quantity is also important.

### (3) Demonstrated Ability to Obtain and Sustain Competitive Grant Support

Funding as Principal Investigator (or Multi-Principal Investigator) from the National Institutes of Health (NIH) or equivalent (e.g., National Science Foundation, NSF or Department of Defense, DOD) is a mandatory requirement for promotion. Additionally the candidate should demonstrate capability to sustain funding, for example by competitive renewal of an NIH or equivalent grant or the award of a second major NIH or equivalent grant (e.g., NSF or DOD). Peer-reviewed funding from other national agencies or foundations (e.g. American Heart Association, American Cancer Society, etc.), or awards as co-Investigator on NIH or NSF grant, or funding from pharmaceutical or instrumentation companies are strongly encouraged and provide another strong indicator of national reputation, but are not by themselves sufficient demonstration of the ability to obtain and sustain national support.

#### (4) National Reputation

Achievement of national reputation is a prerequisite for promotion to Associate Professor and awarding of tenure. Indications that the faculty member has achieved national/international recognition may include invited addresses, election to national or local offices of scientific or learned societies, invitations to review grants, editorial assignments, conference participation and organizing (e.g. chairing a symposium session), and invitations to contribute book chapters or reviews.

#### (5) Research Independence and Collaboration

It is recognized that research collaboration is important for attaining new knowledge, and is encouraged. Fruitful collaborations usually involve important and recognizable contributions from each of the collaborators. Participation in collaborative, multidisciplinary research and team science is a highly valued component of the dossier that demonstrates a faculty member's record of collaborative scholarship, and includes manuscripts on which authorship is first, senior, or corresponding. Individual input of the faculty member as a middle author may also be uniquely contributory and should be clearly evident. It is important for candidates to identify how the collaboration relates to the candidate's own research program.

#### (6) Demonstrated Success in Training GRA and PhD Scholars

Documented success in degree completion by trainees sponsored by the faculty member can also contribute to the teaching component of the dossier.

#### (7) Entrepreneurship as a Special Form of Scholarship

Entrepreneurship includes, but may not be limited to, invention disclosures, software development, materials transfers (e.g., novel plasmids, transgenic animals, cell lines, antibodies, and similar reagents), technology commercialization, patent and copyrights, formation of startup companies and licensing and option agreements. In as much as there are no expressly defined metrics for entrepreneurship, such contributions will be analyzed flexibly. Generally, invention disclosures and copyrights will be considered equivalent to a professional meeting abstract or conference proceeding, patents considered equivalent to an original peer reviewed manuscript, licensing activities that generate revenues considered equivalent to extramural grant awards, and materials transfer activities considered evidence of national (or international) recognition and impact. These

entrepreneurial activities will be recognized as scholarly or service activities in the promotion and tenure dossier.

Faculty members in the Department of Cancer Biology and Genetics are primarily engaged in research, although excellence in teaching and service is required for promotion and tenure. See below.

(ii) Teaching

For promotion to Associate Professor with Tenure, a faculty member is expected to have:

- provided up-to-date content at an appropriate level in each 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 creativity in the 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;
- 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;
- engaged in documentable efforts to improve teaching.

Faculty evaluation of teaching will consist of two parts: review of lecture notes, materials and handouts; and firsthand observation in the classroom. The Chair of the Department, in consultation with the APT Committee composed of eligible faculty, will appoint Faculty members to evaluate the classroom presentations of all untenured faculty. It is the responsibility of the Chair of the Department to ascertain that evaluations are carried out on an annual basis. Faculty attending lectures are required to submit a written report in which they evaluate the content and style of presentation. Faculty will be evaluated in regard to the organization, presentation and level of material.

### (iii) Service

A candidate for promotion and tenure shall also be held to a high standard of service. Service includes service to the College, University, scientific community, as well as to the Department. Community service that utilizes the professional expertise of the faculty member is also relevant. Exemplars of national service include service on editorial review boards of journals, service on study sections from national granting agencies, election to offices for professional societies, and organization of national meetings or symposia.

### Section 7.02 Promoton to the Rank of Professor

Promotion to the rank of Professor shall be based on convincing evidence that the faculty member has produced a significant body of scholarship that is recognized internationally; and has demonstrated leadership at both the national or international level. The Department of Cancer Biology and Genetics expects an individual ready for promotion to Professor to be a role model for junior faculty, for students, and for the profession. The review for promotion to the rank of Professor is based on the accomplishments that have occurred since the faculty member's promotion or appointment as an Associate Professor at Ohio State, with the added expectation of sustained accomplishment and quality of contributions, a record of continuing professional growth, and evidence of established national leadership and/or international reputation in the field.

#### (a) Publications

Demonstration of sustained national and international recognition and impact for a coherent and thematic independent program of scholarship is an essential requirement for promotion to Professor. It is expected that the faculty member will have a consistent record of high quality publications well beyond that required for promotion to Associate Professor. The publications should be in high quality, peer-reviewed journals that have impact in the appropriate field(s) of study. This may be documented by data from citation analysis, as well as by reference to the comments of external evaluators. A further evaluation is the citation index of individual papers as well as the overall citations of the body of work. Evidence that the candidate for promotion has been instrumental in the research and writing of the publications should be provided by an annotated bibliography that indicates individual contributions to each work. The number of publications that satisfies these criteria will depend upon their quality and impact on the field. As a general guideline, within the disciplines of the Department, an average of 2-3 publications as senior author per year and 2-3 collaborative publications per year would be expected. Substantive review articles and books will be given consideration in addition to research peer-reviewed articles.

#### (b) Research Funding

It is expected that candidates for promotion to Professor must have a record of significant and sustained NIH funding since their promotion to Associate Professor. The research program should be supported by multiple NIH grants with the candidate as PI (or MPI). Funding from other national agencies or foundations as PI, as co-investigator on NIH or other national grants, or from industry, is also taken as evidence of continued productivity and contribution to the field.

(c) Research Independence, Collaboration and Mentoring

At the Professor level, a candidate must have produced a unique and independent body of research that has been developed by the candidate, and that should show that the research program has benefited colleagues and students at the University and in the research community at large. Collaborations can provide evidence of mutual scientific accomplishments. Successfully mentored students and postdocs can provide evidence that research training is ongoing in the context of the research program, and can also contribute to the teaching component of the dossier.

(d) Reputation as a Scholar

The Committee will look for evidence that the candidate has been recognized as an important participant or leader in the research community. For promotion to Professor, the candidate must have played a national leadership role or attained international recognition for their research. Such evidence could include invitations to present research findings at other institutions and at national and international scientific meetings, appointments to editorial boards or repeated invitations to review manuscripts or grants, appointments to national review bodies such as NIH study sections or scientific advisory boards, responsibilities as an organizer of scientific meetings, invitations to provide critical reviews of a research topic, and assignments as a consultant to government agencies and private companies. External evaluators' comments can also contribute to this category.

The annual review document generated by the APT Committee and Chair for each faculty member at the Associate Professor level will comment on each of the above criteria with respect to progress and areas for improvement. The overlapping categories given above provide a means to organize the accomplishments of individual faculty in their evaluation for promotion. These accomplishments should be compared to the University and Department Mission Statements in evaluating the progress of each faculty member towards the rank of Professor.

(e) Research Excellence

A record of teaching excellence as an Associate Professor must continue to justify promotion to the rank of Professor. The faculty member should make new, unique and impactful contributions to the teaching mission as an Associate Professor. Evidence for exemplary teaching includes outstanding student and peer evaluations, course or workshop leadership and design, a Training Program Directorship, and teaching awards. Promotion to the rank of Professor also requires service with distinction to the College of Medicine, The Ohio State University, or in a national context. The faculty member should make new, unique and impactful service contributions since Associate Professor. Criteria might include participation in leadership positions in a national society, participation in and appointment to management positions in College of Medicine, University or national committees, task forces and advisory groups and other leadership roles leading to the betterment of the organization being served.

Section 7.03 Promotion of Research Faculty

Promotion for research faculty depends on research scholarship and impact alone. The

criteria for promotion are solely related to research and the criteria used are identical to those outlined above for Tenure Track faculty. Scientific independence, high quality publications, extramural grant support and national/international reputation are primary.

(a) Promotion to Research Associate Professor. For promotion to research associate professor, a faculty member must have a substantial record of high-quality focused research consistent with an appointment devoted solely to research. Publications must appear in high-quality peer-reviewed venues and be judged by external evaluators as having substantial positive impact on the field. A record of continuous peer reviewed funding is required along with evidence of a growing national reputation.

(b) Promotion to Research Professor. For promotion to research professor, a faculty member must have a national or international reputation built on an extensive body of high-quality publications and with demonstrated impact on the field. A record of continuous peer-reviewed funding is required, along with demonstrated research productivity as a result of such funding.

#### Section 7.04 Procedures for Promotion

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

##### (a) Candidate Responsibilities

The responsibilities of the candidate are as follows:

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

- To review the list of potential external evaluators developed by the Department Chair and the Committee of the Eligible Faculty. The candidate may add no more than three additional names, but is not required to do so. The candidate may request the removal of no more than two names, providing the reasons for the request. The Department Chair decides whether removal is justified. (Also see External Evaluations below.)

(b) Committee of the Eligible Faculty Responsibilities

The responsibilities of the Committee of the Eligible Faculty are as follows:

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

- Annually, in late spring through early autumn semester, to provide administrative support for the promotion and tenure review process as described below.
- To review thoroughly and objectively every candidate's dossier in advance of the meeting at which the candidate's case will be discussed.
- To attend all eligible faculty meetings except when circumstances beyond one's control prevent attendance; to participate in discussion of every case; and to vote.
  - **Late Spring:** Select from among its members a Procedures Oversight Designee who will serve in this role for the following year. The Procedures Oversight Designee cannot be the same individual who chairs the committee. The Procedures Oversight Designee's responsibilities are described in the Office of Academic Affairs annual procedural guidelines.
  - **Late Spring:** Suggest names of external evaluators to the Department Chair.
  - **Early Autumn:** Review candidates' dossiers for completeness, accuracy (including citations), and consistency with Office of Academic Affairs requirements; and work with candidates to assure that needed revisions are made in the dossier before the formal review process begins.
  - Meet with each candidate for clarification as necessary and to provide the candidate an opportunity to comment on his or her dossier. This meeting is not an occasion to debate the candidate's record.
  - Draft an analysis of the candidate's performance in teaching, scholarship and service and forward the completed written evaluation and recommendation to the Department Chair.
  - Provide a written response, on behalf of the eligible faculty, to any candidate comments that warrant response, for inclusion in the dossier.
  - Provide a written evaluation and recommendation to the Department Chair in the case of joint appointees whose tenure-initiating unit is another department. The full eligible faculty does not vote on these cases since the Department's recommendation must be provided to the other tenure-initiating unit substantially earlier than the committee begins meeting on this department's cases.

(c) Department Chair Responsibilities

The responsibilities of the Department Chair are as follows:

- Where relevant, to verify the prospective candidate's residency status. Faculty members who are neither citizens nor permanent residents of the United States may not undergo a non-mandatory review for tenure, and tenure will not be awarded as the result of a mandatory review until permanent residency status is established. Faculty members not eligible for tenure due to lack of citizenship or permanent residency are moreover not considered for promotion by this Department.
- **Late Spring Semester:** To solicit external evaluations from a list including names suggested by the Committee of Eligible Faculty, the Chair and the candidate. (Also see External Evaluations below.)
- To make adequate copies of each candidate's dossier available in an accessible place for review by the eligible faculty at least two weeks before the meeting at which specific cases are to be discussed and voted.
- To remove any member of the eligible faculty from the review of a candidate when the member has a conflict of interest but does not voluntarily withdraw from the review.
- To attend the meetings of the eligible faculty at which promotion and tenure matters are discussed and respond to questions raised during the meeting.
- **Mid-Autumn Semester:** To provide an independent written evaluation and recommendation for each candidate, following receipt of the eligible faculty's completed evaluation and recommendation.
- To meet with the eligible faculty to explain any recommendations contrary to the recommendation of the committee.
- To inform each candidate in writing after completion of the Department review process:
  - of the recommendations by the eligible faculty and Department Chair
  - of the availability for review of the written evaluations by the eligible faculty and Department Chair
  - of the opportunity to submit written comments on the above material, within ten days from receipt of the letter from the Department Chair, for inclusion in the dossier. The letter is accompanied by a form that the candidate returns to the Department Chair, indicating whether or not he or she expects to submit comments.
- To provide a written response to any candidate comments that warrant response for inclusion in the dossier.

- To forward the completed dossier to the college office by that office's deadline, except in the case of associated faculty for whom the department chair recommends against promotion. A negative recommendation by the department chair is final in such cases.
- To receive the Committee of the Eligible Faculty's written evaluation and recommendation of candidates who are joint appointees from other tenure-initiating units, and to forward this material, along with the Department Chair's independent written evaluation and recommendation, to the department chair of the other tenure-initiating unit by the date requested.

There is no limitation to the number of times that an untenured faculty member may be denied a formal promotion and tenure review.

Candidates will also be reviewed at the College and University levels. The Department Chair is responsible for informing the candidate in writing of the Executive Vice President and Provost's final decision (if negative) or recommendation to the board of trustees (if positive).

Once the process starts, only the candidate may stop any review for promotion and tenure once external letters of evaluation have been sought. The candidate may withdraw from review at any stage of the process by so informing the Department Chair in writing. If the review process has moved beyond the Department, the Chair shall inform the Dean and the Executive Vice President and Provost, as relevant, of the candidate's withdrawal. In no case will tenure be granted subsequent to such withdrawal from the mandatory tenure review during the final probationary year.

#### (i) External Evaluation Letters

External evaluations of scholarly activity and research are obtained for all promotion reviews in which scholarship must be assessed. These include all Tenure Track promotion and tenure or promotion reviews, all Research appointment contract renewals and promotion reviews, and all Adjunct Faculty promotion reviews. A minimum of five credible and useful evaluations must be obtained.

A credible and useful evaluation:

1. Is written by a person highly qualified to judge the candidate's scholarship (or other performance, if relevant). External evaluators shall be nationally/internationally recognized experts in the applicant's field of research who are not former mentors, mentees, close personal friends, active collaborators, or have published or applied for grants together with the candidate within the past five years. Qualifications are generally judged on the basis of the evaluator's expertise, record of accomplishments, and institutional affiliation. The Department of Cancer Biology and Genetics will only solicit evaluations from full Professors at institutions comparable to Ohio State. In the case of an Assistant Professor seeking promotion to Associate Professor with tenure, a minority of the evaluations may come from Associate Professors.

2. Provides sufficient analysis of the candidate's performance to add information to the review. A letter's usefulness is defined as the extent to which the letter is analytical as opposed to perfunctory. Under no circumstances will "usefulness" be defined by the perspective taken by an evaluator on the merits of the case.

Since the Department cannot control who agrees to write and or the usefulness of the letters received, at least twice as many letters are sought as are required, and they are solicited no later than the end of the spring semester prior to the review year. This timing allows additional letters to be requested should fewer than five useful letters result from the first round of requests.

A list of potential evaluators is assembled by the APT Committee, the Department Chair and the candidate. If the evaluators suggested by the candidate meet the criteria for credibility, a letter is requested from at least one of those persons. Among the minimal five external letters, no more than one should be written by persons suggested by the candidate; the rest should be from persons suggested the APT Committee and the Chair, with two letters from each category. If more than five letters are received, Faculty Rule [3335-6-04](#) requires that no more than half the external evaluation letters in the dossier be written by persons suggested by the candidate. In the event that the person(s) suggested by the candidate do not agree to write, neither the Office of Academic Affairs nor the Department requires that the dossier contain letters from evaluators suggested by the candidate.

The Department follows the Office of Academic Affairs suggested format, provided at <http://oaa.osu.edu/sampleddocuments.html>, for letters requesting external evaluations.

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

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

#### Section 7.05 Documentation

As noted above under Candidate Responsibilities, every candidate must submit a complete and accurate dossier that follows the Office of Academic Affairs dossier outline. While the Appointment, 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 the candidate.

The complete dossier, including the documentation of teaching noted below, is forwarded when the review moves beyond the Department. The documentation of scholarship and service noted below is for use during the Department review only, unless reviewers at the College and University levels specifically request it.

- Any published materials presented for consideration should be in the form of reprints, photocopies of journal articles, or other final form that documents actual publication. An author's manuscript does not document publication.
- Under no circumstances should faculty solicit evaluations from any party for purposes of the review.

### **(a) Teaching**

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

- Cumulative eSEI reports (Student Evaluation of Instruction computer-generated summaries prepared by the Office of the University Registrar) for every class;
- Peer evaluation of teaching reports as required by the Department's peer evaluation of teaching program (details, including number, provided in Section X below);
- Copies of pedagogical papers, books or other materials published, or accepted for publication. Material accepted for publication but not yet published must be accompanied by a letter from the publisher stating that the work has been unequivocally accepted and is in final form with no further revisions needed.
- Teaching activities as listed in the core dossier including:
  - involvement in graduate/professional exams, theses and dissertations, and undergraduate research
  - mentoring postdoctoral scholars and researchers
  - extension and continuing education instruction
  - involvement in curriculum development
  - awards and formal recognition of teaching
  - presentations on pedagogy and teaching at national and international conferences
  - adoption of teaching materials at other colleges or universities
- Other relevant documentation of teaching as appropriate.

### **(b) Scholarship**

Recognizing that scholarship is a process of growth, candidates may include materials in this section from throughout their career. While all scholarly/creative works can be listed,

the primary time period for review in the dossier for probationary faculty is the date of hire to present; and for tenured or nonprobationary faculty, it is the date of last promotion to present. Examples of documentation include:

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

### **(c) Service**

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

- Service activities as listed in the core dossier including:
  - involvement with professional journals and professional societies
  - consultation activity with industry, education, or government
  - clinical services
  - administrative service to department
  - administrative service to college
  - administrative service to university and Student Life
  - advising to student groups and organizations
  - awards and prizes for service to profession, university, or department
- Any available documentation (e.g. letters from committee chairs) of the quality of service that enhances the list of service activities in the dossier.

### **Article VIII. APPEALS of PROMOTION and TENURE DECISION**

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

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

#### Article IX. SEVENTH YEAR REVIEW

Under unusual circumstances, the Department may seek a seventh year review of a candidate who was denied tenure during the mandatory sixth year review. [Faculty Rule 3335-6-05](#) sets forth the conditions of and procedures for a seventh-year review for a faculty member denied tenure as a result of a sixth-year (mandatory tenure) review. Approval to conduct a seventh year review requires approval of the Dean of the College of Medicine and the Executive Vice President and Provost. The request must contain documentation as to why such a review is merited. If the request is approved, the new review is a full review identical to sixth year review. If a negative decision is reached, the faculty member's termination date of employment is May 31 of the seventh year of service.

#### Article X. PROCEDURES for STUDENT and PEER EVALUATION of TEACHING

##### (a) Student Evaluation of Teaching

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

Faculty evaluation of teaching will consist of two parts: review of lecture notes, materials and handouts; and firsthand observation in the classroom. The Chair of the Department, in consultation with the APT Committee, will appoint faculty members to evaluate the classroom presentations of an untenured faculty member. It is the responsibility of the Department Chair to ascertain that evaluations are carried out on an annual basis. Faculty attending lectures are required to submit a written report in which they evaluate the content and style of presentation. The contents of this report are discussed with faculty during the annual review process. Faculty will be evaluated in regard to the organization, presentation and level of material, as well as student performance.

##### (b) Peer Evaluation of Teaching

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

Annually the Department Chair appoints a Peer Review of Teaching Committee of a size judged sufficient to meet the volume of peer review activity expected that year, without overburdening any of the members. The term of service is one year, with reappointment possible. Reasonable efforts are made to distribute service among the tenured faculty from year to year in order to support and encourage attention to the quality of teaching in

the department. Although there is no presumption that a peer reviewer must be of equal or higher rank than the faculty member being reviewed, such a model will be followed to the extent possible.

The responsibilities of the Peer Review of Teaching Committee are as follows:

- To review the teaching of probationary tenure-track at least once per year during the first two years of service, and at least twice more before the commencement of the mandatory tenure review, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned.
- To review the teaching of tenured Associate Professors at least once every other year, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned over a six year period and of having at least two peer reviews of teaching before the commencement of a promotion review
- To review the teaching of tenured Professors at least once every four years with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned during the year of the review.
- To review, upon the Department Chair's request, the teaching of any faculty member not currently scheduled for review. Such reviews are normally triggered by low or declining student evaluations or other evidence of the need for providing assistance in improving teaching.
- To review the teaching of a faculty member not currently scheduled for review, upon that individual's request, to the extent that time permits. Reviews conducted at the request of the faculty member are considered formative only. The Department Chair is informed that the review took place, but the report is given only to the faculty member who requested the review. Faculty seeking formative reviews should also seek the services of the [University Center for the Advancement of Teaching](#).

Reviews conducted upon the request of the department chair or the faculty member focus on the specific aspects of instruction requested by the chair or faculty member and may or may not include class visitations.

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

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