

**Appointments, Promotion and Tenure Criteria and Procedures
Department of Radiation Oncology
Revised: May 2016**

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I Preamble

This document is a supplement to Chapters 6 and 7 of the *Rules of the University Faculty* located at <http://trustees.osu.edu/university/facultyrules> the Office of Academic Affairs procedural guidelines for promotion and tenure reviews located at <http://oaa.osu.edu/handbook.html>, and any additional policies established by The Ohio State University (OSU). Should the University's rules and policies change, the Department of Radiation Oncology will follow the new rules and policies until its document is appropriately updated. Herein are described, in qualitative terms, the Department of Radiation Oncology's criteria for appointments, promotion and tenure within the context of the mission of the College of Medicine and the promotion standards set forth in Section VII of this document. Also described are procedures for conducting the Department of Radiation Oncology reviews for reappointment, promotion and tenure.

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

The faculty and the administration are bound by the principles articulated in Faculty Rule 3335-6-01 (<http://trustees.osu.edu/university/facultyrules>) of the Administrative Code. In particular, all faculty members accept the responsibility to participate fully and knowledgeably in review processes; to exercise the standards established in Faculty Rule 3335-6-02 (<http://trustees.osu.edu/university/facultyrules>) and other standards specific to this department and college; and to make negative recommendations when these are warranted in order to maintain and improve the quality of the faculty.

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>).

The Department of Radiation Oncology endorses the University's recognition of the value of diverse contributions by individual faculty members toward the realization of the overall mission of the department and institution. For example, within the Tenure-track and Clinical appointments there may be many different patterns of scholarly activity that reflect a range of faculty interests, skills, and accomplishments. These different patterns of performance may result in variation in emphasis between teaching, scholarship and service. Although faculty members may choose to place greater emphasis on certain aspects of scholarly activity, and less emphasis on others, the department requires that the faculty member demonstrate

excellence in all areas.

All individuals considered for appointment, reappointment, promotion and/or tenure within the Department of Radiation Oncology must have record of excellence in teaching, research and scholarship, and service in accordance with the guidelines described in this document, and also must demonstrate conduct consistent with the Statement of Professional Ethics of the American Association of University Professors (1987).

II Department Mission

The Department of Radiation Oncology of The Ohio State University is dedicated to the achievement of excellence in education, research, and clinical care in radiation oncology and the radiation oncology specialties.

The Department of Radiation Oncology is a major participant in the education of medical students at all levels of the medical curriculum. Its education mission includes post-doctorate graduate medical training in a residency program, post graduate medical physics residency, as well as radiation therapist Bachelors of Science program.

The Department faculty conduct basic and clinical research. Laboratories associated with the Department are active in the instruction of medical students, residents and graduate students in research methodology and technique. Departmental research is supported by both internal and external funding. Department faculty engage in collaborative projects with researchers in other departments of the University and outside of the University. The results of these various efforts are regularly presented at various scientific meetings and symposia, and they are published in books, journals and other media.

Physician faculty members of the Department are active practitioners of radiation therapy. The physicians are organized into disease site specific teams. The Department strives to maintain a clinical physician staff with the capability of providing a broad spectrum of radiation services, with special expertise in the management of complex and unusual problems in addition to those considered more common.

Department faculty members also participate in the administration and governance of the Hospital, the College of Medicine and the University through service as members and officers of various committees. In addition, faculty members serve local, regional and national medical organizations in a variety of administration positions. Faculty members may also serve as members and officers of other charitable and service organizations on a local, regional and national level.

The Department performs regular reassessments of the effectiveness of its efforts in teaching, research and service. A critical component of the Department mission is the dedication to continuous improvement in the quality of its contributions to the world of radiation oncology.

III Definitions

A Committee of the Eligible Faculty

1 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 second 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 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 president.

2 Clinical Faculty

The eligible faculty for appointment reviews of clinical faculty consists of all tenure-track faculty whose tenure resides in the department and all clinical faculty whose primary appointment is in the department. For an appointment at senior rank, a second 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 of clinical faculty consists of all tenured faculty of higher rank than the candidate whose tenure resides in the department and all nonprobationary clinical faculty of higher rank 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.

3 Research Faculty

The eligible faculty for appointment reviews of research faculty consists of all tenure-track faculty whose tenure resides in the department, all clinical faculty whose primary appointment is in the department, and all research faculty whose primary appointment is in the department. For an appointment at senior rank, a second 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 higher rank than the candidate whose tenure resides in the department, all nonprobationary clinical faculty of higher rank than the candidate whose primary appointment is in the department, and all nonprobationary research faculty 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.

4 Associated Faculty

The eligible faculty for appointment reviews of associated faculty consists of all tenure-track faculty whose tenure resides in the department, all clinical faculty whose primary appointment is in the department, and all research faculty whose primary appointment is in the department.

The eligible faculty for reappointment and promotion reviews of associated faculty consists of all tenured faculty of higher rank than the candidate whose tenure resides in the department, all non-probationary clinical faculty of higher rank than the candidate whose primary appointment is in the department, and all non-probationary research faculty 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.

5 Conflict of Interest

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

6 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.

B Promotion and Tenure Committee

The department has a Promotion and Tenure Committee that assists the Committee of the Eligible Faculty in managing the personnel and promotion and tenure issues. The committee's chair and membership are appointed by the department chair. The term of service is three years, with reappointment possible.

C Quorum

The quorum required to discuss and vote on all personnel decisions is fifty-one percent (51%) 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.

D Recommendation from the Committee of the Eligible Faculty

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

Absentee ballots and proxy votes are not permitted.

1 Appointment

A positive recommendation from the eligible faculty for appointment is secured when a simple majority of the votes cast are positive.

2 Reappointment, Promotion and Tenure, Promotion, and Contract Renewal

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

IV Appointments

A Criteria

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

Faculty appointed on the tenure track must have the potential for excellence in all three critical areas: teaching, research and service. In addition, faculty members are encouraged to develop programs which reflect the integration of teaching, service and research in a specific content area.

1 Tenure-track Faculty

Instructor. Appointments at the rank of Instructor are appropriate for individuals who do not yet have the requisite skills or experience to fully assume the range of responsibilities of an Assistant Professor; or requirements for the terminal degree have not been completed by the candidate at the time of appointment. The department will make every effort to avoid such appointments. An appointment at the instructor level is limited to three years. When an instructor has not completed requirements for promotion to the rank of assistant professor by the beginning of the third year of appointment, the third year is a terminal year of employment.

Upon promotion to assistant professor, the faculty member may request prior service credit for time spent as an instructor. This request must be approved by the department's eligible faculty, the department chair, the dean, and the Office of Academic Affairs. Faculty members should carefully consider whether prior service credit is appropriate since prior service credit cannot be revoked without a formal request for an extension of the probationary period. In addition all probationary faculty members have the option to be considered for early promotion.

Assistant Professor. A candidate for appointment as assistant professor should have demonstrated early evidence of excellence in scholarship, teaching, and service. A record documenting the initial development of a body of research, scholarship, and creative work is required. For candidates without clinical responsibilities, evidence must be provided that support a potential for an independent program of scholarship and a strong likelihood of independent extramural research funding. The following will constitute characteristics necessary for

appointment as assistant professor in the areas of teaching, research and service. Accomplishments in the area of program development will be included within the categories of teaching and service where appropriate.

Teaching (M.D., D.O. or equivalent)

1. Evidence of teaching competence and accomplishments during residency training and/or prior employment.
2. Teaching awards achieved during residency training or prior employment.
3. Participation in the development of educational materials and programs.

(For appointment to the assistant professor level, the individual should have at least achieved accomplishment #1)

Teaching (Ph.D.)

1. Evidence of teaching competence and accomplishments during postdoctoral training and /or prior employment.
2. Teaching awards achieved during postdoctoral training or prior employment.
3. Participation in the development of educational materials and programs.

(For appointment to the assistant professor level, the individual should have at least achieved accomplishment #1)

Research and Scholarship (M.D., D.O. or equivalent)

1. Publications in peer-reviewed journals.
2. Presentation of scholarly work at local, regional, national or international forums.
3. Initial development of specialized area of research or scholarship.
4. Co-authorship of book chapters or other scholarly materials.

(For appointment to the assistant professor level, the individual should have at least achieved accomplishment #1 or #2)

Research and Scholarship (Ph.D.)

1. Publications in peer-reviewed journals.
2. Presentation of scholarly work at local, regional, national or international forums.
3. Peer-reviewed research funding from federal, professional or academic sources.
4. Initial development of reputation for specific area of research or scholarship.
5. Authorship of books, book chapters or other scholarly materials.

(For appointment to the assistant professor level, the individual should have at least achieved accomplishment #1 or #2)

Service (M.D. D.O. or equivalent)

1. Attainment of the M.D. degree (or suitable equivalent)
2. Satisfactory completion of residency training in an area appropriate to the appointment.
3. Evidence during residency training or prior employment of a high level of clinical competence.
4. Demonstrated adherence to the values contained in the Statement of Professional Ethics of the American Association of University Professors.
5. Qualifications necessary for attainment of appropriate licensure and medical staff appointment(s); i.e. must be board eligible.

(For appointment to the assistant professor level, the individual should have at least achieved accomplishment #1 through #5)

Service (Ph.D.)

1. Attainment of Ph.D. degree (or suitable equivalent)
2. Satisfactory completion of postdoctoral training in area suitable to the appointment.
3. Evidence during prior training or employment of research competence.
4. Demonstrated adherence to the values contained in the Statement of Professional Ethics of the American Association of University Professors.

(For appointment to the assistant professor level, the individual should have at least achieved accomplishment #1 through #4)

Tenure cannot be awarded at the rank of Assistant Professor. An appointment to the rank of Assistant Professor is always probationary, with mandatory tenure review occurring in the sixth year of service. . During a probationary period a faculty member does not have tenure and is considered for reappointment annually. Faculty members with significant patient clinical service responsibilities are granted an extended probationary period of up to 11 years, including prior service credit, depending on the pattern of research, teaching, and service workload.

Associate Professor and Professor. Appointment at senior rank requires that the individual, at a minimum, meet the department's criteria in teaching, research, and service for promotion to these ranks. Appointment at senior rank normally entails tenure. A probationary appointment at senior rank is appropriate only under unusual circumstances, such as when the candidate has limited prior teaching experience or has taught only in a foreign country. A probationary period of up to four years is possible, on approval of the Office of Academic Affairs, with review for

tenure occurring in the final year of the probationary appointment. If tenure is not granted, an additional (terminal) year of employment is offered.

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.

2 Clinical Faculty

The Clinical appointment exists for those faculty members whose principal career focus is outstanding teaching, clinical and translational research and delivery of exemplary clinical care. Clinical faculty members will generally not have sufficient protected time to meet the robust scholarship requirements of the Tenure Track within a defined probationary period. For this reason, the nature of scholarship on Clinical appointments differs from that in the Tenure Track and may be focused on a mixture of academic pursuits including the scholarship of practice, integration, education, as well as new knowledge discovery. Faculty members on clinical appointments may choose to distinguish themselves in teaching, innovative program development, or patient-oriented research. The Clinician-Educator pathway reflects pedagogic excellence as measured by teaching evaluations and innovative teaching practices, modules and publications. The Clinician-Scholar pathway reflects excellence in translational science, clinical research and health services (*e.g.*, health care policy and comparative effectiveness research) as measured by publications and grant funding, respectively. Clinical faculty members are not eligible for tenure and may not participate in promotion and tenure matters of tenure track faculty.

Appointment of clinical faculty entails a three-, four- or five-year contract. The initial contract is probationary, with reappointment considered annually. Tenure is not granted to clinical 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 (<http://trustees.osu.edu/university/facultyrules>).

Assistant Professor of Clinical Radiation Oncology. An earned doctorate and the required licensure/certification in his or her specialty are the minimum requirements for appointment at the rank of assistant professor of clinical Radiation Oncology. Faculty members may choose to distinguish themselves through several portfolios of responsibility including Clinician-Educator and Clinician-Scholar. The following will constitute characteristics of individuals worthy of appointment as assistant professor in the areas of teaching, research and service.

Teaching

1. Evidence of teaching ability and accomplishments during residency training or prior employment.
2. Teaching awards achieved during residency training or prior employment.
3. Participation in the development of educational materials and programs.

(For appointment to the assistant professor level, the individual should have at least achieved accomplishment #1)

Research and Scholarship

1. Presentation of abstracts or presence on peer-reviewed articles as a contributing author
2. Emerging educational or clinical program leadership
3. Involvement in quality or operations initiatives

(For appointment to the assistant professor level, evidence of emergence of at least one of these criteria are required)

Service

1. Attainment of the M.D. degree (or suitable equivalent)
2. Satisfactory completion of residency training in an area appropriate to the appointment.
3. Evidence during residency training or prior employment of a high level of clinical competence.
4. Demonstrated adherence to the values contained in the Statement of Professional Ethics of the American Association of University Professors.
5. Qualifications necessary for attainment of appropriate licensure and medical staff appointment(s); i.e. board eligible.

(For appointment to the assistant professor level, the individual should have achieved accomplishments #1 through #5)

Assistant Professor of Clinical Radiation Oncology – Clinical Excellence Pathway. The Clinical Excellence Pathway exists for faculty members who focus on exemplary clinical care, unique areas of emphasis in patient management, or outstanding service to the Department of Radiation Oncology at OSU. Faculty members on this pathway typically devote 90% or more of their effort on patient care or administrative service.

Teaching

No requirement

Research and Scholarship

No Requirement

Service

1. Attainment of the M.D. degree (or suitable equivalent)
2. Satisfactory completion of residency training in an area appropriate to the appointment.
3. Evidence during residency training or prior employment of a high level of clinical competence.
4. Demonstrated adherence to the values contained in the Statement of Professional Ethics of the American Association of University Professors.
5. Qualifications necessary for attainment of appropriate licensure and medical staff appointment(s); i.e. board eligible.

(For appointment to the assistant professor level, the individual should have achieved accomplishments #1 through #5)

Associate Professor of Clinical Radiation Oncology and Professor of Clinical Radiation Oncology. Appointment at the rank of associate professor of clinical Radiation Oncology or professor of clinical Radiation Oncology requires that the individual have the required licensure/certification in his/her specialty, and meet, at a minimum, the department's criteria—in teaching, professional practice and other service, and research—for promotion to these ranks.

3 Research Faculty

To promote and support the research productivity of the Department, individuals may be given research appointments. Such individuals will have no required clinical or teaching responsibilities. Appointment of research faculty entails one- to five-year contracts. 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 (<http://trustees.osu.edu/university/facultyrules> (<http://trustees.osu.edu/rules/university-rules.html>)).

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. The following will constitute characteristics of individuals worthy of appointment as research assistant professor in the areas of teaching, research and service.

Teaching

No requirements.

Research and Scholarship

1. Publications in peer-reviewed journals.
2. Presentations of scholarly work at local, regional, national or international forums.
3. Peer-reviewed research funding from federal, professional or academic resources.
4. Initial development of reputation for specific area of research or scholarship.
5. Authorship of books, book chapters or other scholarly materials.

(For appointment to the research assistant professor level, the individual should have at least achieved accomplishment #1 or #2)

Service

1. Attainment of Ph.D degree (or suitable equivalent)
2. Satisfactory completion of postdoctoral training in area suitable to the appointment.
3. Evidence during prior training or employment of research competence.
4. Demonstrated adherence to the values contained in the Statement of Professional Ethics of the American Association of University Professors.

(For appointment to the research assistant professor level, the individual should have achieved accomplishments #1 through #4)

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.

4 Associated Faculty

Associated faculty appointments may be as short as a couple 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. With the exception of visiting faculty, associated faculty may be reappointed.

Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor. Adjunct appointments may be compensated or uncompensated. Adjunct faculty appointments are given to individuals who volunteer considerable uncompensated academic service to the department, such as teaching a course, for which a faculty title is appropriate. Adjunct faculty rank is

determined by applying the criteria for appointment of tenure-track faculty. Adjunct faculty members are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure-track faculty.

Clinical Instructor of Practice, Clinical Assistant Professor of Practice, Clinical Associate Professor of Practice, Clinical Professor of Practice. Associated clinical appointments may either be compensated or not compensated. Associated clinical rank is determined by applying the criteria for appointment of clinical faculty. Associated clinical faculty members are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of clinical faculty.

Assistant Professor, Associate Professor, Professor with FTE below 50%. Appointment at 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 titles are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure-track faculty.

Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor. Visiting faculty appointments may either be compensated or not compensated. Visiting faculty members on leave from an academic appointment at another institution are appointed at the rank held in that position. The rank at which other (non- faculty) individuals are appointed is determined by applying the criteria for appointment of tenure-track faculty. Visiting faculty members are not eligible for tenure or promotion. They may not be reappointed for more than three consecutive years at 100% FTE.

5 Courtesy Appointments for Faculty

The Department of Radiation Oncology may grant courtesy appointments to faculty members whose primary activity falls within the purview of another university department. A faculty member who is granted such an appointment must possess the credentials and skills which will have the potential to enhance the mission of the Department of Radiation Oncology in teaching, research and/or service. Continued appointment in a courtesy capacity requires evidence of substantial ongoing contributions to the Department of Radiation Oncology, commensurate with the faculty rank determined by the primary department. Such appointments shall require approval from the primary department for the initial appointment and for promotion. The faculty rank in the Department of Radiation Oncology shall be identical to that held in the tenure initiating unit. Such appointments shall entail no salary from the Department of Radiation Oncology

B Procedures

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

- recruitment of tenure-track, clinical 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

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 be consistent with the university policies set forth in the most recent update of [A Guide to Effective Searches \(www.hr.osu.edu/hrpubs/guidesearches.pdf\)](#).

Searches for tenure track faculty proceed as follows:

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

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

The search committee:

- Appoints a Diversity Advocate who is responsible for providing leadership in assuring that vigorous efforts are made to achieve a diverse pool of qualified applicants.
- Develops a search announcement for internal posting in the University Personnel Postings through the Office of Human Resources Employment Services (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. If there is any likelihood that the applicant pool will include qualified foreign nationals, the search committee must assure that at least one print (as opposed to on-line) advertisement appears in a location likely to be read by qualified

potential applicants. The university does not grant tenure in the absence of permanent residency ("green card"), and strict U. S. Department of Labor guidelines do not permit sponsorship of foreign nationals for permanent residency unless the search process resulting in their appointment to a tenure track position included an advertisement in a field-specific nationally circulated print journal.

- Screens applications and letters of recommendation and presents to the full faculty a summary of those applicants (usually three to five) judged worthy of interview. If the faculty agrees with this judgment, on-campus interviews are arranged by the search committee chair, assisted by the department office. If the faculty does not agree, the department chair in consultation with the faculty determines the appropriate next steps (solicit new applications, review other applications already received, cancel the search for the time being).

On-campus interviews with candidates must include opportunities for interaction with faculty groups, including the search committee; graduate students; the department chair; and the dean or designee. In addition, all candidates make a presentation to the faculty and graduate students on their research, and teach a class. The latter could be an actual class or a mock instructional situation. All candidates interviewing for a particular position must follow the same interview format.

Following completion of on-campus interviews, the eligible faculty meet to discuss perceptions and preferences, and to vote on each candidate. The eligible faculty reports a recommendation on each candidate to the department chair.

If the offer involves senior rank, the eligible faculty members vote also on the appropriateness of the proposed rank. If the offer may involve prior service credit, the eligible faculty members vote on the appropriateness of such credit. The eligible faculty reports a recommendation on the appropriateness of the proposed rank or the appropriateness of prior service credit to the department chair.

In the event that more than one candidate achieves the level of support required to extend an offer, the department chair decides which candidate to approach first. The details of the offer, including compensation, are determined by the department chair.

Potential appointment of a foreign national who lacks permanent residency must be discussed 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.

2 Clinical Faculty

Searches for initial appointments on the clinical faculty generally proceed identically as for tenure track faculty, with the exception that the candidate's presentation during the on-campus interview is on clinical/professional practice rather than research. A national search is required to ensure a diverse pool of highly qualified candidates for all clinical positions. Exceptions to this policy must be requested in advance from the Dean of the College of Medicine. Search procedures must be consistent with the university policies set forth in [A Guide to Effective Searches](#).

3 Research Faculty

Searches for research faculty generally proceed identically as for tenure track faculty, with the exception that during the on-campus interview the candidate is not asked to teach a class, and exceptions to a national search only requires approval by the college dean.

4 Associated Faculty

The appointment, review, and reappointment of all compensated associated faculty is decided by the department chair.

Appointment of uncompensated adjunct or visiting faculty may be proposed by any faculty member in the department. The proposal is considered at a regular faculty meeting and if approved by the faculty, the department chair extends an offer.

Associated appointments are generally made for a period of one year, unless a shorter or longer period is appropriate to the circumstances. All associated appointments expire at the end of the appointment term and must be formally renewed to be continued. Adjunct appointments may be renewed only when the academic service for which the appointment was made continues. Visiting appointments are limited to three consecutive years at 100% FTE.

Associated faculty for whom promotion is a possibility follow the promotion guidelines and procedures for tenure-track or clinical faculty (see Appointment Criteria above), with the exception that the review does not proceed to the college level if the department chair's recommendation is negative, and does not proceed to the university level if the dean's recommendation is negative.

5 Transfers from the Tenure-track

Transfer from tenure-track to a clinical or research appointment may take place at anytime in the course of employment of the faculty member. Transfer from a clinical or research appointment to the tenure-track is not permitted under any circumstance. Clinical and research

faculty may compete in national searches for tenure-track position. (The move to the tenure-track would thus be considered a new appointment, not a transfer.)

Transfers from the tenure-track permitted under the following conditions:

- (A) The request for transfer must be initiated by the tenure-track faculty member in writing and must state clearly how the individual's career goals and activities have changed.
- (B) When a tenured faculty member transfers to a clinical or research appointment, tenure is relinquished.
- (C) The department chairperson, the college dean, and the executive vice president and provost must approve all transfers.

6 Courtesy Appointments for Faculty

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 this department justifying the appointment is considered at a regular faculty meeting. If the proposal is approved by the eligible faculty, the department chair extends an offer of appointment. The department chair reviews all courtesy appointments every three years to determine whether they continue to be justified, and takes recommendations for nonrenewal before the faculty for a vote at a regular meeting.

V Annual Review Procedures

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

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

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

Department Chair or his designee will supply each faculty member with a written evaluation of his or her performance, in narrative format. Annual reviews must include an opportunity for a face-to-face meeting with the Department Chair, if requested by either party. The department

chair is required (per Faculty Rule 3335-3-35 [<http://trustees.osu.edu/university/facultyrules>]) to include a reminder in the annual review letter that all faculty have the right (per Faculty Rule 3335-5-04 [<http://trustees.osu.edu/university/facultyrules>]) to view their primary personnel file and to provide written comment on any material therein for inclusion in the file.

A Probationary Tenure-track Faculty

Every probationary tenure track faculty member is reviewed annually by the chair, who meets with the faculty member to discuss his or her performance and, future plans and goals; and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment.

If the department chair recommends renewal of the appointment, this recommendation is final. The department chair's annual review letter to the faculty member renews the probationary appointment for another year and includes content on future plans and goals. The faculty member may provide written comments on the review. The department chair's letter (along with the faculty member's comments, if received) is forwarded to the dean of the college. In addition, the annual review letter becomes part of the cumulative dossier for promotion and tenure (along with the <http://trustees.osu.edu/university/facultyrules> faculty member's comments, if he or she chooses).

If the department chair recommends nonrenewal, the Fourth-Year Review process (per Faculty Rule 3335-6-04 [<http://trustees.osu.edu/university/facultyrules>]) is invoked. Following completion of the comments process, the complete dossier is forwarded to the college for review and the dean makes the final decision on renewal or nonrenewal of the probationary appointment.

1 Fourth-Year/Eighth-Year Review

During the fourth year of the probationary period the annual review follows the same procedures as the mandatory tenure review, with the exception that external evaluations are optional and the dean (not the department chair) makes the final decision regarding renewal or nonrenewal of the probationary appointment. The objective of this review will be to determine if adequate progress towards the achievement of promotion and tenure is being made by the candidate.

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

The eligible faculty conducts a review of the candidate. 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 department review, the formal comments process (per Faculty Rule 3335-6-04 [<http://trustees.osu.edu/university/facultyrules>]) is followed and the case is forwarded to the college for review, regardless of whether the department chair recommends renewal or nonrenewal.

Faculty members with patient clinical service responsibilities will also undergo a mandatory eighth year review if not yet promoted to the rank of associate professor. The principles and procedures for the eighth year review shall be the same as those applied to the fourth year review.

2 Exclusion of Time from Probationary Period

Faculty Rule 3335-6-03 (D) (<http://trustees.osu.edu/university/facultyrules>) 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 (<http://oaa.osu.edu/handbook.html>).

B Tenured Faculty

All faculty members are reviewed annually by the department chair. The department chair meets with the faculty member to discuss his or her performance and future plans and goals, and prepares a written evaluation on these topics. The faculty member may provide written comments on the review.

C Clinical Faculty

The annual review process for clinical probationary and non probationary faculty is identical to that for tenure track probationary and tenured faculty respectively.

In the penultimate contract year of a clinical faculty member's appointment, the department chair must determine whether the position held by the faculty member will continue. If the position will not continue, the faculty member is informed that the final contract year will be a terminal year of employment. The standards of notice set forth in Faculty Rule 3335-6-08 (<http://trustees.osu.edu/university/facultyrules>) 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. This review proceeds identically to the Fourth-Year Review procedures for tenure track

faculty. External letters of evaluation are not solicited. There is no presumption of renewal of contract.

D Research Faculty

The annual review process for research probationary and non probationary faculty is identical to that for tenure track probationary and tenured faculty.

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 (<http://trustees.osu.edu/university/facultyrules>) 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. This review proceeds identically to the Fourth-Year Review procedures for tenure track faculty. There is no presumption of renewal of contract.

VI Merit Salary Increases and Other Rewards

A Criteria

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

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

Merit salary increases will be based upon performance of the faculty member in relation to the Department Workload Policy and the expectations outlined in the faculty member's previous annual review by the Chair. The principle basis for salary increase will be the performance in the previous year. A lesser influence shall be the aggregate performance over several prior years. (For example, a faculty member whose performance was outstanding for several consecutive years, but who had an entirely average performance for the immediate previous year might still be considered for a modest increase.) A final factor in the level of merit increase can be the faculty member's salary in relation to the average salary for comparable department members.

Salary shall be awarded at five different levels – A, B, C, D and E. The following standards apply to tenure track faculty.

A – Represents Outstanding Performance. The faculty member shall have demonstrated exemplary performance to receive an A level increase. This performance could represent multiple high quality publications in the most prestigious journals, high level funding from external agencies such as the NIH National awards or other prestigious national recognition for research, teaching or service.

B – Represents Above Average Performance. The faculty member shall have exceeded the expectations outlined in the Workload Policy and in the Annual Review Recommendations. This performance may be characterized by multiple publications, teaching awards, achievement of outside funding or other meritorious service accomplishments.

C – Represents Average Performance. The faculty member will have met the expectations for teaching, research, publications and clinical activity defined in the Workload Policy and in the Annual Review recommendations.

D – Represents Below Average Performance. The faculty member will have less than expected levels of publications, funding for research and clinical activities.

E – Represents Unsatisfactory Performance. In this category the faculty member will have no measurable or documentable accomplishments. This would mean no publications, no research grants, less than satisfactory teaching evaluations and/or minimal clinical activities.

In the assessment of salary levels, it is likely that a faculty member's performance will not be uniform in all three areas of teaching, research and service. The final evaluation level shall represent a balance of the accomplishments in each of the three areas.

For clinical faculty, scholarly activities such as clinical research are expected of the faculty member, but will be accorded less importance than accomplishments in teaching and service. Accomplishments in basic research are not required, but when present may be used to increase the value of the individual's performance. The same standards as described for levels A, B, C, D and E for tenure track faculty, shall be applied to clinical faculty except for those descriptions which reference basic research activity. The descriptions which reference basic research activity shall be the sole criteria used for merit salary increases in the research faculty.

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.

B Procedures

Evaluation for merit salary increase for each faculty member shall be performed initially by the division director, and then confirmed by the Chair. When performing the review, the division director shall consult workload policy and previous annual reviews.

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.

C Documentation

The annual performance review of every faculty member requires that all documentation described below, including the two summary documents, be submitted to the department chair within 30 days of the end of the fiscal year.

- updated CV, which will be made available to all faculty in an accessible place.
 - CV must include: Manuscripts, Scientific Presentations, Acquisition of grants, Departmental duties, Education, Advancing interest of the department
- updated Office of Academic Affairs dossier outline, Volume 3 (<http://oaa.osu.edu/handbook.html>)

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 annual review, as such solicitation places its recipient in an awkward position and produces a result that is unlikely to be candid.

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

1 Teaching

Cumulative SEI reports (Student Evaluation of Instruction computer generated summaries prepared by the Office of the University Registrar) for every class taught, if applicable.

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

- Examples of 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

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. An accepted but unpublished work submitted for consideration in a given annual review may not be resubmitted after publication for consideration in a future annual review.

Other relevant documentation of teaching as appropriate.

2 Scholarship/ Research

All faculty members must develop a record of scholarship that is documented by a body of original scholarly work over a period of time.

Copies of all 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). Other evidence of scholarship can include: bulletins and technical reports, original books and monographs, edited books, chapters in edited books, editor reviewed journal articles, reviews and abstracts, papers in proceedings, unpublished scholarly presentations, externally funded research, funded training grants, other funding for academic work, prizes and awards for research or scholarly or creative work, major professional awards and commendations. Evidence of scholarship may also include invited lectures at other universities, symposia, and

conferences; invention disclosures, patent activity, entrepreneurship, technology commercialization, software development; editorship of a major collection of research work; leadership of advanced seminars and symposia under organizational sponsorship; and invitations to serve on national review bodies.

3 Service

This includes available documentation of service to the department and/or institution that enhances the list of activities in the dossier. While provision of high quality patient care is expected of all faculty members with clinical responsibilities, in and of itself it is insufficient for meeting the service requirement.

VII Promotion and Tenure and Promotion Reviews

A Criteria<http://trustees.osu>.

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

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

The Office of Academic Affairs has granted an exception to sixth year mandatory review for promotion and tenure for faculty members with significant clinical responsibilities. The maximum probationary period for assistant professors is eleven years rather than six with formal Fourth Year Review in the fourth and eighth years and mandatory review for promotion and tenure in the eleventh year. The maximum probationary period for associate professors hired without tenure is six years rather than four with mandatory review for tenure in the final year of the probationary period approved for a particular faculty member in the letter of offer.

1 Promotion to Associate Professor with Tenure

Faculty Rule 3335-6-02 (<http://trustees.osu.edu/university/facultyrules>) provides the following general criteria for promotion to associate professor with tenure:

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

The awarding of tenure is an acknowledgment of excellence and future potential for preeminence. It requires evidence of consistent achievement throughout the professional life of the faculty member. Achievement of a national reputation is a prerequisite for promotion to Associate Professor and awarding of tenure. Tenure is not awarded below the rank of associate professor at The Ohio State University.

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

Every candidate is held to a high standard of excellence in all aspects of performance. . Candidates are held to a very high standard of excellence in the areas central to their responsibilities. If a candidate's primary teaching role is and will continue to be undergraduate teaching, then excellence in undergraduate teaching is required. A mediocre performance in this area would not be adequately counterbalanced by excellent performance in another aspect of teaching that is a significantly smaller part of the individual's responsibilities.

Excellence in teaching, research, and service are moreover defined to include professional ethical conduct in each area of responsibility, consistent with the American Association of University Professors' Statement on Professional Ethics (<http://www.aaup.org/AAUP/pubsres/policydocs/contents/statementonprofessionalethics.htm>).

The accomplishments listed below in the areas of teaching, research, and service are expected of faculty for promotion to associate professor with tenure. In the evaluation of untenured associate professors for tenure, the same criteria apply, along with any others established in writing at the time a senior rank appointment without tenure was offered. Table 1 lists examples of metrics for teaching, research- scholarship, and service that support suitability for promotion on the Tenure-track.

Teaching (M.D., D.O. or equivalent)

For promotion to associate professor with tenure, a faculty member is expected to have evidence of persistent commitment to teaching and ongoing development of teaching abilities, as reflected by:

1. Consistently high level of positive evaluations of teaching performance by students, residents and/or peers.
2. Divisional or departmental teaching recognition or awards as voted by medical students and/or residents.
3. Participation in development of new educational programs for teaching students or residents at Ohio State.
4. Participation in the publication of material of an instructional nature or evidence of production of other forms of teaching material (e.g. videotape, computer programs, SAMI etc.)
5. Participation in teaching for national and/or international professional organizations.
6. Participation in the development of educational materials for national and/or international professional organizations.

(To reach the associate professor level the faculty member is expected to achieve at least five of these accomplishments, including #1 and #2.)

Research and Scholarship (M.D., D.O. or equivalent)

For promotion to associate professor with tenure, a faculty member is expected to have evidence of ongoing, continuous development of research ability and reputation, as reflected by the following:

1. Multiple publications in peer-reviewed high impact journals (numbers consistent with quantitative standards of the department) that have imparted upon either the science or the standards of care in the field.
2. Publications in high impact journals, some of which are either first authored or senior authored.
3. Frequent presentations of scholarly work at national and/or international forums.
4. Funded grants from national sources, esp. federal sources at monetary levels indicative of major research significance.
5. Development of an area of research or scholarship with growing national and/or international recognition.
6. Service on editorial board of journal(s).
7. Editor of book(s).
8. Publication of chapter(s) in books.
9. Patents generating licensing income.

(To reach the associate professor level the faculty member is expected to achieve accomplishments #1-#5, plus one from #6-#8).

Service (M.D., D.O. or equivalent)

For promotion to associate professor with tenure, a faculty member is expected to have evidence of commitment to the provision of service to the institution, the community or the profession, as reflected by:

1. Completion of specialty Board certification.
2. Maintenance of recertification for time limited certification
3. Evidence of a high-level of clinical competence. Active participation in divisional, Departmental, College and/or University committee functions.
4. Participation in committee activities for national/international organizations or professional societies.
5. Elected office in local, regional or national professional organizations.
6. Other meritorious community service activities.
7. Demonstrated adherence to the values contained in the Statement of Professional Ethics of the American Association of University Professors.
8. Maintenance of appropriate licensure and medical staff appointment(s).
9. Participation in the development of new programs for the advancement of medical practice or patient care.

(To reach the associate professor level, the faculty member is expected to achieve accomplishments #1, #2, #3, #4, #8 and #9 at a minimum.)

Teaching (Ph.D)

For promotion to associate professor with tenure, a faculty member is expected to have evidence of persistent commitment to teaching and ongoing development of teaching abilities, as reflected by:

1. Evidence of regular participation in the educational processes within the department or college.
 - a. course work: organization and oversight of approved academic courses lectures provided for approved academic courses
 - b. documented training of individuals or groups in research skills or techniques
 - i. technicians and laboratory assistants
 - ii. graduate students
 - iii. postdoctoral fellows
 - iv. medical research fellows

- v. professional colleagues
- 2. Evidence of teaching excellence
 - a. consistently high level evaluations of teaching performance by students and peers.
 - b. departmental or collegiate teaching awards
- 3. Development of new educational programs for teaching within the institution.
- 4. Publication of instructional materials (e.g. videotapes, computer programs, etc.)
- 5. Participation of teaching for national and/or international organizations.
- 6. Development of educational materials for national and/or international organizations.

(To reach the associate professor level the faculty member is expected to achieve accomplishments #1 and #2, plus three from #3-#6.)

Research and Scholarship (Ph.D.)

For promotion to associate professor with tenure, a faculty member is expected to have evidence of ongoing, continuous development of research ability and reputation, as reflected by the following:

1. Multiple publications in high impact peer-reviewed journals (numbers consistent with quantitative standards of the department and scientific discipline) that have imparted upon either the science or the standards of care in the field.
2. Publications in high impact journals, identified by objective standards of the scientific discipline, significant proportion of first author or senior author publications in peer-reviewed journals.
3. Presentation of scholarly work at multiple national and/or international forums.
4. Peer-reviewed research funding from federal sources at monetary levels indicative of competitive research significance.
5. Primary investigator on at least one federal grant with significant research support. Significant contributions of effort as co-investigator on multiple grants may be considered.
6. Development of a national reputation for research in one or more areas of importance to the scientific discipline.
7. Service on the editorial board of professional journal(s).
8. Service on grant review boards for local, regional, national or international funding organizations.
9. Editors of books or publication of book chapters.
10. Patents generating licensing income.

(To reach the associate professor level the faculty member is expected to achieve accomplishments #1-#5, plus one from #6-#9).

Service (Ph.D.)

For promotion to associate professor with tenure, a faculty member is expected to have evidence of commitment to the provision of service to the institution, the community or the profession, as reflected by:

1. Direction/operation of a service laboratory for division, department, hospital, college, university or professional organization.
2. Active participation in divisional, departmental, college or university committee functions.
3. Active participation in committee functions for national and/or international organizations.
4. Elected office in local, regional and/or national professional organizations.
5. Other meritorious community service activities.
6. Demonstrated adherence to the values contained in the Statement of Professional Ethics of the American Association of University Professors.

(To reach the associate professor level, the faculty member is expected to achieve accomplishments #2 and #6 at a minimum.)

2 Promotion to Associate Professor without Tenure

Faculty members with significant clinical responsibilities who fully meet the teaching and service requirements for promotion to associate professor with tenure but not all of the research requirements, may petition for promotion to associate professor without tenure. In the Department of Radiation Oncology this title will be available to faculty engaged in direct patient care. To be promoted to associate professor without tenure the faculty member is expected to achieve accomplishments #1 or #2 and #4 or #5 listed above for Research and Scholarship (M.D., D.O. or equivalent).

Faculty members who are promoted without the award of tenure must be considered for tenure no later than the mandatory review date or six years following promotion, whichever comes first.

3 Promotion to Professor

Faculty Rule 3335-6-02 (<http://trustees.osu.edu/rules/university-rules.html>) establishes the following general criteria for promotion to the rank of professor:

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

The specific criteria in teaching, research, and service for promotion to professor are similar to those for promotion to associate professor with tenure, with the added expectation of sustained accomplishment and quality of contributions, a record of continuing professional growth, and evidence of established national and international reputation in the field.

Teaching (M.D., D.O. or equivalent)

For promotion to rank of professor, a faculty member is expected to have evidence of persistent commitment to teaching and ongoing development of teaching abilities, as reflected by:

1. Consistently high level of positive evaluations of teaching performance by students, residents and peers.
2. Evidence of regular participation in the educational process within the division, department or college.
3. College of Medicine teaching recognition and awards as voted by medical students, graduate students, and/or residents.
4. Leadership role in the development of new educational programs for teaching students and residents at Ohio State.
5. Leadership role in the publication of material of an instructional nature or in production of other forms of teaching material.
6. Development of innovative teaching techniques and vehicles.
7. Leadership role in teaching for national professional organizations. Participation in teaching for national or international professional organizations.
8. Leadership role in the development of educational materials for national professional organizations. Participation in the development of educational materials for national or international organizations.

(To reach the professor level the faculty member is expected to have at least three of these accomplishments, including #1 and #2.)

Research and Scholarship (M.D., D.O. or equivalent)

For promotion to professor with tenure, a faculty member is expected to have evidence of ongoing, continuous development of research ability and reputation, as reflected by the following:

1. Multiple publications in peer-reviewed high impact journals (numbers consistent with quantitative standards of the department) that have imparted upon either the science or the standards of care in the field.
2. Publications of major significance in high impact journals, some of which are first, second or senior-authored. .

3. Frequent presentations of scholarly work at national and/or international forums.
4. Multiple funded grants as principle investigator from national sources at levels indicating major research significance. Extramural funding since promotion to associate professor is required.
5. National recognition as an expert in a particular area of research or scholarship.
6. Editorship of journal(s).
7. Lead editor of books.
8. Lead authorship of chapters in books.
9. Patents generating licensing income.

(To reach the professor level the faculty member is expected to achieve accomplishments #1-#5 at a minimum).

Service (M.D., D.O. or equivalent)

For promotion to professor with tenure, a faculty member is expected to have evidence of commitment to the provision of service to the institution, the community or the profession, as reflected by:

1. Recognized as a leader in an area of clinical expertise. Director of a service or a section.
2. Chairmanship of Department, College or University committee.
3. Leadership role in committee activities for national/international organizations.
4. Elected office in national professional organization(s).
5. Prominent role in community services activities.
6. Leadership role in the Department
7. Demonstrated adherence to the values contained in the Statement of Professional Ethics of the American Association of University Professors.
8. Maintenance of appropriate licensure and medical staff appointment(s).
9. Leadership role in the development of new programs for clinical care.

(To reach the professor level the faculty member is expected to achieve several of these accomplishments including #7 and #8.)

Teaching (Ph.D)

For promotion to associate professor with tenure, a faculty member is expected to have evidence of persistent commitment to teaching and ongoing development of teaching abilities, as reflected by:

1. Evidence of regular participation in the educational processes within the department or college.

- a. course work: organization and oversight of approved academic courses lectures provided for approved academic courses
- b. documented training of individuals or groups in research skills or techniques
 - i. technicians and laboratory assistants
 - ii. graduate students
 - iii. postdoctoral fellows
 - iv. medical research fellows
 - v. professional colleagues
2. Evidence of teaching excellence
 - a. consistently high level of positive evaluations of teaching performance by students and peers.
 - b. divisional, departmental or collegiate teaching awards
3. Mentorship of students, residents and faculty leading to national/international recognition of mentee's work.
4. Leadership in development of new educational programs for teaching within the institution.
5. Development of innovative teaching techniques or vehicles.
6. Leadership in production of instructional materials (e.g. videotapes, computer programs, etc.)
7. Participation in teaching for national/international organizations.
8. Leadership in development of educational materials for local, regional or national organizations.

(To reach professor level the faculty member is expected to achieve at least three of these accomplishments, including accomplishments #1 and #2.)

Research and Scholarship (Ph.D.)

For promotion to associate professor with tenure, a faculty member is expected to have evidence of ongoing, continuous development of research ability and reputation, as reflected by the following:

1. Multiple publications in peer-reviewed journals (numbers consistent with quantitative standards of the department and scientific discipline) that have imparted upon either the science or the standards of care in the field.
2. Publications of major scientific significance in high impact journals, identified by peers using objective standards of the scientific discipline.
3. Significant proportion of first, second or senior author publications in peer-reviewed journals.
4. Presentations of scholarly work at multiple local, regional, national or international forums.

5. Multiple awards of peer-reviewed research funding from national sources indicative of competitive research significance.
 - a. Principle investigator of more than one grant with significant research support
 - b. Significant participation as co-investigator on multiple grants.
 - c. Extramural funding since promotion to associate professor is required.
6. Established national or international reputation for research in one or more areas of importance to the scientific discipline.
7. Service on the editorial board of professional journal(s).
8. Service on grant review boards for local, regional, national or international funding organizations.
9. Retention as consultant by professional or commercial organizations.
10. Leadership in publication of books or book chapters.

(To reach professor level the faculty member is expected to achieve accomplishments #1-#6 at a minimum).

Service (Ph.D.)

For promotion to associate professor with tenure, a faculty member is expected to have evidence of commitment to the provision of service to the institution, the community or the profession, as reflected by:

1. Direction/operation of a service laboratory for division, department, hospital, college, university or professional organization.
2. Chairman of divisional, departmental, college or university committee functions.
3. Leadership role in committee functions for local, regional or national organizations.
4. Elected office in local, regional or national professional organizations.
5. Prominent role in meritorious community service activities.
6. Leadership role in the department.
7. Demonstrated adherence to the values contained in the Statement of Professional Ethics of the American Association of University Professors.

(To reach professor level, the faculty member is expected to achieve several of these accomplishments including #7.)

When assessing a candidate's national and international reputation in the field, a national and international reputation for the scholarship of teaching may be counted as either teaching or scholarship.

In addition, as further specified by Faculty Rule 3335-6-02, assessment is in relation to specific assigned responsibilities with reasonable flexibility being exercised in order to balance, where

the case requires, heavier responsibilities and commitment in one area against lighter ones in another.

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

Table 1: Examples of metrics to support suitability for promotion on the Tenure Track

Department of Radiation Oncology Tenure Track Focus:

Appointments/ Promotion:	Tenure- Track	Tenure Track with Accommodations for Clinicians	
		25-50% Clinical effort	>50% Clinical effort
Criteria:			
Assoc. Professor (without tenure)			
Peer review publications	<ul style="list-style-type: none"> - 10-25@IF 3-6, or -HI \geq 18 or - Cum. Imp. Fac.: \geq 45 - (8--20 or Cum. Imp.Fac \geq 36 as Asst.) - Some 1st, 2nd or last author 	<ul style="list-style-type: none"> - 8 -25@IF 3-6, or - HI \geq 18 Or - Cum Imp. Fact: 35 (8—20 or Cumulative IF > 25 as Asst.) - Some 1st, 2nd or last author 	<ul style="list-style-type: none"> \geq15-25 peer reviewed pub or – cumulative impact factor > 30. - Book Chapters
Grants/patents/ Program development	<ul style="list-style-type: none"> PI on R21, R03, Or Natn/pharm. Competitive grant(s), Or Patent/ inventor 	<ul style="list-style-type: none"> - - co-investigator on one of the grant categories - Program development 	<ul style="list-style-type: none"> - co-investigator on one of the grant categories - Program development - clinical trial accrual -

	Or Scored R01	-local PI- multicenter clinical trial - active clinical trial accrual	
Teaching	Teaching awards Positive evals. National audience	Teaching awards Positive evals. National audience	Teaching awards Positive evals.
Service	University com. + Leadership/ com work Professional Soc Or Ad Hoc NIH sec University com. + Leadership or com work Prof. Soc/ Org		University com + - Profess. Or Natn Org. committee - emerging natnl reputation
Associate Professor (with tenure)		National Reputation Plus:	
Peer review publications	25-50@IF 3-6, or Cum. Imp. Fact: \geq 75 HI \geq 22 (15 -35 or Cum. Imp.Fac \geq 45 as Asst.)	- 8-48@IF 3-6, or- HI \geq 18 OR - Cum. Imp. fact > 60 (8-35 or cum. Imp. FAC > 35 as Asst.)	\geq 15-48 peer reviewed pub - Cum. Imp. Fact > 45 - Books, chapters, etc
Grants/patents	PI or mult PD/PI on 1 R-01 (or equivalent) Or	co-investigator on: one of the national peer review grant	co-investigator on: one of the national peer review grant categories

	prior R-01, plus other funded competitive natnl grant, or patents w/ income	categories ,or Natnl clinical trial, etc - PI – institutional Investigator initiated clinical trial - Program development	,or Natnl clinical trial, etc - PI/ co-PI – institutional Investigator initiated clinical trial - Program development
Teaching	PostiveTeaching evals, awards, Evidence of National audience, K-award or other mentorship	Positive Teaching evals, awards Evidence of National audience, Invited lectures, mentorship	Positive Teaching evals, awards Evidence of National audience, Invited lectures, Mentorship
Service	University com. + Leadership/ com work Professional Soc Or Ad Hoc NIH sec, Reviewer, editorial board	University com.+ National Leadership/ com work Prof. Soc Editorial boards, reviewer	University com.+National Leadership/ com work Prof. Soc, natnl group/found Editorial boards, reviewer
Professor		International	Reputation plus:
Peer review publicatons	50-70@IF 3-6, or Cum. Impact factor ≥ 150 , Or	25-55@IF 3-6, or HI ≥ 18 or Cum. Imp Fac.> 120	<u>>25</u> -70 peer reviewed pub or Cum. Imp Fac.> 100

	<p>HI \geq 25</p> <p>(20 -35 or cum. Imp. fac > 60 as Assoc.)</p>	<p>(15 –35 or cum. Imp Fac > 45 as Assoc.)</p>	
Grants/patents	<p>1 fully renewed R-01,</p> <p>or</p> <p>1 R-01 Plus:</p> <p>Second significant competitive natnl grant</p> <p>Or</p> <p>2nd R01 / equivalent grant</p> <p>Or</p> <p>2 or more patents w/ income</p>	<p>PI/PD on major natnl peer review grant, Or</p> <p>PI/Co-PI Natnl Clin. trial, Or</p> <p>patents, Or</p> <p>Evidence of at least co-invest .on multiple of the R-01 or equivalent grant categories</p>	<p>co-invest. On:</p> <p>one major natnl peer review grant, or Co-investigator</p> <p>R-01 or equivalent grant categories , Or</p> <p>Co-PI Natnl Clin. trial, or patents, or</p>
Teaching	<p>Teaching awards</p> <p>Positive evals. from National audience, T-32/ K-award mentorship</p>	<p>Teaching awards</p> <p>Positive evals. From National audience,</p> <p>Invited national lectures</p>	<p>Teaching awards</p> <p>Positive evals. From National audience, Invited national lectures</p>
Service	<p>University com. + Leadership International Soc,</p>	<p>University com. + National/ International</p>	<p>University com. +</p>

	Federal boards ¹ Regular NIH study sec, reviewer, editorial board,	Leadership/ com work:Prof. Soc Federa/foundation ²	National/ International Leadership/ com work: Prof. Soc Federa/foundation ²
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¹Federal organization: e.g. DOD, NSF, NCI,NASA, FDA sections, panels, task forces, steering committees etc. ² Foundations: e.g. NCCN, ACS, Komen, panels, steering committees, etc.

IF = Impact factor

4 Clinical Faculty

In the Department of Radiation Oncology, appointments to the clinical faculty shall be at the rank of assistant professor, associate professor or professor. There shall be no appointments at the rank of instructor.

Promotion of clinical faculty members shall be based upon clear and convincing evidence that that the candidate has developed a national level of impact and recognition since being appointed to the rank of Assistant Professor based upon accomplishments in the areas of Teaching Service and Scholarship. While Teaching and Service accomplishments are more heavily weighted in clinical appointments, Scholarship activities consistent with clinical area of expertise are expected. . Basic (laboratory) research is not required; however, when present, accomplishments in basic research may enhance the reputation of faculty members and strengthen their chances of promotion. Candidates can develop body of work as a Clinician Educator, Clinician Scholar, or in the Clinical Excellence pathway. Examples of metrics to support suitability for promotion are seen in table 2.

Promotion to Associate Professor of Clinical Radiation Oncology. For promotion to associate professor of clinical Radiation Oncology, a faculty member must show convincing evidence of excellence as a teacher and a provider of effective service; must have a documented high level of competence in professional practice; and must display the potential for continuing a program of high-quality teaching and service relevant to the mission of this department.

The specific accomplishments which are to be used to measure suitability for promotion will be the same in the areas of **Teaching** and **Service** as described in the sections on promotion of tenure track faculty members.

The following will constitute accomplishments characteristic of individuals worthy of promotion to associate professor in the clinical faculty in the area of Research and Scholarship (these are in addition to the requirements for Teaching and Service as referenced in the previous paragraph):

Research and Scholarship:

1. Publications in high-impact peer-reviewed journals, many as first or senior author.
2. Presentations of scholarly work at national and international meetings.
3. Development, publication and/or presentation of scholarly work in other formats (e.g., videotapes, CD roms, etc.)
4. Clinical trial investigator, co-investigator and accruals at consistently high levels.
5. Clinical innovations that build upon the current standard of care or represent unique draws to OSU.
6. Clinical leadership in the department.

(To reach the associate professor level, the faculty member is expected to achieve several of these accomplishments.)

Promotion to Professor of Clinical Radiation Oncology. For promotion to professor of clinical Radiation Oncology, a faculty member must have a record of continuing professional growth and increasing quality of contributions, including a sustained record of excellence in teaching and professional practice; leadership in service to this department and to the profession; and production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice. The specific accomplishments which are to be used to measure suitability for promotion will be the same in the areas of **Teaching** and **Service** as described in the sections on promotion of tenure-track faculty members. In addition, maintenance of high clinical volumes with RVU productivity.

The following will constitute accomplishments characteristic of individuals worthy of promotion to professor in the clinical faculty in the area of Research and Scholarship (these are in addition to the requirements for Teaching and Service as referenced in the previous paragraph):

Research and Scholarship:

1. Multiple publications in peer-reviewed high impact journals (numbers consistent with quantitative standards of the department) that have imparted upon either the science or the standards of care in the field.

2. Publications in high impact journals, many as first, second or senior author.
3. Presentations of scholarly work at national and international meetings.
4. Development, publications and/or presentation of scholarly work in other formats (e.g., videotapes, CD-roms, etc.) which have gained national recognition.
5. Clinical trial investigator, co-investigator and accruals at consistently high levels.
6. Clinical innovations that build upon the current standard of care or represent unique draws to OSU.
7. Clinical leadership in the department.

(To reach the professor level, the faculty member is expected to achieve several of these accomplishments.)

Table 2: Examples of metrics to support suitability for promotion of Clinical faculty

Appointments/ Promotion*:	Clinic Pathway	
Primary Focus	<ul style="list-style-type: none"> - Outstanding teaching, - Translational/ clinical research, - Exemplary clinical care 	
Timelines for promotion	No	
Transfer to tenure Track possible	No	
Criteria:	Clinician Scholar	Clinician Educator
Assist Prof	-	-
Assoc. Prof. (without tenure)	-	-
Peer review publications	25@IF 2.5 or 15@ IF 4, or HI \geq 15 (15-25 as Asst.)	10-15, inc: review articles, or teaching modules (WEB, etc) as Asst.
Grants/patents	Participation: 1 clinical trial	Local leader: 1 Natnl funded / multi inst. Education project

	or Natn'l funded grant	
Teaching	Teaching/ lecture evals.	Teaching, lecture evals. Teaching awards
Service	University committees, work in Prof. Org., e.g. ASTRO	University committees, work in Prof. Org., e.g. ASTRO
Professor		
Peer review publications	40@IF 2.5, or 25@ IF 4, or HI \geq 18 (15-25 as Assoc)	10-15 pubs., review articles, or teaching modules (WEB, etc) as Assoc.
Grants/patents	PI/PD on major natnl peer review grant, or Co-PI natnl clin. trial, patents, or Natnl rep. of innovation	Natnl leader: 1 Natnl funded / multi inst. Education project
Teaching	Natnl lectures,, T 32 or K mentor	Excellent Evals., Natnl lectures, Natl teaching award
Service	Leadership: College/ University Committee, Natnl Prof. Org.	College/ University Committee, Leadership in Natnl Prof. Org

Promotion for Clinical Excellence. In the special circumstance where individuals are assigned a major responsibility (90% time or greater) for clinical care and clinical administrative activities, faculty members may seek promotion for excellence in activities categorized as the “scholarship of practice” (or “scholarship of application”). The clinical time commitment of these individuals may not allow the achievement of personal national recognition for their accomplishments in the scholarship of practice; however, their unique contributions serve to enhance the national recognition of the Medical Center or their assigned hospital. For these individuals, their

contributions to the regional and national recognition of the Medical Center may serve as a proxy for individual national recognition. Examples of metrics to support suitability for promotion for Clinical Excellence are listed in table 3.

The following will constitute accomplishments characteristic of individuals worthy of promotion to professor in the clinical faculty in the area of Scholarship of Practice:

1. Maintenance of high clinical volumes with RVU productivity.
2. Clinical innovations that build upon the current standard of care or represent unique draws to OSU.
3. Clinical leadership in the department.
4. Participation in department, hospital, and university committees
5. Advancing the current standards of clinical care through active participation in clinical trials
6. Clinical leadership: local, regional, national and/or international
7. Advancing practices of quality assurance and patient safety.
8. Advancing the cause of community outreach and collaboration with referring physicians.

Table 3: Examples of metrics to support suitability for promotion of Clinical Excellence faculty

Appointments/ Promotion*:	Clinical excellence Pathway
Primary Focus	- Exemplary clinical care -Patient management - Service to the institution
Timelines for promotion	No
Transfer to tenure Track possible	No
Criteria:	
Assist Prof	-
Assoc. Prof.	-
Evidence of Excellence:	- MOC - “Best Doctors” or other recognition - Facility/ site recognition
Practice Quality initiatives	- Safety initiatives - Implementation and maintenance of quality initiatives - Practice service improvements- referring MD’s, wait times, etc

Teaching	- Patient education, support groups - Educational sessions
Service	- Hospital committee's - system improvements, leadership
Professor	
Evidence of excellence	MOC - US news, or other - Facility/ site recognition -
Practice quality initiatives	- Safety initiatives - service improvements- referring MD's, wait times, etc - Leadership for implementation and maintenance of quality initiatives
Teaching	- Patient education, support groups - Educational sessions - Conferences
Service	- Hospital committee's - system improvements, leadership - National committee

5 Research Faculty

Research faculty are eligible for promotion to associate professor or professor. Promotion of research faculty members shall be based principally upon accomplishments of research and scholarship and service. There are no requirements for teaching, although teaching activities are permitted. Examples of metrics to support suitability for promotion are listed in table 4.

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. The following will constitute accomplishments of individuals worthy of promotion to associate professor.

Teaching

No requirements

Research and Scholarship (Ph.D.)

Evidence of ongoing, continuous development of research ability and reputation as reflected by the following:

1. Regular publication in peer-reviewed journals (numbers consistent with quantitative standards of department and scientific discipline).
2. Publication in prestigious journals, identified by objective standards of the scientific discipline.
3. Significant proportion of first author or senior author publications in peer-reviewed journals.
4. Presentation of scholarly work at multiple national or international forums.
5. Peer-reviewed research funding from federal sources at monetary levels indicative of competitive research significance.
 - a. Primary investigator on at least on grant with significant research support.
 - b. Significant contributions of effort as co-investigator on multiple grants may be considered.
6. Development of a growing national reputation for research in one or more areas of importance to the scientific discipline.
7. Service on the editorial board of professional journal(s).
8. Service on grant review boards for national and international funding organizations.
9. Retention as consultant by professional or commercial organizations.
10. Publication of books or book chapters.
11. Direction/operation of a service laboratory for division, department, hospital, college, university or professional organization.
12. Active participation in divisional, departmental, college or university committee functions.
13. Active participation in committee functions for national/international organizations.
14. Elected office in national/international professional organizations.
15. Demonstrated adherence to the values contained in the Statement of Professional Ethics of the American Association of University Professors.

(To reach the associate professor level the faculty member is expected to achieve accomplishment #1 through #6 and #15 at a minimum.)

Service (Ph.D)

No requirements

Promotion to Research Professor. For promotion to research professor, a faculty member must have a national and 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. The following will constitute characteristics of individuals worthy of promotion to research professor.

Teaching

No requirements.

Research and Scholarship (Ph.D.)

Evidence of ongoing, continuous development of research ability and reputation as reflected by the following:

1. Regular publication in peer-reviewed journals (numbers consistent with quantitative standards of department and scientific discipline).
2. Publications of major scientific significance in prestigious journals, identified by peers using objective standards of the scientific discipline.
3. Significant proportion of first author or senior author publications in high impact peer-reviewed journals.
4. Presentation of scholarly work at multiple national or international forums.
5. Multiple awards of peer-reviewed research funding from federal sources indicative of competitive research significance.
 - a. Primary investigator of more than one grant with significant research support or principal investigator of one grant and significant participation as co-investigator on multiple grants.
 - b. Extramural funding since promotion to associate professor is required.
6. Established national or international reputation for research in one or more areas of importance to the scientific discipline.
7. Service on the editorial board of professional journal(s).
8. Service on grant review boards for local, regional, national or international funding organizations.
9. Retention as consultant by professional or commercial organizations.
10. Leadership in publication of books or book chapters.

11. Direction/operation of a service laboratory for division, department, hospital, college, university or professional organization.
12. Chairman of divisional, departmental, college or university committee functions.
13. Leadership role in committee functions for local, regional or national organizations.
14. Elected office in local, regional or national professional organizations.
15. Leadership role in the department.
16. Demonstrated adherence to the values contained in the Statement of Professional Ethics of the American Association of University Professors.

(To reach the professor level the faculty member is expected to achieve accomplishments #1 through #6 and #16 plus several of #7-15)

Service (Ph.D)

No requirements

Table 4: Examples of metrics to support suitability for promotion of Research faculty

Appointments/ Promotion*:	Research
Primary Focus	- Scholarship - Contribute to department's research mission
Timelines for promotion	No
Transfer to tenure Track possible	No
Criteria:	
Assist Prof	-
Assoc. Prof. (without tenure)	-
Peer review publications	- Similar to tenure-track - Disease/ dept. specific
Grants/patents	- Natnl peer review funding, (Found., Pharma, etc) -NIH funding desirable -100% salary recovery from extramural
Teaching	-

Service	-
Professor	
Peer review publications	Similar to tenure-track - Disease/ dept. specific
Grants/patents	- Sustained extramural funding
Teaching	-
Service	-

B Procedures

The department's procedures for promotion and tenure and promotion reviews are fully consistent with those set forth in Faculty Rule 3335-6-04 (<http://trustees.osu.edu/university/facultyrules>) and the Office Academic Affairs annually updated procedural guidelines for promotion and tenure reviews found in Volume 3 of the Policies and Procedures Handbook (<http://oaa.osu.edu/handbook.html>). The following sections, which state the responsibilities of each party to the review process, apply to all faculty s in the department.

1 Candidate Responsibilities

Candidates are responsible for submitting 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 department's APT Document that was in effect at the time of the candidate's hire or when the candidate was last promoted, whichever is more recent, if s/he wishes to be reviewed under that document's criteria and procedures. This must be submitted when the dossier is submitted to the department.

If external evaluations are required candidates are responsible for reviewing the list of potential external evaluators developed by the department chair and the Promotion and Tenure Committee. The candidate may add no more than three additional names, but is not required to

do so. The candidate may request the removal of no more than two names, providing the reasons for the request. The department chair decides whether removal is justified. (Also see External Evaluations below.)

2 Promotion and Tenure Committee Responsibilities

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

- To review this document annually and to recommend proposed revisions to the faculty.
- To consider annually, in spring semester, requests from faculty members seeking a non-mandatory review in the following academic year and to decide whether it is appropriate for such a review to take place. Only professors on the committee may consider promotion review requests to the rank of professor. A 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 (<http://trustees.osu.edu>) 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 quarter, to provide administrative support for the promotion and tenure review process as described below.
 - **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, research and service to provide to the full eligible faculty with the dossier; and seek to clarify any inconsistent evidence in the case, where possible. The committee neither votes on cases nor takes a position in presenting its analysis of the record.
- Revise the draft analysis of each case following the faculty meeting, to include the faculty vote and a summary of the faculty perspectives expressed during the meeting; 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.

3 Eligible Faculty Responsibilities

The responsibilities of the members of the eligible faculty are as follows:

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

4 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 Promotion and Tenure Committee, 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 warrants 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 Promotion and Tenure Committee'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.

5 External Evaluations

External evaluations of research and scholarly activity are obtained for all promotion reviews in which research must be assessed. These include all tenure-track promotion and tenure or

promotion reviews, all research faculty promotion reviews, and all adjunct faculty promotion reviews. External evaluations of research and scholarly activity are not obtained for faculty members on clinical appointments unless the faculty member has been involved in a significant amount of research. The decision to seek external evaluations for a clinical faculty member will be made by the department chair after consulting with the candidate and the chair of the eligible faculty.

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

- Is written by a person highly qualified to judge the candidate's research (or other performance, if relevant) who is not a close personal friend, research collaborator, or former academic advisor or post-doctoral mentor of the candidate. Qualifications are generally judged on the basis of the evaluator's expertise, record of accomplishments, and institutional affiliation. This department 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.
- 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 quarter 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.

As described above, a list of potential evaluators is assembled by the Promotion and Tenure 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. Faculty Rule 3335-6-04 (<http://trustees.osu.edu>) 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 this 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/sampledocuments.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.

C 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 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 in bold below, is forwarded when the review moves beyond the department. The documentation of research 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.

1 Teaching

For the time period since the last promotion or the last five years, whichever is less:

- cumulative SEI reports (Student Evaluation of Instruction computer-generated summaries prepared by the Office of the University Registrar) for every class, if applicable
- resident evaluations (E*Value Evaluation)
- didactic course evaluations

- visiting resident and medical student evaluations
- peer evaluation of teaching reports as required by the department's peer evaluation of teaching program (details provided in the Appendix to this document)
- 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
 - candidate's self-evaluation
 - success rate of trainees in in-training examinations and in passage of specialty board examinations
 - success of the candidate's former graduate and post-doctoral students
 - extent to which the candidate is invited to provide expertise on teaching
 - teaching awards and national recognition awards.

2 Research and Scholarship

For the time period since the last promotion:

- 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)
- research 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

3 Service

For the time period since the last promotion:

- 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

VIII Appeals

Faculty Rule 3335-6-05 (<http://trustees.osu.edu>) sets forth general criteria for appeals of negative promotion and tenure decisions. Appeals alleging improper evaluation are described in Faculty Rule 3335-5-05 (<http://trustees.osu.edu>).

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

IX Reviews in the Final Year of Probation

In most instances, a decision to deny promotion and tenure in the penultimate probationary year (11th year for faculty members with significant clinical responsibilities, 6th year for those without significant clinical responsibilities) is considered final. However, in rare instances in which there is substantial new information regarding the candidate's performance that is relevant to the reasons for the original negative decision, a seventh (or twelfth) year review may be conducted. The request for this review must come from the eligible faculty and the head of the Department, and may not come from the faculty member himself/herself. Details of the criteria and procedures for a review in the final year of probation are described in University Rule [3335-6-05](#) (B).

If a terminal year review is conducted by a Department and the College, it will be made consistent with that Department's Appointments, Promotion and Tenure document, the College's Appointments, Promotion and Tenure document, and other relevant policies,

procedures, practices, and standards established by: (1) the College, (2) the *Rules of the University Faculty*, (3) the Office of Academic Affairs, including the Office of Academic Affairs Policies and Procedures Handbook, and (4) the Office of Human Resources.

X Procedures for Student and Peer Evaluation of Teaching

A Student Evaluation of Teaching

1 E*Value Evaluation

The E*Value System is used for residents to evaluate Faculty in the clinical setting after each clinical rotation. Residents are encouraged to provide evaluations of each Faculty member they rotate with.

2 Radiation Oncology Didactic Course Evaluation

Use of the Radiation Oncology Didactic Course Evaluation form is required for each didactic course taught by Faculty in this department. The Faculty member should encourage a high completion rate by explaining the significance of the evaluation. The Residency Coordinator collects these evaluations at the end of each didactic course.

3 Clerkship Evaluation

Clerkship Evaluation form is completed by visiting residents and medical students to evaluate Faculty in the clinical setting after each clinical rotation. Visiting residents and medical students are encouraged to provide evaluations of each Faculty member they worked with during their rotation.

4 Student Evaluation of Instruction (SEI)

Use of the SEI form is required in every taught by Faculty in this department, when applicable. Faculty should choose a day late in the quarter when attendance is likely to be high to distribute the form. A graduate teaching associate, staff member, or other faculty member should administer the evaluation forms to the class and return them to the Office of the University Registrar as instructed. This individual should encourage a high completion rate by explaining to the class the significance of the evaluation. When a small proportion of the class completes the evaluation, the resulting information has little value either for improving instruction or for performance evaluation.

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 and clinical faculty at least once per quarter during the first two years of service, and at least twice per year during the remainder of the probationary period, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned in the course of each probationary year
- to review the teaching of tenured associate professors and nonprobationary associate professors-clinical at least once per year, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned over a three year period
- to review the teaching of tenured professors and nonprobationary professors-clinical 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 (www.ucat.osu.edu).

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.

Regularly scheduled peer teaching evaluation (the first three situations listed above) is comprehensive and includes, in addition to classroom visitation, review of course syllabi, instructional materials, assignments, and exams. Classroom visitation is conducted by two or more committee members attending together and is unannounced. However, at the beginning of the quarter, the committee will request from the faculty member a list of dates on which

visitation would be inappropriate because exams are being given, guest speakers are scheduled, etc.

Peer review focuses particularly on aspects of teaching that students are less qualified than faculty to evaluate, such as appropriateness of curricular choices given the goals of the course (survey as opposed to required major course), implicit and explicit goals of instruction, quality and effectiveness of testing tools, and appropriateness of approach relative to current disciplinary knowledge. As part of its evaluation the committee examines copies of the faculty member's SEI summaries from recent years, and where student opinion is mixed to negative, the committee attempts to ascertain the reasons. In so doing, members are to bear in mind that they have observed only one or a few classes out of the quarter, and moreover have a very different level of knowledge compared to students. Consequently their assessment may differ considerably from that of the majority of students.

At the conclusion of the review, the committee submits a written report to the department chair, copied to the faculty member. The faculty member may provide written comments on this report and the committee may respond in writing to those comments if it wishes. All such comments are appended to the report for inclusion in the faculty member's promotion and tenure dossier, unless the faculty member requests that the comments be excluded.

Regularly scheduled reviews are both summative and formative (they provide both an assessment of the faculty member's teaching for use in annual and promotion reviews, and advice to improve the faculty member's teaching).