



THE OHIO STATE UNIVERSITY

JOHN GLENN COLLEGE OF PUBLIC AFFAIRS

Appointments, Promotions, and Tenure

Criteria and Procedures for the John Glenn College of Public Affairs (JGCPA)

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1. Preamble

This document is a supplement to Chapter 6 and 7 of the [Rules of the University Faculty](#) (Additional Rules Concerning Faculty Appointments, Reappointments, Promotion, and Tenure), the Office of Academic Affairs procedural guidelines for promotion and tenure reviews, and any additional policies established by the University. Should those rules and policies change, the College shall follow those new rules and policies until such time as it can update this document to reflect the changes. In addition, this document must be reviewed, and either reaffirmed or revised, at least every five years on appointment or reappointment of the College Dean or upon the request of a simple majority of the faculty.

This document must be approved by the Executive Vice President and Provost of the University before it can be implemented. It sets forth the College's mission and, in the context of that mission and the mission of the University, its criteria and procedures for faculty appointments, and its criteria and procedures for faculty promotion, tenure, and rewards, including salary increases.

The faculty and the administration are bound by the principles articulated in Faculty Rule [3335-6-01](#) 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](#) and other standards specific to this 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](#).

2. College Mission

The mission of the John Glenn College of Public Affairs is to:

- Foster the creation of knowledge of public affairs and to disseminate knowledge of public affairs to students, public affairs professionals, and citizens to enable them to make positive impacts on communities, states and regions, nations, and the international community;
- Promote excellence in education in public policy analysis and management in an interdisciplinary framework;
- Engage faculty, staff, and students from throughout The Ohio State University in ongoing relationships with the public and non-profit sector in order to impact the critical issues facing society;
- Prepare leaders for the public and non-profit sectors by means of curricular and extra-curricular programs; and
- Engage public officials, representatives of public groups and citizens in dialog, deliberation, and action to improve the performance of democratic governance.

3. Definitions

3.1 Committee of the Eligible Faculty

3.1.1 Tenure-track Faculty

The eligible faculty for appointment reviews consists of all tenure-track faculty whose tenure resides in the College, excluding the Dean and Assistant and Associate Deans of the College, the Executive Vice President and Provost, and the President. The advisory vote to the Dean on the appointment of a new assistant professor, associate professor, or professor tenure-track faculty member is open to Glenn College faculty members of all ranks. For an appointment of a tenure-track faculty member at a senior rank (i.e. associate professor or professor), a second vote is taken by the faculty members eligible to vote on the rank under consideration.

The eligible faculty for review of 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 College excluding the College's 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 members are tenured professors whose tenure resides in the College excluding the Dean and Assistant and Associate Deans of the College, the Executive Vice President and Provost, and the President.

3.1.2 Research Faculty

The eligible faculty for appointment reviews of research faculty consists of all tenure-track faculty whose tenure resides in the College and all research faculty whose primary appointment is in the College. The advisory vote to the Dean on the appointment of a new research assistant professor, research associate professor, or research professor is open to Glenn College faculty members of all ranks. For an appointment of a research faculty member at a senior rank (i.e. associate professor or professor), a second vote is taken by the faculty members eligible to vote on the rank under consideration.

The eligible faculty for review of 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 College and all non-probationary research faculty of higher rank than the candidate whose primary appointment is in the College excluding the Dean and Assistant and Associate Deans of the College, the Executive Vice President and Provost, and the President.

3.1.3 Clinical Faculty

The eligible faculty for appointment reviews of clinical faculty consists of all tenure-track faculty members whose tenure resides in the College and all clinical faculty whose primary appointment is in the College. 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 College and all non-probationary clinical faculty of higher rank than the candidate whose primary appointment is in the College with the exception of the Dean and Assistant and Associate Deans of the College, the Executive Vice President and Provost, and the President.

3.1.4 Conflict of Interest

A conflict of interest exists when an eligible faculty member or Dean 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, or has collaborated so extensively with the candidate that an objective review of the candidate's work is not possible. Faculty members who have a conflict of interest as defined above must exclude themselves from a vote regarding appointment, promotion and tenure.

3.1.5 Minimum Composition

In the event that the College does not have at least three eligible faculty members who can undertake a review concerning appointment and promotion and tenure, the Dean will appoint a faculty member from another College with preference given to joint and courtesy faculty.

3.2 Promotion and Tenure Committee

The College has a Promotion and Tenure Committee that is a subcommittee of the eligible faculty that assists the Committee of the Eligible Faculty in managing the appointment and promotion and tenure issues. The committee consists of three eligible faculty of higher rank than the candidate(s) under review. The three committee members are appointed by the Dean. The Dean appoints the committee's chair and the eligible faculty vote to select the procedures oversight designee (POD) from the other two appointed committee members. The committee coordinates the review process with the Associate Dean for Faculty Development (ADFD). The expected term of service is two years for each committee member, with reappointment possible.

When considering cases involving clinical faculty, the Promotion and Tenure Committee may be augmented by two non-probationary clinical faculty members.

When considering cases involving research faculty the Promotion and Tenure Committee may be augmented by two non-probationary research faculty members.

3.3 Quorum

The quorum required to discuss and vote on all appointment and promotion and tenure issues is two-thirds of the eligible faculty not on an approved leave of absence. A member of the eligible faculty on Special Assignment may be excluded from the count for the purposes of determining quorum only if the Dean has approved an off-campus assignment.

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

3.4 Recommendation from the Committee of the Eligible Faculty

In all votes taken on appointment and promotion and tenure matters only “yes” and “no” votes are counted. 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.

All votes are secret and may be conducted electronically if anonymity can be assured.

The threshold for a positive vote is 51% of the quorum.

3.5 Appointment

Prior to making an appointment, the Dean will call for an advisory vote of the faculty.

If an offer is made at a senior rank the Dean will submit the offer to OAA for approval. The request for approval will include the count of the eligible faculty on the first vote on appointment and the second vote on appointment at the specified rank.

3.6 Reappointment, Promotion and Tenure, and Contract Renewal

A positive recommendation from the eligible faculty for reappointment, promotion and tenure (these two, i.e. promotion and tenure, as one vote), and contract renewal is secured when a simple majority of the votes cast are positive. The outcome of the vote shall be reported to the Dean and Office of Academic Affairs.

4. Appointments

4.1 Criteria

The College is committed to making only those faculty appointments that enhance or have strong potential to enhance the quality of the College. Important considerations include the individual's record to date in teaching, scholarship 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 College. 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 College.

4.1.1 Tenure-track Faculty

Instructor. Appointment at the rank of instructor is made only when the offered appointment is that of assistant professor, but requirements for the terminal degree have not been completed by the candidate at the time of appointment. The College 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 end of the third year of appointment, the third year is a terminal year of employment.

Upon completion of the terminal degree and 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 College's eligible faculty, 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 once granted. In addition, all probationary faculty members have the option to be considered for early promotion.

Assistant Professor. An earned terminal degree is the minimum requirement for appointment at the rank of assistant professor. Important is evidence of potential for excellence in knowledge creation, very good for knowledge dissemination, and very good for service. Appointment at the rank of assistant professor is always probationary, with mandatory tenure review occurring in the sixth year of service. Review for tenure prior to the mandatory review year is possible when the Committee of Eligible Faculty determines such a review to be appropriate. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged as it cannot be revoked once granted.

Associate Professor and Professor. Appointment at senior rank requires that the individual, at a minimum, meet the College's criteria 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. Offers to foreign nationals require prior consultation with the Office of International Affairs. See the OAA policy on faculty recruitment for additional details (<http://oaa.osu.edu/assets/files/documents/facultyrecruitment.pdf>).

Emeritus Faculty. Tenure-track and research faculty are potentially eligible for emeritus status regardless of their length of service at The Ohio State University. Appointment to emeritus status follows Faculty Rule [3335-5-19\(E\)](#). The Dean makes recommendations on emeritus status to the Office of Academic Affairs and status is conferred upon approval of the University Board of Trustees.

4.1.2 Research Faculty

Appointment of research faculty entails one- to three-year contracts. The 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 College 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](#).

Research Assistant Professor. Appointment at the rank of research assistant professor requires that the individual have an earned doctorate and a record of high-quality publications that strongly indicate the ability to sustain an independent, externally funded research program. In line with the criteria for appointment and promotion for tenure-track faculty, the criteria for an appointment to research assistant professor position involve *potential* for achieving “excellence” in knowledge creation and an emerging national reputation.

Research Associate Professor and Research Professor. Appointment at the rank of research associate professor or research professor requires that the individual have an earned doctorate and a record of high-quality publications that strongly indicate the ability to sustain an independent, externally funded research program. The criteria for appointment or promotion to research associate professor involve *achievement* of “excellence” in knowledge creation and an established national reputation. The criteria for appointment or promotion to research professor involve achievement of “excellence” in knowledge creation, an established national reputation, and an emerging international reputation.

4.1.3 Clinical Faculty

Appointment of clinical faculty entails a three-, four- or five-year contract, but the initial contract is a four-year probationary contract, 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 College 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](#).

Assistant Professor of Clinical Public Affairs. At least an earned master's degree or appropriate professional credentials demonstrating expertise in their relevant area of study, a minimum of five years of experience in the workplace, and the required licensure/certification in his or her specialty are the minimum requirements for appointment at the rank of assistant clinical professor. Evidence of potential for high quality teaching and high quality service to the profession is equally desirable. Evidence of current knowledge of research impacting practice with the field of study desired. Appointment to the rank of Assistant Clinical Professor is for an initial term of four years. By the end of the penultimate year of the contract, a review of the contract must take place and a decision made on a reappointment term.

Associate Professor of Clinical Public Affairs and Professor of Clinical Public Affairs. Appointment at the rank of associate clinical professor or clinical professor requires that the individual have the required licensure/certification in his/her specialty.

The awarding of the rank of Associate Professor of Clinical Public Affairs must be based on convincing evidence that the clinical faculty member has achieved excellence as a teacher and as one who provides effective service and can be expected to continue a program of high quality teaching and service relevant to the mission of the College and to the university. Criteria for appointment as, or promotion to, an Associate Professor of Clinical Public Affairs includes the following: an earned Master's degree in relevant field of study, relevant professional credentials demonstrating expertise in the field of study (if appropriate), evidence of current knowledge of research impacting practice with the field of study, evidence of ongoing engagement with practitioners in relevant context, evidence of sustained high-quality teaching, evidence of high-quality and impactful service both within and outside of the university.

The awarding of the rank of Professor of Clinical Public Affairs must be based on convincing evidence that the clinical faculty member has a sustained record of excellence in teaching and has demonstrated leadership in service at the local, state and national levels. Criteria for appointment as, or promotion to, Professor of Clinical Public Affairs includes the following: an earned Doctoral degree in relevant field of study, current professional credentials demonstrating expertise in the field of study (if appropriate), evidence of knowledge of research impacting practice with the field of study, evidence of ongoing engagement with practitioners in relevant context, evidence of sustained high-quality teaching, evidence of high-quality and impactful service both within and outside of the university, evidence of high-quality and impactful service at a local, state, national or international level.

4.1.4 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. 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 give academic service to the College, such as teaching a course or serving on graduate student committees, for which a faculty title is appropriate. Typically the 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.

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

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

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 years at 100% FTE.

4.1.5 Courtesy Appointments for Faculty

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

4.2 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

4.2.1 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 in advance by the Dean (in consultation with the faculty) and the Office of Academic Affairs in advance.

Search procedures must entail substantial faculty involvement and be consistent with the OAA [Policy on Faculty Recruitment and Selection](#).

Searches for tenure-track faculty proceed as follows:

The Dean provides approval for the College 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 Dean appoints a search committee consisting of at least three faculty members who reflect the field of expertise that is the focus of the search (if relevant) as well as other fields within the College. The Dean may appoint non-faculty members to the search committee, but the majority of the search committee must be composed of faculty members. The Dean will not chair search committees but will be involved *ex officio* during the search process.

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

The search committee:

- Appoints a Diversity Advocate who is responsible for providing leadership in assuring that 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 (www.hr.osu.edu/) and external advertising, subject to the College Dean's approval. The announcement will be no more specific than is necessary to accomplish the goals of the search, since an

offer cannot be made that is contrary to the content of the announcement with respect to rank, field, credentials, salary. In addition, timing for the receipt of applications will be stated as a preferred date, not a precise closing date, in order to allow consideration of any applications that arrive before the conclusion of the search.

- 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 advertise using at least one 30-day ad in a national professional journal. The university does not grant tenure in the absence of permanent residency, and strict U. S. College 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 professional journal.
- Screens applications and letters of recommendation and develops a list of applicants judged worthy of interview. On-campus interviews are arranged by the search committee chair.

On-campus interviews with candidates must include opportunities for interaction with faculty groups, including the search committee; students; the Dean; and College staff. In addition, all candidates make a presentation to the faculty and Ph.D. students on their scholarship. All candidates interviewing for a particular position must follow the same interview format. The search committee solicits advice from all College stakeholders (including clinical/research faculty, affiliated faculty, instructors, students, and staff) and compiles this evidence for discussion with the eligible faculty.

Following completion of on-campus interviews, the eligible faculty meet to discuss perceptions and preferences, and to vote on each candidate. A positive vote on each candidate requires 51% of the quorum of eligible faculty. The eligible faculty reports a recommendation on each candidate to the College Dean.

If the offer involves senior rank (Associate Professor or Professor) the eligible faculty 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 College Dean.

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

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.

4.2.2 Research Faculty

Searches for research faculty proceed identically as for tenure-track faculty and exceptions to a national search only require approval by the College's Dean.

4.2.3 Clinical Faculty

Searches for 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 scholarship, and exceptions to a national search only require approval by the College Dean.

4.2.4 Transfer from the Tenure-track

Tenure-track faculty may transfer to a clinical or research appointment if appropriate circumstances exist. Tenure is lost upon transfer, and transfers must be approved by the College's Dean, and the executive vice President and Provost.

Per Faculty Rules, [3335-7-09](#) and [3335-7-38](#), the College may provide for the possibility of transfers from the tenure-track faculty to the clinical faculty or to the research faculty if appropriate to its circumstances. The Glenn College may permit a tenure-track faculty member to transfer to a clinical or research faculty position with a 2/3 vote from all tenure-track faculty in the College. Transfers must abide by the following:

- (A) The request for transfer must be initiated by the 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 the clinical faculty or research faculty, tenure is lost; and
- (C) All transfers must be approved by the Glenn College Dean and the Executive Vice President and Provost.

Per Faculty Rule [3335-7-10](#), transfers from the clinical or research faculty to the tenure-track are not permitted. Clinical or research faculty may apply for tenure-track positions and compete in regular national searches for such positions.

4.2.5 Associated Faculty

The appointment, review, and reappointment of all compensated associated faculty are decided by the ADFD and the Dean.

Appointment and reappointment of uncompensated lecturers or visiting faculty may be proposed by any faculty member in the College and are decided by the ADFD and the Dean.

Compensated associated appointments are generally made for a period of one semester, 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. Visiting Professor appointments may be made for one term of up to three years or on an annual basis for up to three years.

Lecturer and senior lecturer appointments are usually made on a semester by semester or annual basis. After the initial appointment, and if the College's curricular needs warrant it, a multiple year appointment may be offered.

Associated faculty for whom promotion is a possibility will follow the promotion guidelines and procedures for tenure-track faculty (see Promotion and Tenure and Promotion Reviews below), with the exception that the review does not proceed to the university level if the Dean's recommendation is negative.

4.2.6 Courtesy Appointments for Faculty

Any eligible faculty member may propose a 0% FTE (courtesy) appointment for a tenure-track or research faculty member from another Ohio State TIU. A proposal that describes the uncompensated academic service to the College justifying the appointment is considered at a regular faculty meeting. If the proposal is approved by the eligible faculty, the College's Dean extends an offer of appointment. The Dean reviews all courtesy appointments every three years to determine whether they continue to be justified. Upon the Dean's review and recommendation, a vote for (non)renewal will be brought before the faculty at a regular meeting.

4.2.7 Endowed Chair Position

Per university policy, the dean will conduct a formal review every five years before submitting an individual for reappointment to an endowed chair. Endowed chair positions are regulated through the Pattern of Administration document.

5. Annual Review Procedures

5.1. Procedures

5.1.1 Probationary Tenure-track Faculty

A review will be conducted annually to provide probationary tenure-track faculty guidance towards tenure, based on a report prepared by the faculty member (encompassing the previous academic year through the date of the submission of the report) that provides evidence of professional activities and accomplishments in

knowledge creation (e.g. publications), knowledge dissemination (e.g. written evaluations, peer evaluations, teaching awards, and SEI's), and public and academic service (e.g. legislative testimony, media outreach, community outreach, service in professional association) (see also section 6.3). This report is of an evaluative and summative nature. Per faculty vote of 2016, a prospective report is to be submitted by the end of summer with statements about expected activities in the areas of knowledge creation, knowledge dissemination, and public and academic service. The ADFD will coordinate the review by drafting an annual review letter for dissemination to the eligible faculty for comments and suggestions. This letter will provide the Dean with a recommendation regarding performance in knowledge creation, knowledge dissemination, and public and academic service, where each of these is evaluated as excellent, very good, fair, or poor. The Dean reviews this letter along the faculty member's annual review material to make his or her own determination about the faculty member's performance in each of the three areas. For faculty who hold a joint (split FTE) appointment (including Discovery Themes appointments) whose TIU is the Glenn College, the ADFD will solicit a letter reporting on the activities and accomplishments of the faculty member in the other unit. The ADFD annual review letter will be disseminated among the eligible faculty for comments and editorial changes. The letter (per Faculty Rule [3335-3-35](#)) must include a reminder that all faculty have the right to view their primary personnel file and to provide written comment on any material therein for inclusion in the file. The final annual review letter from the ADFD and the eligible faculty and the probationary faculty member's response(s) will be sent to the Dean. The assessment and any faculty commentary will be included in the faculty member's cumulative dossier for promotion and tenure.

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

The College follows the requirements for annual reviews as set forth in the Policy on Faculty Annual Review, and will vote about continuation upon the fourth year review, and upon the sixth year mandatory review for promotion and tenure.

5.1.2 Fourth Year Review

Fourth-year reviews of probationary faculty are conducted in the same time period as the annual reviews of other probationary faculty, but encompass the academic record from the date of hire. For faculty hired with previous relevant academic experience, they can acquire up to three years of prior service credit at the time of hire to be counted towards tenure. Under these circumstances, the candidate will come up for their fourth year review inclusive of the years of prior service credit. Fourth-year reviews will incorporate the full academic record of the candidate. Fourth-year reviews are subject to the same procedural requirements as sixth-year reviews (see section 7), with one exception: (1) external evaluation letters are not solicited.

5.1.3 Exclusion of Time from Probationary Period

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

5.1.4 Tenured faculty

Tenure-track faculty members at the rank of associate professor and professor will also annually submit a report (encompassing the previous academic year through the date of the submission of the report) with evidence of professional activities and accomplishments in knowledge creation (e.g. articles, books), knowledge dissemination (e.g. written evaluations, peer evaluations, teaching awards, SEI's), and public and academic service (e.g. media and community outreach, service to professional association). This report is of an evaluative and summative nature. Per faculty vote of 2016, a prospective report is to be submitted by the end of summer with statements about expected activities in the areas of knowledge creation, knowledge dissemination, and public and academic service. The annual review will be coordinated by the ADFD. The draft reports for associate professors will be circulated among the eligible faculty for comments and editorial changes. Each tenure-track faculty member at the rank of associate professor and professor will receive her/his report and has the opportunity to comment. The final report will be submitted to the Dean. A separate annual review will be conducted by the Dean. The Dean's annual review and any faculty commentary will be included in the faculty member's academic personnel file.

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

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

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

5.1.6 Clinical Faculty

Annual renewal of a clinical faculty member requires the approval of College Dean who makes the final decision. Oversight of the activities of clinical faculty will be performed by the Dean. Annual evaluations of clinical faculty will also be performed by the ADFD including input from the faculty. These evaluations will take place at the same time as those for tenure-track faculty. The evaluation will be communicated in writing to the clinical faculty member, together with an invitation to discuss the evaluation in person if the clinical faculty member desires. Following input from the clinical faculty member and the faculty, the annual review letter will be sent to the Dean.

A recommendation not to renew a probationary clinical faculty member's annual contract requires the approval of the College Dean. Before reaching a negative decision or a decision contrary to the tenure initiating unit's recommendation, the Dean must consult with the Glenn College Promotion and Tenure Committee.

Evaluation of clinical faculty shall be based on the quality of performance in 1) classroom teaching; 2) advising and service to the College, university, and/or community; and 3) knowledge of research impacting practice with the field of study.

In the penultimate contract year of a clinical faculty member's appointment, the Dean 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](#) 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.

The Dean has the authority to terminate a clinical faculty member's contract before the end of the appointment. Before terminating a clinical faculty member's contract before

the end of the appointment, the Dean must consult with the College Promotion and Tenure committee.

At five-year intervals, the Glenn College will evaluate the impact, both positive and negative, of the clinical faculty. Both objective data (numbers and percentages of clinical and tenure-track faculty in the College) and perceptual data (questionnaires and/or College discussions) regarding the perceived benefits and costs of having clinical faculty will be obtained. Input will be sought from curricular chairs, faculty, graduate and undergraduate students, and our community partners. If the input from such an evaluation suggests an overall negative impact, the College may choose not to make further clinical faculty appointments. Also, per the OSU [Academic Organization, Curriculum, and Assessment Handbook](#), reports will be submitted to CAA annually.

5.1.7 Associated Faculty

Compensated associated faculty members in their initial appointment must be reviewed before reappointment. The Dean, or designee, prepares a written evaluation and meets with the faculty member to discuss his or her performance, future plans, and goals. The Dean's recommendation on renewal of the appointment is final. If the recommendation is to renew, the Dean may extend a multiple year appointment.

Compensated associated faculty members on a multiple year appointment are reviewed annually by the Dean, or designee. The Dean, or designee, prepares a written evaluation and meets with the faculty member to discuss his or her performance, future plans, and goals. No later than October 15 of the final year of the appointment, the Dean will decide whether or not to reappoint. The Dean's recommendation on reappointment is final.

6. Merit Salary Increases and Other Rewards

Each year, the Office of Academic Affairs provides guidance on whether annual merit salary increases and other awards will be allowed. This section describes the criteria, procedures and required documentation for annual salary increases. A separate document describes the Glenn College's overall compensation philosophy.

6.1 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.

Meritorious performance in knowledge creation, knowledge dissemination, and public and academic service is assessed in accordance with the same criteria that form the basis for promotion decisions. The Dean may determine strategic priority areas in addition to knowledge creation, knowledge dissemination, and public and academic service in which meritorious performance will be assessed for salary increases. The time frame for assessing performance will be fall semester of the previous academic year through the spring of the current academic year (a total of 21 months), with attention to patterns of increasing or declining productivity. Faculty with high-quality performance in all three areas of endeavor and/or the strategic priorities of the Dean as well as those with a pattern of consistent professional growth will necessarily be favored. Faculty members whose performance is unsatisfactory in one or more areas are likely to receive minimal or no salary increases.

All faculty members 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.

6.2 Procedures

The Dean determines annual salary increases and other performance rewards based on the Dean's review of each faculty member's documentation. Salary increases are formulated in dollar amounts rather than percentage increases, with the goal of distributing available funds in a manner that achieves the optimal distribution of salaries.

Faculty members who wish to discuss dissatisfaction with their salary increase with the Dean 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.

6.3 Documentation

The annual performance review of every faculty member requires that all documentation described below, including the two summary documents, be submitted to the ADFD by the date listed in the annual call for review materials which is to be found in the College's tenure and promotion calendar.

- updated CV
- updated dossier

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

Knowledge Dissemination

- Cumulative SEI reports (Student Evaluation of Instruction computer generated summaries prepared by the Office of the University Registrar) for every class taught.
- Peer evaluation of teaching
- 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.

Knowledge Creation

- 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 scholarship as appropriate (published reviews including publications where one's work is favorably cited, grants and contract proposals that have been submitted).

Public and Academic Service

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

7. Promotion and Promotion and Tenure Reviews

The study of public affairs is interdisciplinary in nature. The field of public affairs educates and trains people for the profession of governing and/or for professional engagement with government. The Glenn College embraces the field's interdisciplinary nature and encourages faculty members to connect their research, teaching and service.

As such, activities performed by Glenn College faculty members will likely overlap the review categories of knowledge creation, knowledge dissemination and public and academic service.

7.1 Criteria

7.1.1 Promotion to Associate Professor with Tenure

Faculty Rule [3335-6-02](#) provides general criteria for promotion to associate professor with tenure.

The Glenn College uses a four-category rating scale for faculty appointment, promotion and tenure ranging of **poor**, **fair**, **very good**, or **excellent**. The criteria for an appointment to an assistant professor position involve *potential*. The criteria for promotion to associate professor with tenure involve *achievement* of “excellence” in knowledge creation and “very good” status in knowledge dissemination and public and academic service, combined with the potential for higher achievement. A record rated as excellent in knowledge creation means that expectations have been met; a record rated as very good means expectations in knowledge creation have not been met. A record rated as very good in knowledge dissemination and/or public and academic service means that expectations have been met; a record rated as fair means expectations in knowledge dissemination and/or public and academic service have not been met; a record rated as excellent in knowledge dissemination and/or public and academic service means that expectations have been exceeded.

The claim that promotion of the candidate will improve the overall knowledge creation quality and standing of the College needs to be supported. Internal cases for promotion to associate professor and external hires at that rank should be equally strong and meet the same standards. It is possible that people are appointed at the associate rank without tenure. Those individuals will be subject to the same substantive requirements for tenure as tenure track faculty, but will generally be considered for tenure within a span of no more than three years after initial appointment. A successful candidate for the rank of associate professor with tenure will have achieved an emerging national reputation as a scholar based on high-quality research.

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

A successful candidate for promotion to the rank of associate professor with tenure:

- has achieved excellence in knowledge creation, displayed coherent patterns of knowledge creation, and demonstrated the impact of the knowledge on policy and practice in the public and/or not-for-profit sectors;
- has demonstrated very good knowledge dissemination effectiveness; and

- has performed College and other service activities at a very good level.

The criteria for granting tenure to an associate professor are the same as those for the promotion from assistant to associate professor (see for specific criteria of expected primary and secondary activities, 7.3 below).

Knowledge creation will be a critical evaluation component in the Promotion and Tenure process. In this research-intensive College, a faculty member with a very good knowledge creation record will not be granted tenure even if he/she has an excellent knowledge dissemination and public and academic service record (see section 6.3). However, knowledge dissemination and public and academic service are also important criteria in the evaluation. The candidate must show strong evidence of substantial promise for continued growth and productivity. In summary, tenure will be reserved for faculty members who have clearly demonstrated excellence in knowledge creation, who are very good teachers in the classroom and in advising, and who provide very good public service and service to the College, university, and profession.

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

7.1.2 Promotion to Professor

Faculty Rule [3335-6-02](#) establishes general criteria for promotion to the rank of professor.

Promotion to the rank of professor presumes recognition as a top-quality scholar by leading scholars in public affairs and within the relevant disciplinary sphere. A candidate may demonstrate this recognition to the Committee of the Eligible Faculty (CEF) through external letters, professional awards and designations, and other indicators of top-quality scholarship, impact and leadership. Overall, the successful candidate for promotion to the rank of professor is expected to have demonstrated:

- Knowledge dissemination at a very good level or higher.
- Public and academic service at a very good level or higher.
- Knowledge creation at an excellent level.

The thresholds for very good (in knowledge dissemination and service) and for excellent (in knowledge creation) are higher for promotion to professor than for promotion to associate professor. While information about scholarship produced prior to the date of hire or date of last promotion may be provided and is helpful in providing context to the more recent research record, it is the research performance since the date of last promotion that is the focus for promotion to professor.

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.

7.1.3 Promotion of Research Faculty

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. A record of continuous peer-reviewed funding is required along with evidence of a growing national reputation.

Promotion to Research Professor. For promotion to research professor, a faculty member must have a national and international reputation. A record of continuous funding is required, along with demonstrated research productivity as a result of such funding.

The College Dean makes the determination to move forward with a promotion review for a research faculty member. Successful promotion to either Research Associate Professor or Research Professor requires a simple majority vote of the eligible faculty and approval of the Dean.

7.1.4 Promotion of Clinical Faculty

Promotion to Associate Professor of Clinical Public Affairs. For promotion to associate professor of clinical public affairs 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 College. Specific criteria in teaching and service for promotion to associate clinical professor are similar to those for promotion to associate professor with tenure. Knowledge creation activity is not expected.

Promotion to Professor of Clinical Public Affairs. For promotion to professor of clinical public affairs, 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 College and to the profession; and production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice.

The College Dean makes the determination to move forward with a promotion review for a clinical faculty member. Successful promotion to either Associate Professor of Clinical Public Affairs or Professor of Clinical Public Affairs requires a simple majority vote of the eligible faculty and approval of the Dean.

7.2 Procedures

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

7.2.1 Candidate Responsibilities

The responsibilities of the candidate are as follows:

- To submit a complete, accurate dossier fully consistent with Office of Academic Affairs guidelines. Candidates should not sign the Office of Academic Affairs Candidate Checklist without ascertaining that they have fully met the requirements set forth in the Office of Academic Affairs core dossier outline including, but not limited to, those highlighted on the checklist.
- To submit a copy of the APT document under which the candidate wishes to be reviewed. Candidates may submit the College's current APT document; or, alternatively, they may elect to be reviewed under either (a) the APT document that was in effect on their start date, or (b) the APT document that was in effect on the date of their last promotion, whichever of these two latter documents is the more recent. However, the current APT document must be used if the letter of offer or last promotion, whichever is more recent, was more than 10 years before April 1 of the review year. This must be submitted when the dossier is submitted to the College.
- To review the list of potential external evaluators developed by the ADFD 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 ADFD decides whether removal is justified. (Also see External Evaluations below.)

7.2.2 Promotion and Tenure Committee Responsibilities

The responsibilities of the Promotion and Tenure Committee (and/or its designee) are as follows:

- To review this document periodically 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; all eligible faculty can consider promotion to associate professor with tenure. A two-thirds majority of those eligible to vote on a request must vote affirmatively for the review to proceed.
 - The committee bases its decision on assessment of the record as presented in the faculty member's CV and on a determination of the availability of all required documentation for a full review (student and peer evaluations of teaching). Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.
 - A tenured faculty member may only be denied a formal promotion review under Faculty Rule [3335-6-04](#) for one year. If the denial is based on lack of required documentation and the faculty member insists that the review go forward in the following year despite incomplete documentation, the individual should be advised that such a review is unlikely to be successful.
 - Consistent with Office of Academic Affairs policy, only faculty members who are citizens or permanent residents of the United States may be considered for non-mandatory tenure review. The committee must confirm with the College 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 College.
 - A decision by the committee to permit a review to take place in no way commits the eligible faculty, the Dean, or any other party to the review to making a positive recommendation during the review itself.
- Annually, in late spring through early autumn semester, to provide administrative support for the promotion and tenure review process as described below.
 - **Late Spring:** The Dean will select the chair and the two members of the P&T committee to serve the following academic year. The Eligible Faculty will then select the Procedures Oversight Designee from among the two members of the P&T committee. 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. In late spring, the Dean will inform the current P&T committee of the upcoming annual reviews. The Dean will also inform the incoming P&T committee of the upcoming fourth year reviews, 6th year (P&T) reviews, and promotion to professor reviews.

- **Late Spring:** Suggest names of external evaluators to the ADFD.
- **Early Autumn:** Review candidates' dossiers for completeness, accuracy (including citations), and consistency with Office of Academic Affairs requirements; and work with candidates and the ADFD to assure that needed revisions are made in the dossier before the formal review process begins.
- Meet with each candidate for clarification as necessary (the meeting is not required) 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 knowledge creation, knowledge dissemination and public and academic 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 ADFD and the Dean.
 - 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 ADFD and Dean in the case of joint appointees whose tenure-initiating unit is another unit. The full eligible faculty does not vote on these cases since the College's recommendation must be provided to the other tenure-initiating unit substantially earlier than the committee begins meeting

7.2.3 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 and to participate in discussion of every case.
- To vote on the recommendation for tenure and/or promote for a candidate based on the College's tenure and promotion criteria, including rating the candidate's record in knowledge creation, knowledge dissemination and public and academic service.

7.2.4 Associate Dean for Faculty Development Responsibilities

The responsibilities of the ADFD 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.
- In the case of a first-time non-mandatory review, the ADFD will assure that the required materials (i.e., full CV with information on research, teaching and service, SEI's and peer evaluations) are made available to the CEF by March 1 so that there is a minimum of two weeks available for careful consideration by the CEF.
- **Late Spring Semester:** To solicit external evaluations from a list including names suggested by the Promotion and Tenure Committee, the Dean and the candidate.
- 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.

7.2.5 Dean Responsibilities

The responsibilities of the College Dean are as follows:

- To attend the meetings of the eligible faculty at which promotion and tenure matters are discussed and respond to questions raised during the meeting (the Dean is an *ex officio*, non-voting member of the CEF).

- **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 College review process:
 - of the recommendations by the eligible faculty
 - of the availability for review of the written evaluations by the eligible faculty
 - of the opportunity to submit written comments on the above material, within ten days from receipt of the letter from the eligible faculty, for inclusion in the dossier. The letter is accompanied by a form that the candidate returns to the Dean, indicating whether or not he or she expects to submit comments.
- To provide a written response to any candidate comments that warrant response for inclusion in the dossier.
- To forward the completed dossier to the Office of Academic Affairs by that office's deadline, except in the case of associated faculty for whom the Dean recommends against promotion. A negative recommendation by the Dean 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 his or her own independent written evaluation and recommendation, to the head of the other tenure-initiating unit by the date requested.

In the instance that the Dean is not a professor and thus may not participate in the review, the Executive Vice President and Provost or his or her representative will assume the duties of the Dean. The Executive Vice President and Provost will appoint the Promotion and Tenure Committee and oversee the review process.

7.2.6 External Evaluations

External evaluations of scholarly activity and research are obtained for all promotion reviews in which scholarship must be assessed. These include all tenure-track promotion and tenure or promotion reviews, all research appointment contract renewals and promotion reviews, and all adjunct faculty promotion reviews.

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

- Is written by a person highly qualified to judge the candidate's scholarship (or other performance, if relevant) who can give an “arms’ length” evaluation of the research record and is not a close personal friend, research collaborator, or former academic advisor or post-doctoral mentor of the candidate. Ideally, external evaluators should be: (1) at peer institutions or higher; (2) at the rank of professor; (3) reflective of the intellectual, gender, racial, and ethnic diversity of the field; and d) are at the top of their field.
- 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 College cannot control who agrees to write and/or the usefulness of the letters received, more letters are sought than are required and they are solicited no later than the end of the spring semester prior to the review year. This timing allows additional letters to be requested should fewer than five useful letters result from the first round of requests.

The Dean and the ADFD will solicit input from the Eligible Faculty regarding external reviewers. The candidate will also be asked by the Dean and ADFD for names of possible external reviewers (including suggestions for reviewers who should not be solicited). 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](#) 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 College requires that the dossier contain letters from evaluators suggested by the candidate.

The Dean and the ADFD will consult with the candidate concerning the scholarly work to be sent to external reviewers, along with a copy of the candidate’s most recent *vita* and the letter requesting the evaluation.

The College 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 ADFD and the Dean, who will decide what, if any, action is warranted (such as 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 College's written evaluations or brought to the attention of the Office of Academic Affairs for advice.

7.3 Documentation

The requirements of the Office of Academic Affairs concerning the core dossier serve as the College's documentation requirements. This document provides guidance for candidates for promotion and tenure and for promotion.

7.3.1 Teaching (Knowledge Dissemination)

The John Glenn College of Public Affairs' reputation is tied closely to the quality of its graduates and their ability to meet the demands of careers that serve the public interest, teaching and scholarship. Effective knowledge dissemination in the College requires a diverse set of skills linked to a wide range of learning experiences in the curriculum. Classroom teaching that effectively blends theory and practice, a curriculum that anticipates challenges in the public service, executive and continuing education activities that engage and inform practitioners, and a doctoral program that prepares students to contribute to the theoretical and applied repository of knowledge that are integral to the College's mission.

Classroom Teaching: Evidence of quality (not being an exhaustive listing)

Primary Criteria:

- peer evaluation of teaching;
- receipt of teaching awards; and
- formal student evaluations of teaching;

Secondary Criteria:

- letters or notes from present or former colleagues;
- examples of student work;
- letters from clients of student class projects; and
- evidence of professional development.

Involvement in Undergraduate and Graduate Exams, Theses, Dissertations and Research: Evidence of Quality and Frequency of Contributions.

The first responsibility that faculty in the Glenn College have is towards the students who are enrolled in one of the College's programs. However, being involved with other students at OSU or beyond is appreciated.

- Number of a) JGCPA doctoral committees as chair; b) JGCPA doctoral committees as member; c) JGCPA general examination committees; d) non-JGCPA doctoral committees as chair; e) non-JGCPA doctoral committees as member; and f) non-JGCPA general examination committees;
- Number of a) JGCPA undergraduate research committees; b) non-JGCPA undergraduate research committees; c) non-JGCPA master's thesis committees; d) JGCPA independent studies; and e) non-JGCPA independent studies;
- Number of JGCPA undergraduate and graduate students with whom the candidate has collaborated with in published research;
- Noteworthy accomplishments of a) JGCPA and b) non-JGCPA undergraduate and graduate students for whom the candidate has been a formal advisor (e.g., publications during or emanating from graduate program, awards for graduate work, dissertation awards, post-doctorates, or first post-graduate position); and
- Formal advising of high school students.

Curriculum Development and Dissemination of Teaching: Evidence of Quality and Frequency of Contribution (not being an exhaustive listing)

- publications related to teaching;
- development of new courses;
- significant revision of existing courses;
- development of new curricular programs;
- development of innovative teaching materials;
- evaluation of peers' teaching materials;
- dissemination and adoption by others of candidate's teaching materials; and
- presentations related to teaching.

Executive and Continuing Education: Evidence of Quality and Frequency of Contributions (not being an exhaustive listing)

- evidence of teaching effectiveness (participant evaluations, peer observations);
- new workshops/programs developed and participants enrolled;
- workshops/programs delivered and participants; and
- impact of workshops/programs delivered on policy analysis or management practice or participants and their organizations.

7.3.2 Research (Knowledge Creation)

The John Glenn College of Public Affairs' reputation is tied closely to the quality of its faculty's scholarly research creativity and productivity. Original knowledge creation and scholarship entails the generation and validation of theories, both descriptive and

normative; analysis and/or synthesis of existing knowledge; and application of knowledge to public discourse and to the formulation, implementation, and evaluation of policy and management.

Faculty members are expected to engage in knowledge creation and scholarly activity. The quality and quantity of their knowledge creation productivity should be comparable to that of colleagues in the field of public affairs, and its areas of specialization, at the nation's leading research universities. Research findings should be presented at scholarly and professional meetings and should appear in leading public affairs journals, books, and/or monographs that are peer-reviewed, as well as in reports that may be published and distributed by governmental, not-for-profit and other organizations.

When feasible and appropriate, faculty members are also expected to submit proposals for funding to support their research including the support of graduate research associates. The Glenn College encourages faculty to pursue external funding to support their research. The competitiveness and the prestige of the funding will be considered. The Glenn College recognizes that research funding opportunities are more readily available in some specializations when compared to others.

Quality and Quantity

Both the quality and quantity of the candidate's research are evaluated. Quality is defined in terms of the importance of the information revealed for the progress of the discipline or for the improvement of practitioner performance and of the creativity of the thought processes and methods behind it. Original breakthroughs in conceptual frameworks, conclusions, and methods are considered to be of higher quality than work that represents only minor departures from the candidate's previous contributions and/or repeats familiar themes found in the extant literature. As part of the evaluation, faculty members will be expected to state briefly and in writing the particular contribution to knowledge and understanding of each of their publications during the period of evaluation.

The determination of quality and quantity is obviously difficult and involves substantial judgment. This determination must account for the inherent trade-offs that exist across methodological approaches (e.g., case study research, experimental research, or other types of empirical work, are time-intensive). The faculty members charged with this evaluation must synthesize information from: (a) their own reading of key works of the candidate, (b) evaluations obtained from widely known and respected scholars in the candidate's field; and (c) knowledge of the quality of the outlet in which it appears, with the assumption that the reputation of the journal or other outlet is determined by the quality of pieces appearing in it.

Types of Output, Evidence of Quality and Frequency of Contributions

In line with the Office of Academic Affairs' Promotion and Tenure Guidelines, the types of evidence to be reviewed include, but are not limited to, the following:

Primary Outputs (not being an exhaustive listing):

- peer reviewed journal articles (double-blind, single-blind, indexed, impact factor, journal ranking, lead article); and
- peer reviewed books (other than edited volumes) and monographs (university press).

Secondary Outputs (not being an exhaustive listing):

- edited books (university press);
- peer reviewed chapters in edited books;
- publications in professional outlets for external stakeholders;
- editor reviewed journal articles;
- bulletins and technical reports (evidence of peer review);
- reviews and abstracts (evidence of peer review) (e.g., book review essays);
- papers in proceedings (evidence of peer review);
- potential publications in review process (indicate authorship, date of submission, and to what journal or publisher the work has been submitted);
- unpublished scholarly presentations (evidence of peer review and/or special invitation);
- funding through research grants and contracts, including support for graduate students (evidence of peer review);
- professional awards and other formal recognitions of research excellence; and
- media coverage of the candidate's research.

In evaluating the above types of evidence regarding knowledge creation, the Committee of Eligible Faculty and the Dean shall be guided by a standard of excellence that emphasizes the importance of high quality publication outlets, as measured by recognized external rankings of scholarly quality. These include, but are not limited to, recognized journal rankings in the field of public affairs (such as the *Social Sciences Citation Index*). The evaluation process shall also consider the selectivity of journals, as measured by their acceptance rates, and the impact of journals, as measured by citations as reported in the *Social Sciences Citation Index* or other verifiable citation counts. Other quality metrics could be considered as well, but it is up to the candidate to make a case supporting claims of quality. The quality of books shall be assessed by (1) the scholarly quality of the publishers, with preference given to university presses and other publishers utilizing rigorous peer review and (2) scholarly criticism published in respected outlets. Above all, however, critical emphasis shall be given to the quality and likely impact of the publication itself.

It is understood that the impact of some government publications—such as those defined by national security or defense-related content—cannot be easily assessed because of the non-public nature of the publications or the data contained therein. Faculty members can provide a letter(s) from appropriate representatives at the respective government agency, College, or bureau to document, generally, the faculty member's contribution and impact.

7.3.3 Service (Public and Academic Service)

The John Glenn College of Public Affairs is committed to fulfilling its land grant university mission of public service; as such College faculty members are expected to engage in public and academic service. Public service has many aspects, including but not restricted to: consultation to government, not-for-profits, and other institutions; applied policy and management services that transfer cutting-edge knowledge and practice while promoting community and institutional learning at the local, state, national, and international levels; and other public service responsibilities and opportunities that may arise. In all of these activities, the College is committed to the high quality, responsive provision of knowledge, ideas, technologies, methods, and practices that provide models for diffusion and emulation.

Faculty members are also expected to participate in academic service including service on College and/or University committees as appropriate to the expectations of their rank and as assigned by the Dean. It is expected that service responsibilities will be assigned disproportionately to the tenured members of the faculty. Service contributions to University committees and governance; scholarly journals and publishers; major academic and professional organizations are also valued. The Dean will take into account the assigned service contributions of each faculty member in determining the formal teaching assignments for each faculty member on an annual basis. A separate document – *Dean's Guidelines for Adjustments to Faculty Workload* – provides guidance on what factors will be taken into account in making these determinations.

Types of public and academic service contributions may include, but are not limited to, the following:

Public Service: Evidence of Quality and Frequency of Contributions (not an exhaustive listing)

- serving as an organizer of workshops, panels, or meetings in areas of professional competence;
- serving as a speaker or presenter at non-academic meetings in areas of professional competence;
- serving as a leader or member of a task force or committee providing service to local, state, regional, national, or international (academic and/or professional) organizations;
- serving as advisor/consultant (industry, education, government, not for profit, media) – list specific activity, whether paid or pro bono, and indicate time period in which consultation was provided, etc.;
- participation in radio, television, and newspaper interviews;
- funding through grants and contracts with government agencies, foundations, nonprofit organizations, or private firms working in the public sector, including support for graduate students (e.g., reports to clients);

- other professional/public service if not included elsewhere, such as reviewer of proposals, or external examiner, and media appearances;
- testifying before government committees and participating on expert panels in areas related to the candidate’s research; standard book review; major academic/professional awards and commendations (if not included previously); and
- Software and/or dataset development.

Academic Service: Evidence of Quality and Frequency of Contributions

- College committees;
- university committees;
- diversity and mentoring activities;
- administrative positions held;
- other administrative services to/for the University;
- major academic or professional awards and commendations;
- editorships of or service as a reviewer for journals or other learned publications; and
- offices held and other service to professional societies (list organization in which office was held or service performed and describe nature of organization: i.e., open or elected membership, honorary).

8. Appeals

Faculty Rule [3335-6-05\(A\)](#) sets forth general criteria for appeals of negative promotion and tenure decisions. Further detail on appeals alleging improper evaluation is contained in Faculty Rule [3335-5-05](#).

9. Seventh Year Review

Faculty Rule [3335-6-05\(B\)](#) delineates the conditions of and procedures for a seventh-year review.

10. Procedures for Student and Peer Evaluation of Teaching

10.1 Student Evaluation of Teaching

The John Glenn College of Public Affairs requires that all courses taught in the College be evaluated by the students every time the course is taught. A standard instrument, such as the Student Evaluation of Instruction (SEI) form and/or other instrument(s), such as the College’s written evaluation, approved by the Dean in consultation with the faculty, is to be utilized for all course evaluations. The instrument must be collected and returned by a student or a staff member, never by the instructor. The instructor cannot be present in the classroom when students fill out the written evaluation.

10.2 Peer Evaluation of Teaching

The following addresses the John Glenn College of Public Affairs guidelines for probationary faculty.

The purposes of the guidelines are:

- to provide feedback on classroom teaching to the probationary tenure track and clinical faculty member to aid in his/her professional development; and
- to provide additional evidence of teaching effectiveness for the probationary faculty member's fourth year review and subsequent tenure and/or promotion reviews.

Each probationary faculty member will be observed by a member of the College's tenured faculty at least once during each academic year prior to the mandatory sixth year promotion and tenure review. The Dean and the ADFD will be responsible for asking designated faculty members to serve as observers. The designated faculty member will meet with the probationary faculty member to set a mutually agreeable time for a classroom visit, receive relevant course materials, and to review any issues that either may deem relevant.

The observer should meet with the probationary faculty member at their earliest convenience, after the class observation, to provide written feedback. The intent is to provide constructive suggestions to improve effectiveness in the classroom. The written feedback will be shared with the Dean and the ADFD, and will become part of the candidate's permanent file and used in the promotion and tenure review process.

For tenured faculty, the ADFD may request that syllabi, supporting course materials, and a peer review be submitted as part of the annual review. Associate professors will have a peer evaluation every other year, and at least twice before going up for promotion to professor.