

**APPOINTMENTS, PROMOTION, AND TENURE
CRITERIA AND PROCEDURES
FOR THE COLLEGE OF VETERINARY MEDICINE**

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APPOINTMENTS, PROMOTION, AND TENURE FOR THE COLLEGE OF VETERINARY MEDICINE

I. PREAMBLE

This document is a supplement to Chapters 6 and 7 of the [Rules of the University Faculty](#); the annually updated procedural guidelines for promotion and tenure reviews in Volume 3 of the Office of Academic Affairs Policies and Procedures Handbook <https://oaa.osu.edu/policies-and-procedures-handbook>; and other policies and procedures of the university to which the college and its faculty are subject.

Should those rules and policies change, the college will follow the 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 four years on the appointment or reappointment of the Dean.

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 college's mission and, in the context of that mission and the mission of the university, its criteria and procedures for faculty appointments and for faculty promotion, tenure and rewards, including salary increases. In approving this document, the Office of Academic Affairs accepts the mission and criteria of the college and delegates to it the responsibility to apply high standards in evaluating current faculty and faculty candidates in relation to the college's mission and criteria.

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 the 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>).

It is the expectation of the College that all faculty personnel actions conducted by a department and the College, will be consistent with that department's APT document, the College APT document, and other relevant policies, procedures, practices, and standards established by the:

1. College,
2. Faculty Rules,
3. Office of Academic Affairs, and
4. Office of Human Resources

II. COLLEGE MISSION

We exist to benefit society and enhance the health and well-being of animals, people, and the ecosystem through innovation in education, research, patient care, outreach, and service.

Discovery. Outreach. Education. Service.
Creating a healthy and sustainable world for animals and people.

III. DEFINITIONS

General considerations concerning Faculty Appointments, Reappointments, Promotion and Tenure

General considerations are articulated in Faculty Rule [3335-6-01](#). Peer review provides the foundation for decisions regarding faculty appointment, reappointment, and promotion and tenure (except when the provisions of paragraph (H) of Faculty Rule [3335-6-03](#) of the Administrative Code are invoked.) Peers are those faculty who can be expected to be most knowledgeable regarding an individual's qualifications and performance--normally tenure initiating unit colleagues. Because of the centrality of peer review to these review processes, faculty vested with responsibility for providing peer review have an obligation to participate fully and knowledgeably in review processes, to exercise the standards established in Faculty Rule [3335-6-02](#) of the Administrative Code and other standards specific to the academic unit and discipline, and to make negative recommendations when these are warranted to maintain and improve the quality of the faculty. Recommendations by the faculty vested with the responsibility for providing peer review will be accepted unless they are not supported by the evidence presented regarding how the candidate meets the standards established in Faculty Rule [3335-6-02](#) of the administrative code and other standards specific to the academic unit and discipline. When, for the reasons just stated, a decision regarding faculty appointment, reappointment, or promotion and tenure differs from the recommendation of the faculty, the administrator or body making that decision will communicate in writing to the faculty body that made the recommendation the reasons that the recommendation was judged not to be supported by the evidence.

Probationary Faculty

The initial contracts for tenure-track, clinical, and research faculty are probationary. Probationary faculty are considered for reappointment annually. During a probationary period, a tenure-track faculty member does not have tenure. The probationary periods for tenure-track faculty are articulated in Faculty Rule [3335-6-03](#). The probationary periods for clinical and research faculty are described in Faculty Rule [3335-7-07](#) and [3335-7-35](#), respectively.

Review schedules for probationary tenure-track, clinical, and research faculty

All faculty hired within the same calendar year are in the same cohort for promotion and tenure reviews. Office of Academic Affairs [Policies and Procedures Handbook](#) Volume 3, section 3.1.

A. Committee of the Eligible Faculty

1. Tenure-track faculty

The eligible faculty for appointment of tenure-track faculty consists of all tenure-track faculty whose tenure resides in the department. In the College of Veterinary Medicine, the responsibility for appointment recommendations is typically charged to the search committee. An appointment at senior rank requires a vote by the faculty members eligible to vote on the rank under consideration.

The eligible faculty for promotion and tenure or promotion reviews of tenure-track faculty or of tenure-track appointments at senior rank consists of all tenured faculty of equal or higher rank than the rank for which the candidate is being considered 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. In the College of Veterinary Medicine, the responsibility for appointment recommendations is typically charged to the search committee. An appointment at senior rank requires a vote by the faculty members eligible to vote on the rank under consideration.

The eligible faculty for promotion reviews of clinical faculty or of clinical faculty appointments at senior rank consists of all tenured faculty of equal or higher rank than the rank for which the candidate is being considered whose tenure resides in the department and all non-probationary clinical faculty of equal or higher rank than the rank for which the candidate is being considered 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 and research faculty whose primary appointment is in the department. In the College of Veterinary Medicine, the responsibility for appointment recommendations is typically charged to the search committee. An appointment at senior rank requires a vote by the faculty members eligible to vote on the rank under consideration.

The eligible faculty for promotion reviews of research faculty or of research faculty appointments at senior rank consists of all tenured faculty of equal or higher rank than the rank for which the candidate is being considered whose tenure resides in the department, all non-probationary clinical faculty of equal or higher rank than the rank for which the candidate is being considered whose primary appointment is in the department, and all non-probationary research faculty of equal or higher rank than the rank for which the candidate is being considered 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

Associated faculty include variable titles (see POA Section IV. Faculty), appointments, contract types, and review procedures. This section will focus on compensated hires with a clinical practice title. Additional information on other associated faculty roles may be found in sections IV.A. and IV.B)

The eligible faculty for appointment of associated faculty of practice consists of all tenure-track faculty whose tenure resides in the department and all clinical and of practice faculty whose primary appointment is in the department. In the College of Veterinary Medicine, the responsibility for appointment recommendations is typically charged to the search committee. An appointment at senior rank requires a vote by the faculty members eligible to vote on the rank under consideration.

The eligible faculty for promotion reviews of associated faculty of practice or associated faculty of practice appointments at senior rank consists of all tenured faculty of equal or higher rank than the rank for which the candidate is being considered whose tenure resides in the department and all non-probationary clinical and practice faculty of equal or higher rank than the rank for which the candidate is being considered 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.

When there is a question about potential conflicts, open discussion, and professional judgment are required in determining whether it is appropriate for the faculty member to withdraw from a particular review. However, in situations without consensus, it is the responsibility of the department chair 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.

Additional information regarding conflict of interest is found in Volume 3, section 3.10 of the Office of Academic Affairs [Policies and Procedures Handbook](#).

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. College Promotion and Tenure Committee

The college promotion and tenure committee reviews the promotion, tenure and reappointment or renewal of faculty and makes a recommendation to the Dean. The committee determines whether the department has conducted its review and reached a recommendation in a manner consistent with university, college and department standards, criteria, policies and rules and determines where the weight of evidence lies in cases in which there is not a clear or consistent recommendation from lower levels of review. The college promotion and tenure committee also reviews reappointments for endowed chair and endowed professor positions in the college. The committee is advisory to the Dean.

1. Composition of the Committee

The college promotion and tenure committee consists of two tenured faculty members holding the rank of professor from each academic department. The members must have primary tenured appointments in the department they represent. One member from each department is appointed or re-appointed for a three-year term starting on July 1 with a staggered schedule to avoid filling more than one position from each department each year. If one of the members from a department is not available, one additional faculty member from that department may be appointed to serve as an alternate on the committee.

When considering cases involving clinical faculty and associated faculty holding a clinical practice title, one additional non-probationary clinical faculty member from the two departments other than the candidate's home department will be appointed to serve on the committee. If the non-probationary clinical faculty is not available, one additional non-probationary

clinical faculty member from that department may be appointed to serve as an alternate on the committee. If a department does not have a non-probationary clinical faculty of appropriate rank for the review, the committee may proceed with one clinical faculty, may appoint a second clinical faculty from within the college (excluding the candidate's home department), or may request an appointment from another college.

The Dean will make the appointments after consultation with the department chairs. The Dean will designate one of the members to serve as committee chair for the year. The chair of the promotion and tenure committee or the Dean will designate one of the members to serve as vice-chair for the year. The vice-chair will be from a different department than the chair and will oversee review of candidates from the department of the committee chair. Committee members will not participate in review of candidates from their own departments.

2. Procedural Oversight Designee

One primary procedural oversight designee (POD) and one secondary POD for the year (July 1 - June 30) will be appointed from the continuing members of the committee by the committee chair and the vice chair. The primary POD will be assigned responsibility for oversight of the review of candidates from the two departments other than their home department. The secondary POD will be assigned responsibility for oversight of the review of candidates from the department of the primary POD. The responsibilities of the POD are described in Volume 3 of the Office of Academic Affairs [Policies and Procedures Handbook](#), and summarized in the POD Duties document found at <http://oaa.osu.edu/assets/files/documents/PODDuties.pdf>

3. Operation of the Committee

The committee will review and discuss the dossier of each candidate before conducting a secret ballot. The chairperson of the committee, or vice-chairperson as appropriate, will submit a written report of the committee's assessment and vote for each candidate. If the vote is divided, contrary to the departmental assessment, or if a clear or consistent recommendation was not made at the lower levels of review, an assessment of strengths and weaknesses and a judgment as to where the weight of the evidence lies must be included in the report to the Dean.

The committee will meet annually with the Dean or designee (Executive Associate Dean or Associate Dean) to discuss issues to be considered for possible revision or clarification in the standards, policies, and procedures for review of candidates for promotion and tenure at the departmental and college levels. The college promotion and tenure standards, policies, and

procedures will be reviewed and either reaffirmed or revised with broad faculty input, at least every five years on appointment or reappointment of the Dean.

4. Conflict of Interest Considerations

Conflict of interest is defined as for eligible faculty (section III. A. 4)

C. Quorum

The quorum required to discuss and vote on all personnel decisions is two-thirds of the eligible faculty not on 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 on approved leave or Special Assignment are not considered for quorum unless they declare, in advance, in writing, their intent to participate in all proceedings. Attendance may be accomplished through digital forums such as videolinks or teleconferences. Faculty members who recuse themselves because of a conflict of interest and faculty on approved leave of absence or Special Assignment who do not declare in advance their intent to participate in all proceedings are not counted when determining quorum.

D. Recommendations 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 is secured when a simple majority of the votes cast are positive/affirmative

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/affirmative.

IV. APPOINTMENTS

A. Criteria

The college is committed to making 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, research, clinical practice, extension/outreach, and administrative service;
- The potential to develop national/international recognition for significant contribution in one or more areas of responsibilities;
- The potential for professional growth in the areas of assigned responsibilities; and
- The potential for interacting with colleagues and students in a way that will enhance academic work and attract other outstanding faculty and students to the college.

No offer will be extended if the search process does not yield one or more candidates who would enhance the quality of the college.

Faculty must possess an academic degree relevant to what they are teaching and at least one level above the level at which they teach, except in programs for terminal degrees or when equivalent experience is established. When faculty are employed based on equivalent experience, the institution defines a minimum threshold of experience and an evaluation process that is used in the appointment process. [OAA Policies and Procedures Handbook Volume 1, 2.3.1.](#)

For each type of faculty appointment, a TIU APT document must describe: (1) the unit's criteria for making such an appointment, (2) the evidence to be provided in support of such an appointment, and (3) the unit's procedures for making such an appointment. It is the expectation of the College that a faculty appointment forwarded from a TIU for approval by the College or a courtesy faculty appointment made by a TIU will have been made consistent with that TIU APT document, and other relevant policies, procedures, practices, and standards established by: (1) the College, (2) the Faculty Rules, (3) the Office of Academic Affairs, and (4) the Office of Human Resources.

1. Tenure-Track Faculty

a. Instructor

Appointment at the rank of instructor is made when the offered appointment is that of assistant professor, but requirements for the DVM or doctoral (PhD) degree have not been completed by the candidate at the time of appointment. The college makes efforts 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.

When an instructor is promoted to the rank of assistant professor on receipt of the DVM (or equivalent) or doctoral (PhD) degree, the faculty member may request prior service credit for time spent as an instructor. This request must be submitted in writing at the time of the promotion and this written request must be approved by the TIU eligible faculty, the chair, 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.

b. Assistant Professor

Criteria for appointment at the rank of assistant professor are: 1) an earned professional degree (DVM) (or equivalent), doctorate (PhD) or both; 2) relevant specialty clinical training if appropriate; and, 3) evidence of potential for sustained high quality scholarly productivity, research, teaching, clinical service and administrative service to the college and profession as appropriate.

An appointment to the rank of assistant professor is always probationary and may not exceed six years, including prior service credit. Mandatory tenure review will occur no later than the sixth year of service. If tenure review has not occurred prior to the sixth year, the faculty member will be informed by the end of the sixth year as to whether promotion and tenure will be granted at the beginning of the seventh year. If the sixth-year review is negative, the seventh year is a terminal appointment. Review for tenure prior to the mandatory review year is possible when the department promotion and tenure committee 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.

c. Associate Professor and Professor

Appointment offers at the rank of Associate Professor or Professor, with or without tenure, and/or offers of prior service credit require prior approval of the Office of Academic Affairs.

Appointment at senior rank requires that the individual, at a minimum, meet the college's criteria in teaching, research, clinical practice, extension/outreach, and administrative service as appropriate for promotion to these ranks. However, care must be taken to apply criteria with sufficient flexibility as the requirements for appointment at senior rank will vary

dependent on the candidate's proposed position description as well as the candidate's prior experience and responsibilities. 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.

2. Clinical Faculty

Appointment of clinical faculty entails a three- or a five-year contract. The initial contract is probationary. It is recommended that, where appropriate, departments consider a five-year initial contract such that the fourth-year review and penultimate-year review coincide.

Beyond the probationary period, reappointments are made for a term of not less than three and not greater than five years. If the initial decision from the department chair is to reappoint the faculty member to another term, that decision will be final unless a more formal review is otherwise set forth in the department APT document. If the initial decision from the department chair is to not reappoint the faculty member to another term, a review by the eligible faculty, or a standing committee of the faculty, as determined and as set forth in department APT document, is required.

In the majority of circumstances, clinical faculty being considered for promotion should also be considered for reappointment regardless of the timing of the last reappointment.

Tenure is not granted to clinical faculty. There is also no presumption that subsequent contracts will be offered, regardless of performance. For more information, see Faculty Rule [3335-7](#).

Clinical faculty members are essential to the mission of the college and have teaching (clinical, diagnostic, extension), patient care, clinical and diagnostic practice, core service support, and program development and implementation responsibilities. Scholarship activity is expected, as is participation in administrative service, at a level relevant to rank, other responsibilities, and distribution of time and effort. Clinical faculty are expected to have a professional degree (DVM or equivalent) as well as specialty certification, where appropriate.

Individuals appointed as clinical faculty may participate in all governance and committee functions at the service, department, College, and University levels, except where restricted by College or University rules. Clinical faculty may be nominated for and serve if elected on the University Senate as representatives of the College, see Faculty Rule [3335-7-11](#) (approved by the faculty of the College of Veterinary Medicine, July 6, 2016). Principal investigator status is automatically granted for clinical faculty having at least a 50% appointment. Clinical faculty may qualify for participation as graduate school advisors and committee members consistent with graduate school guidelines.

a. Instructor-Clinical

The criteria for appointment to Instructor-Clinical are a DVM or equivalent degree and strong potential to attain reappointment and advance through the faculty ranks. Appointment is normally made at the rank of Instructor-Clinical only when the appointee has not obtained the required licensure or certification at the time of appointment or when other circumstances warrant such appointment. If licensure or certification is not obtained by the beginning of the penultimate year of the contract period, a new contract will not be considered even if performance is otherwise adequate and the position itself will continue.

b. Assistant Professor-Clinical

The criteria for appointment to Assistant Professor-Clinical are a DVM or equivalent degree, medical specialty training with advancement toward appropriate specialty licensure or certification or equivalent experience, and strong potential to attain reappointment and advance through the faculty ranks. Evidence of ability to teach and provide excellent clinical service is highly desirable.

c. Associate Professor-Clinical and Professor-Clinical

The criteria for appointment to Associate Professor-Clinical and Professor-Clinical are that the candidate meets the criteria for appointment to Assistant Professor-Clinical, has appropriate medical specialty licensure or certification or equivalent experience, and meets, at a minimum, the college's criteria in teaching, research, clinical practice, extension/outreach, and administrative service, depending on appointment and assigned responsibilities, for promotion to these ranks.

3. Research Faculty

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](#).

a. 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.

b. 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 college's criteria for promotion to these ranks. A sustained record of excellence in research and scholarship as documented by continuous success in obtaining external research support, publication of high-quality scientific manuscripts, and attainment of both national and international recognition is expected.

4. Associated Faculty

Faculty with tenure-track, clinical, or research titles may not hold concurrent associated titles at The Ohio State University. Associated faculty appointments may be as short as a few weeks to assist with a focused project, a semester to teach one or more courses, or for up to three years when a longer contract is useful for long-term planning and retention. Associated faculty may be reappointed. Associated faculty are subject to formal annual review prior to renewal.

a. Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor

Adjunct appointments are not compensated. Adjunct faculty appointments are given to individuals who volunteer considerable uncompensated academic service to the college, for which a faculty title is appropriate. Adjunct appointments may be either non-university employees or university employees compensated on a non-instructional budget; faculty with tenure-track, clinical, or research titles may not concurrently hold adjunct titles within The Ohio State University. 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.

- b. 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.

- c. Lecturer

Lecturers have credentials comparable to faculty at the assistant professor level. Evidence of ability to provide high-quality instruction is desirable. Lecturers are not eligible for tenure or promotion.

- d. Senior Lecturer

Senior Lecturers have credentials comparable to faculty at the associate professor and professor levels. Evidence of ability to provide high-quality instruction is desirable. Senior lecturers are not eligible for tenure or promotion.

- e. Assistant Professor, Associate Professor, Professor with FTE below 50%

Appointment at tenure-track titles is for individuals at 49% FTE or below, either compensated (1-49% FTE) or uncompensated (0% FTE). The rank of associated faculty with tenure-track titles is determined by applying the criteria for appointment of tenure-track faculty. Associated faculty members with tenure-track titles are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure-track faculty.

- f. 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 a regular academic appointment at another institution are appointed at the rank held in that position. The rank at which other 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.

5. Courtesy Appointments

Occasionally the active academic involvement in the college by a tenure-track, clinical, or research faculty member from another department at Ohio State warrants the offer of a 0% FTE (courtesy) appointment in the 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.

Courtesy appointments are uncompensated. Continuation of the courtesy appointment should reflect ongoing contributions. Faculty with courtesy appointments do not participate in college governance. Unlike associated faculty appointments, courtesy appointments do not require formal annual review. Titles assigned to courtesy appointments must mirror those held in their major university appointments

6. Retirement and Emeritus Appointments

Emeritus faculty members are those who, upon retirement, are recommended for emeritus status by department chairs, the Dean, and the executive vice president and provost. Emeritus faculty may not vote at any level of governance and may not participate in promotion and tenure matters, but may have such other privileges as the departments, college or office of human resources may provide.

The relationship of retired faculty members who wish to teach, provide clinical service, or perform research in the college shall be governed by a written memorandum of agreement. This agreement will describe the mutually beneficial activities to be completed by the retired faculty member with approval of the department chair and Dean (or designee). This agreement will establish any financial arrangements for compensation or cost of the retired faculty member for participation in teaching, clinical service or research and use of facilities should they be needed, which must be approved by the Dean (or designee) and the Office of Academic Affairs. No compensation of the retired faculty member by the department, college, or university will be allowed outside of the memorandum of agreement. Retired and Emeritus faculty with an agreement for teaching, clinical service, and/or research, must follow all university rules and policies and submit annual conflict of interest statements and external consulting agreements (as applicable).

B. Procedures

See the Policy on Faculty Recruitment and Selection

<https://oaa.osu.edu/assets/files/documents/facultyrecruitment.pdf> and the Policy on Faculty Appointments in the Office of Academic Affairs Policies and Procedures

Handbook <http://oaa.osu.edu/policiesprocedureshandbook.html> 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 Dean and requested from the Office of Academic Affairs in advance. Search procedures must entail substantial faculty involvement and be consistent with the OAA [Policy on Faculty Recruitment and Selection](#).

Searches for tenure-track faculty proceed as follows:

The Dean of the college provides approval for the relevant 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, college, university, and external constituents. Search committees should be appointed with consideration of the college's commitment to diversity and inclusion.

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:

- a. 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.
- b. Develops a position description based on guidelines provided by the department chair. The position description should identify the functions of the position including the required and desired qualifications that correspond with the essential job functions.

- c. Develops a search announcement for internal posting in the university Job Postings through the Office of Human Resources (www.hr.osu.edu/) and external advertising, subject to the department chair's approval. The announcement will be no more specific than is necessary to accomplish the goals of the search, because an offer cannot be made that is contrary to the content of the announcement with respect to rank, field, credentials, and 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.
- d. 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 online ad in a national professional journal. The university does not grant tenure in the absence of permanent residency ("green card"), and strict U.S. Department of Labor guidelines do not permit sponsorship of foreign nationals for permanent residency unless the search process resulting in their appointment to a tenure-track position included an advertisement in a field-specific nationally-circulated print journal.
- e. Identifies, in advance of review of applications and candidates, the criteria that define excellence and are of critical importance for this position within the college and which will be used in assessment of candidates and/or materials from candidates.
- f. Screens applications and letters of recommendation and presents to the appropriate department chair a summary of those applicants judged worthy of interview. On-campus interviews of selected candidates are arranged by the department chair's office.

On-campus interviews with candidates must include opportunities for interaction with faculty members, the search committee, graduate students and/or house officers as relevant, the department chair, and the Dean or designee. In addition, all candidates make a presentation of their research and/or scholarship to the faculty and graduate students. If relevant for the roles of the position, a chalk talk is strongly recommended. All candidates interviewing for a particular position must follow the same general interview format.

After completion of on-campus interviews, the search committee meets to discuss each candidate. The search committee determines which candidates are acceptable and forwards this information to the relevant department chair. In the event that more than one candidate achieves the level of support required to extend an offer, the department chair, in consultation with the executive associate Dean, makes a recommendation to the Dean regarding which candidate to approach first. The details of the offer, including compensation, are determined by the department chair, in consultation with the Dean or, as

designated by the Dean, the executive associate dean, who has final approval. All letters of offer must currently be coordinated with the College of Veterinary Medicine's office of human resources. No offer will be extended in the event that the search process fails to yield one or more candidates who have the potential to enhance the quality of the college's programs. The search may be either cancelled or continued, as appropriate to the circumstances.

If the offer involves conferring senior rank, the eligible faculty members vote on the appropriateness of the proposed rank. The candidate must be reviewed following the same procedure used for review for promotion and tenure, with the exceptions that a formal dossier is not required (a curriculum vitae may be substituted). While teaching evaluations are not required, the curriculum vitae or other documentation for those candidates being considered for appointments with a teaching expectation should provide adequate information to assess the level and quality of teaching activity. The department chair should communicate as early as possible to the chair of the Promotion & Tenure Committee / Committee of Eligible Faculty of the potential need for a time sensitive review for the recruitment process. The eligible voting faculty members of the relevant department review the candidate's application and advise the chair if the candidate has met the department's minimum requirements for appointment at the proposed rank. If the offer involves 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 and service credit to the department chair. The results of the vote and other documentation required for offers at senior rank are forwarded to the Office of Academic Affairs by the 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. 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 clinical faculty generally proceed identically as for tenure-track faculty, with the exception that the candidate's presentation during the on-campus interview may be on a topic related to clinical practice or teaching rather than research.

A national search is preferred to ensure a diverse pool of highly qualified candidates for all clinical faculty positions. Highly qualified clinical faculty candidates occasionally may be considered for appointment without a national search, but only when there is reasonable likelihood that a national search would not identify a more highly qualified and diverse group of candidates. Exceptions to a national search must be approved by the Dean.

The details of the offer, including compensation and the length of the initial contract, are determined by the department chair, in consultation with the Dean or, as designated by the Dean, the executive associate dean, who has final approval. All letters of offer must currently be coordinated with the College of Veterinary Medicine's office of human resources.

3. Research faculty

Searches for research faculty proceed similarly to those for tenure-track faculty.

4. Transfer from Tenure-track

Transfer from tenure-track to clinical or research faculty may be considered if appropriate with the mission and programmatic needs of the college as well as the career goals of the faculty member. Tenure is lost upon transfer, and transfers must be approved by the department chair, the college Dean, and the executive vice president and provost.

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.

Transfers from a clinical appointment and from a research appointment to the tenure-track are not permitted. Clinical faculty members and research faculty members may apply for tenure-track positions and compete in regular national searches for such positions.

5. Associated faculty

The appointment, review, and reappointment of all compensated associated faculty are determined by the department chair, in consultation with the Dean or, as designated by the Dean, the executive associate dean, who has final approval. All letters of offer must be coordinated with human resources.

Appointment of uncompensated adjunct or visiting faculty may be proposed by any faculty member. Such proposals are considered by the relevant department chair and the appropriate faculty advisory group. If approved by the faculty advisory group and executive associate dean in consultation with the Dean, the department chair extends an offer.

Associated appointments generally are made for a period of one year, unless a shorter period is appropriate to the circumstances. However, adjunct faculty positions may be approved for up to 3 years with an annual review to determine continued need for contribution to our mission area. If there is not a continued need or contribution, then adjunct status will be removed. All associated appointments expire at the end of the appointment term and must be formally

renewed to be continued. Visiting appointments are limited to three years at 100% FTE. Lecturer appointments usually are made on a semester to semester basis.

Associated faculty for whom promotion is a possibility follow the promotion guidelines and procedures for 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.

6. Courtesy Appointments for Faculty

Any faculty member may propose a 0% FTE (courtesy) appointment for a faculty member from another department at The Ohio State University. A proposal that describes the uncompensated academic service to the college and justifies the appointment is considered at a regular meeting of the relevant department's faculty. If the proposal is approved by the faculty, the appointment, review, and reappointment of all courtesy appointments must be approved by the Dean or, as designated by the Dean, the executive associate dean, who has final approval. The department chair extends an offer of appointment. In consultation with the Dean or the executive associate dean, department chairs review all courtesy appointments annually to determine their continued justification, and takes recommendations for renewal before the faculty for consideration.

V. Annual Review Procedures

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

All faculty members must have an annual written performance review. Annual reviews of faculty members are based on performance in teaching, research, clinical practice, extension/outreach, and administrative service according to assigned distribution of effort; on any additional assignments and goals specific to the individual faculty member; on professional behavior; 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 (Section VI.C). This material must be submitted to the relevant department chair by the specified deadline (typically the end of January each year).

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

A. Probationary Tenure-Track Faculty

Every probationary tenure-track faculty member is reviewed annually by the department chair, who meets with the faculty member to discuss performance, future plans and goals. The department chair prepares a written evaluation that includes a recommendation on whether or not to renew the probationary appointment.

On an annual basis, the departmental Promotion and Tenure Committee / Committee of the Eligible Faculty will review the updated annual report and dossier for all probationary tenure-track faculty and provide to the department chair a written summary assessing the candidate's progress towards promotion. In addition, in the fourth-year, the Fourth-Year Review Process is required of all probationary tenure-track faculty (see below).

Depending on the probationary tenure-track faculty member's situation, department chairs may involve other individuals and/or groups in the review such as: the probationary faculty member's mentoring committee or the probationary faculty member's clinical service section head.

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 faculty member's comments, if the faculty member so chooses).

If the department chair recommends nonrenewal, the Fourth-Year Review process (per Faculty Rule [3335-6-03](#)) is invoked. After 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.

Probationary periods are established for tenure-track faculty members. During a probationary period, a faculty member does not have tenure and is considered for reappointment annually. Information for appointment to the rank of assistant professor is provided in Section IV, A-1-b above. See Faculty Rule [3335-6-03](#) for additional information).

Probationary tenure-track associate professors and professors

Tenure may be acquired following a successful probationary period at the rank of associate professor or professor as specified in Faculty Rule [3335-6-03](#). The criteria to be considered for awarding tenure are those detailed in following sections for the assessment of the rank with tenure.

1. Fourth-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.

All faculty members undergoing Fourth-Year Review and mandatory or non-mandatory promotion and/or tenure reviews will be reviewed using the unit's current APT Document (as approved and posted on the OAA website). Faculty members, however, may choose to be reviewed under the document that was in effect on their start date or on the date of their last promotion, whichever is more recent. The current 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.

A faculty member who chooses to use an earlier document shall notify their TIU head of this intent by submitting the APT Document that was in effect on their start date or on the date of last promotion when submitting his/her dossier and other materials for review. The deadline for doing so will be the unit's regular deadline for receiving the dossier and other materials for the review in question.

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 scholarship is in an emergent field, is interdisciplinary, or the eligible faculty do not feel otherwise capable of evaluating the scholarship without outside input.

The eligible faculty (Section III) 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](#)) is followed and the case is forwarded to the college for review, regardless of whether the department chair recommends renewal or nonrenewal.

2. Exclusion of Time from Probationary Period

Faculty Rule [3335-6-03](#) (section 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, <https://oaa.osu.edu/policies-and-procedures-handbook>.

B. Tenured Faculty

Associate professors and professors are reviewed annually by their department chairs according to guidelines specified in departmental APT documents. The department chair conducts an independent assessment, meets with the faculty member to discuss the faculty member's performance and future plans and goals, and prepares a written evaluation. The faculty member may provide written comments on the review.

Professors are reviewed annually by the department chair, who meets with the faculty member to discuss their 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 department, 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 and college, the university, and their profession, including their support for the professional development of assistant and associate professors. Professors are expected to be role models in their academic work, interaction with colleagues and students, and in the recruitment and retention of junior colleagues. As the highest ranking members of the faculty, the expectations for academic leadership and mentoring for professors exceed those for all other members of the faculty.

For faculty with administrative roles, the impact of that role and other assignments will be considered in the annual review. The primary supervisor (e.g. dean or department chair) prepares a written evaluation of performance against these expectations. The faculty member may provide written comments on the review.

C. Clinical Faculty

The initial appointment of all clinical faculty is probationary regardless of academic rank at hire. The annual review process for clinical probationary and non-probationary faculty is similar to that for tenure-track probationary and tenured faculty and includes, for probationary faculty, a review in the penultimate contract year by the departmental Promotion and Tenure Committee / Committee of the Eligible Faculty.

No later than the beginning of a faculty member's penultimate year of an initial appointment term, the individual must undergo a review so that the unit may determine whether it is appropriate to renew that individual's appointment for a new appointment term. The review will follow the same procedures as a review for tenure-track faculty as set forth in [Faculty Rules 3335-6-03](#) and [3335-6-04](#). Review procedures and eligible faculty are defined in Section III. External letters are not solicited. There is no presumption of renewal of contract.

Positive decisions to reappoint clinical faculty will be approved by OAA without review, and forwarded to the Board of Trustees (BOT) for final approval. Upon approval by the BOT, the clinical faculty member is no longer probationary.

For faculty in their second and subsequent appointment term, the individual must be informed as to whether a new appointment will be extended by the end of the penultimate year of each appointment period. A faculty member not being renewed must be informed according to the relevant standards of notice set forth in [Faculty Rule 3335-6-08](#).

An initial decision from the department chair to not reappoint the faculty member to another term requires a review by the eligible faculty, or a standing committee of the faculty, as determined and as set forth in the department APT document.

If the initial decision from the department chair is to reappoint the faculty member to another term, that decision will be final pending approval by the dean unless a more formal review is otherwise set forth in the department APT document.

D. Research Faculty

The initial appointment of all research faculty is probationary regardless of academic rank at hire. The annual review process for research probationary and non-probationary faculty is similar to that for tenure-track probationary and tenured faculty and includes, for probationary faculty, a review in the penultimate contract year by the departmental Promotion and Tenure Committee / Committee of the Eligible Faculty.

No later than the beginning of a faculty member's penultimate year of an initial appointment term, the individual must undergo a review so that the unit may determine whether it is appropriate to renew that individual's appointment for a new appointment term. The review will follow the same procedures as a review for tenure-track faculty as set forth in [Faculty Rules 3335-6-03](#) and [3335-6-04](#). Review procedures and eligible faculty are defined in Section III. External letters are not solicited. There is no presumption of renewal of contract.

Positive decisions to reappoint research faculty will be approved by OAA without review, and forwarded to the Board of Trustees (BOT) for final approval. Upon approval by the BOT, the research faculty member is no longer probationary.

For faculty in their second and subsequent appointment term, the individual must be informed as to whether a new appointment will be extended by the end of the penultimate year of each appointment period. A faculty member not being renewed must be informed according to the relevant standards of notice set forth in [Faculty Rule 3335-6-08](#).

An initial decision from the department chair to not reappoint the faculty member to another term requires a review by the eligible faculty, or a standing committee of the faculty, as determined and as set forth in the department APT document.

If the initial decision from the department chair is to reappoint the faculty member to another term, that decision will be final pending approval by the dean unless a more formal review is otherwise set forth in the department APT document.

E. Associated Faculty

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

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

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 additional travel funds, are made to recognize singular contributions that justify reward but do not justify permanent salary increases. Such payments or rewards are considered at the time of annual salary recommendations.

Meritorious performance in teaching, research, clinical practice, extension/outreach, and administrative service is assessed in accordance with the same criteria that form the basis for promotion decisions. The time frame for assessing performance will be the past 36 months, with attention to patterns of increasing or declining productivity. Faculty with high quality performance in all areas of assigned distribution of effort and a pattern of consistent professional growth will be favored. Faculty members whose performance is unsatisfactory in one or more areas are likely to receive minimal or no salary increases.

Faculty who fail to submit the required documentation for an annual review at the required time may 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

Department chairs recommend annual salary increases and other performance rewards to the Dean or, as designated by the Dean, the executive associate dean, who may modify these recommendations with input from the director of the Veterinary Medical Center and associate deans. The recommendations of the chairs may be modified based on this review and on consideration of salary parity within the college. Salary increases may be formulated in dollar amounts or percentage increases, provided they are determined in a fair and consistent manner each year. Salary increases also may be impacted by equity issues related to salary compression or expansion among individual groups of faculty. The goal is distribution of available funds in a manner that achieves optimal salary distribution within the college. As a general approach to formulating salary recommendations, the department chair divides faculty into at least four groups based on continuing productivity (high, average, low, and no salary increase) and considers market and internal equity issues as appropriate.

Faculty members who wish to discuss their salary increase with the department chair should be prepared to explain how their salary (rather than the increase) is inappropriately low, because increases are solely a means to the end of an optimal distribution of salaries. Faculty wishing to appeal their salary may follow the standard appeal process described under Salary Grievances in the college's Pattern of Administration.

C. Documentation

The annual performance review of every faculty member requires that all documentation described below, be submitted to the department chair by the specified departmental deadline. Preparation of this documentation is facilitated by the Office of Academic Affairs online dossier, which is required for probationary faculty and all faculty wishing to be considered for promotion.

- Required for probationary faculty and all faculty wishing to be considered for promotion
 - Office of Academic Affairs online dossier (e.g. Vita or OAA approved alternate)
 - Additional documentation as required for all faculty
- Required for all faculty
 - Updated faculty annual report for the previous calendar year (or specified time period, but at minimum, the previous 12 months or calendar year)
 - Updated CV
 - Copies of student and peer evaluations
 - Other items as specified by individual departments

There is flexibility on the part of the department regarding the time period covered by the documentation but will, at minimum, cover the previous 12 months or previous calendar year. Addition of new material may be considered as part of the Annual Review process.

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.

VII. Promotion and Tenure and Promotion Reviews

A. Criteria

Faculty Rule [3335-6-02](#) 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 College of Veterinary Medicine adheres to these principles in every respect. Additionally:

- The College includes evaluation of qualifications in clinical practice and extension/outreach such that the college has six sets of criteria to be assessed for promotion and tenure, and for promotion dependent on the candidate's appointment and responsibilities:
 1. Teaching
 2. Research
 3. Clinical practice
 4. Extension/outreach
 5. Administrative service
 6. Scholarship. While research and scholarship are integrally linked, the College also acknowledges a branch of scholarship independent from research (e.g. publication of text books and case reports as well as the scholarship of teaching). The type, quantity, and quality indicators of faculty member's scholarly contribution will vary dependent on their appointment and assigned responsibilities.
- As the faculty of the college comprise a broad array of professional disciplines with variability in appointment and responsibilities to the college and university, the evaluation process must consider:
 - Criteria that encompass the variability in the appointment and responsibilities of tenure-track, clinical, and research faculty
 - Expectations and examples of evidence that allow sufficient flexibility in meeting the department's criteria for success
 - Assessment guidelines that are proportional to the time and effort distribution assigned to each faculty member

Excellence in teaching, research, clinical practice, extension/outreach, and administrative 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, <https://www.aaup.org/report/statement-professional-ethics>:

- Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end, professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.
- As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline.

Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and mentors (*). Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom. (*original language states counselors)

- As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates, even when it leads to findings and conclusions that differ from their own. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.
- As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.
- As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Collegiality, civility, mutual support, and respect for others are strongly held values in the College of Veterinary Medicine. The College supports diverse beliefs and the free exchange of ideas and expects that faculty, staff, and students promote these values and apply them in a professional manner in all academic endeavors. The College is committed to evaluating the practice of these values as part of all performance evaluations. In all aspects of their work, faculty members are expected to demonstrate collegial, civil, responsible and respectful behavior toward peers, staff, students, referring veterinarians, and clients. Faculty members are encouraged to establish and maintain a rapport with their colleagues. Both personal accomplishments and involvement as a team member are essential for excellence in teaching and mentoring, research, patient management, extension, outreach, and/or administrative service.

Each faculty member contributes indirectly to College productivity by positively influencing the productivity of other faculty. This synergism may include positive interactions in team teaching, clinical work, mentoring, research collaboration, co-authorship of publications, sharing of innovative ideas in committee meetings, community and industry outreach, and other cooperative efforts that advance the missions of the College and University. It is important that all faculty work toward establishing and maintaining a team culture and an enriching and diverse intellectual working and learning environment.

Faculty members are expected to contribute to the quality of academic life by participation in College governance and administrative service activities. The College values enthusiasm, innovation, creativity, intellectual diversity, and open-mindedness. The College is committed to academic freedom and encourages free expression. Faculty should be open to new ideas and respectful of the ideas and opinions of others.

Mentoring of junior faculty and trainees is considered a vital part of the role of each faculty member. Faculty members are expected to actively participate in and meaningfully contribute to the professional development of junior faculty and trainees through a commitment to effective mentorship. Faculty are expected to actively promote an excellent and enriching working and learning environment through collegiality, civility, openness to diverse ideas and opinions, and mentoring. Mentoring of other faculty by faculty members is regarded as administrative service to the department and college.

Departmental APT Criteria

Each department must have an APT document aligned with this document that describes the unit's criteria for:

- The award of tenure and promotion to the rank of associate professor
- Promotion to the rank of professor
- For clinical faculty, promotion to associate professor and professor
- For those departments with research faculty, promotion to the rank of research associate professor and research professor

The APT document must describe, for each category of faculty appropriate to the TIU and in a manner consistent with this document: (1) the elaboration of each set of criteria as appropriate to the TIU and the faculty disciplines contained within the TIU; (2) the evidence and metrics expected to be involved in the documentation and assessment of the criteria; (3) the levels of achievement necessary to demonstrate that the criteria are met. Furthermore, criteria shall be in accordance with the policies, procedures, practices, and standards established by the College, the Faculty Rules, the Office of Academic Affairs, and the Office of Human Resources.

Teaching

Teaching may take place in the classroom, clinics, laboratory, in the field, or online, and may include, but are not limited to: courses or other instruction in the

professional curriculum and/or at the graduate level; involvement in graduate exams, theses, and dissertations; extension and continuing education; curriculum development; evaluation and direction of student scholarship (e.g. mentoring of graduate and professional students); and academic advising. Scholarship of teaching may include pedagogical papers, textbooks, monographs and compilations of essential education resources, including online teaching resources. Scholarship of teaching may also include the creation of digital, simulation or other learning tools.

Metrics of effective teaching may include, but are not limited to: student and peer evaluation of teaching in the classroom; awards and formal recognition for teaching; evaluation of performance as an advisor and mentor; number, level, and size of courses taught; quality of textbooks, monographs, digital resources and other publications on education in the candidate's field; number of completed Masters theses or Ph.D. dissertations; number and quality of jointly authored publications with graduate students; impact of course and/or curriculum development; and/or effective teaching innovations. The evaluation of a candidate's teaching should be accomplished within a systematic and comparative evaluation process that includes all faculty within the TIU.

As detailed in college workload policies, college faculty with teaching expectations fall into three categories: an assigned effort for teaching of greater than 50%, 15-50%, and less than 15%.

- Expectations for faculty with greater than 50% assigned teaching effort are to maintain a clearly identifiable teaching program with regular and continuous contributions to classroom, laboratory, clinical, online, and/or field teaching of professional students and/or graduate students; regular mentoring of professional students, graduate students, or clinical residents and interns outside of the classroom; demonstrated leadership such as teaching team leadership, active participation on CPE and/or the preclinical or clinical subcommittee, or active participation on the Council for Graduate Studies; and/or demonstrated enhancement of teaching activities and student learning which may include a variety of activities such as pedagogical papers, textbooks and other publications, creativity in teaching, program development, compilation of essential education resources, creation of digital simulation or other learning tools, and others.
- Expectations for faculty with 15-50% assigned teaching effort are to maintain a clearly identifiable teaching program with regular contributions to classroom, laboratory, clinical, online, and/or field teaching of professional students and/or graduate students; demonstrated enhancement of teaching activities and student learning
- Expectations for faculty with less than 15% assigned teaching effort are to maintain contributions to classroom, laboratory, clinical, online, and/or field teaching of professional students and/or graduate students.

Research

Research activities include, but are not limited to: submitting proposals; conducting and directing original research or other creative activities; engaging in collaborative team-based research in which the faculty member makes seminal contributions reflecting a defined area of expertise; publishing of scholarly works such as peer reviewed journal articles, editor reviewed journal articles, reviews and abstracts, papers in proceedings; presenting lectures at universities, symposia, and conferences; writing books, book chapters or other collections of research works, chapters in edited books, bulletins and technical reports; evidence of innovation and entrepreneurship such as securing patents or licensing of intellectual property.

Research expectations should align with established college metrics and assigned percent effort. Metrics for research may include, but are not limited to: the numbers of funded proposals (primary and/or collaborative) and the amount of research funding in the context of the percent research effort of the faculty member; the quantity, quality, and impact of the aforementioned activities, for example, numbers of publications and citation analysis; numbers of presentations and invited lectures; number of patents, licenses and licensing revenue, awards, prizes, and other forms of professional recognition; and/or letters of evaluation by peers at the national and international level.

As detailed in college workload policies, college faculty with research expectations fall into two categories: an assigned effort for research and scholarship of 30-50% or 55-90% effort.

- Expectations for faculty with 55-90% research effort are to maintain an independent, continuously extramurally funded research program that supports a sustained and robust level of scholarship (two primary research publications as first and/or senior author or patent applications per year on a rolling 5-year average) and graduate education. Collaborative research and publications are viewed as significant if there is a clearly defined contribution corresponding with percent effort on grants and funds from collaborative grants. Collaborative research, in the absence of an independent extramurally funded research program, is insufficient for research intensive faculty.
- Expectations for faculty with a 30-50% research effort are to maintain a research focus, to regularly seek extramural funding, to support graduate education, and to sustain a robust level of scholarship (two primary research publications as first and/or senior author or patent applications per year on a rolling 5-year average). Collaborative research and publications are expected to reflect the research expertise of the individual faculty member.

Clinical Practice

Clinical practice activities may include, but are not limited to: diagnosis of patients; management of patients; consultation on outpatient and hospitalized patients; development and/or implementation of new technical procedures; communication with clients; communication with referring veterinarians; estimates of costs to clients; completion of medical records; and/or recruitment of new clients.

Metrics of effective clinical practice may include, but are not limited to: local and regional recognition; caseload; referrals; client or referring veterinarian surveys; development, participation, and/or enrollment in clinical trials; invitations to speak at CE meetings; invitation to serve as an editor or reviewer; and/or honors and awards.

Extension/Outreach

Extension is limited to those with extension appointment. Extension/Outreach activities may include, but are not limited to: Outreach to the animal-owning public and industry constituents; CE to veterinarians, producers, and/or clients; communication of subject matter in creative and effective means including but not limited to lectures, meetings, workshops, mass media, ongoing schools, seminars, and published materials; development of teaching materials/aids that can be used by other educators; writing non-peer reviewed popular articles designed primarily to communicate timely subject matter, including results from scientific publications; evidence of consultation with existing and potential individuals and constituent groups (producers, veterinary practitioners, industry and agribusiness personnel, agricultural leaders, public health and regulatory officials, and other researchers and educators) regarding problem identification of ongoing and emerging needs; participation on review boards; farm based assessments; and/or activities related to the mission of the college in service of the community.

Metrics of effective extension/outreach may include, but are not limited to: local and regional recognition; evidence of communication of subject matter; demonstration of teaching materials/aids; scientific and popular publications; documentation of consultation and impact; referrals; client or producer surveys; documented demand / invitations by off-campus students and groups for continuing education; programmatic development and implementation; evidence of addressing industry, client, and/or community problems or needs; evidence of having established rapport with colleagues, industry leaders, practicing veterinarians and the general public through effective public relations and the dissemination of up-to-date, accurate information; and/or other honors and awards.

Administrative Service

Evidence of administrative service to the University can include: appointment or election to TIU, College, and/or University committees; administrative positions held; development and/or oversight of programs and projects; commitment to diversity; mentoring activities; and advising of student groups. Evidence of professional service to the faculty member's discipline can include: editorships of or service as a reviewer for journals or other learned publications; offices held and other service to professional societies; development of mechanisms to help bring people into the profession; and organization of and service to conferences, workshops and symposia. Evidence of development and implementation of new programs to benefit students, faculty, and/or staff. Evidence of the provision of professional expertise to public and private entities beyond the University including: reviewer of proposals; external examiner; service on panels and commissions; professional consultation to

industry, government, and education. Professional expertise provided as a compensated outside professional service alone is insufficient to satisfy the service criterion.

Scholarship

Scholarship involves the discovery, implementation, and/or dissemination of knowledge and is a critical for the development of recognition of a faculty member's contribution in one or more area of responsibilities. While scholarship is an integral part of research, the college recognizes scholarship outside of research activities (e.g. scholarship of teaching). A faculty member's scholarly contribution will vary depending on their appointment and assigned responsibilities. Scholarship activities may include, but are not limited to: peer reviewed journal articles, editor reviewed journal articles, case reports, and case series; publishing books and monographs, chapters in edited books, bulletins and technical reports; reviews and abstracts, papers in proceedings; presenting lectures at universities, symposia, and conferences; editing books, and collections of research works; designing or producing educational or creative works or products including clinical trials and/or biomedical products; and/or securing patents and licensing of intellectual property.

Metrics of scholarship may include, but are not limited to, the quantity, quality, and impact of the aforementioned activities as well as other forms of professional recognition and/or letters of evaluation by peers at the national and international level.

Promotion and Tenure Considerations

Every candidate is held to a high standard of excellence in all aspects of performance within the faculty member's appointment and responsibilities. Accepting weakness in any aspect of performance in making a promotion decision is tantamount to deliberately handicapping the college's ability to perform and to progress academically. Above all, candidates are held to a high standard of excellence in the areas central to their responsibilities. A mediocre performance in an area of primary responsibility would not be adequately counterbalanced by excellent performance in another aspect that is a significantly smaller part of the individual's responsibilities.

1. Promotion to Associate Professor with Tenure

Faculty Rule [3335-6-02](#) 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.

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 college's academic mission at a high level for the duration of their time at the university.

The accomplishments listed below in the areas of teaching, research, clinical practice, extension/outreach, and administrative service are expected, for those with appointments and responsibilities in these areas, 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.

Scholarship

For promotion to associate professor with tenure, a faculty member is expected to have produced and disseminated a body of work in high quality peer reviewed venues. The area of focus will vary dependent on appointment and assigned responsibilities. This work shall be thematically focused, contribute substantively to knowledge in the area of focus, and is beginning to be favorably cited or otherwise show evidence of influence on the work of others. The following attributes of the body of work are considered:

- Quality, impact, quantity
- Unique contribution to a line of inquiry
- Rigor of the peer-review process
- Degree of dissemination of work
- Collaborative work is encouraged and indeed is essential to some types of inquiry. The candidate's contribution to collaborative work must be clearly and fairly described to permit accurate assessment.

Teaching

For promotion to associate professor with tenure, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Provided up-to-date content at an appropriate level and demonstrated continued growth in subject matter knowledge
- Demonstrated ability to organize and present class material effectively with logic and conviction
- Demonstrated competence in the use of various modes of instruction, classroom technology, and other teaching strategies to create an optimal learning environment
- Actively engaged students in the learning process and encouraged independent thinking, intellectual curiosity, and appreciation of the role of scientific inquiry in the discovery of new knowledge

- Provided appropriate and timely feedback to students throughout the instructional process
- Treated students with respect and courtesy
- Improved curriculum through revision of existing and/or creation of new courses or academic programs
- Served as advisor to an appropriate number of graduate students according to the department's mission in graduate education
- Engaged in documentable efforts to improve teaching

Research

For promotion to associate professor with tenure, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Developed a national reputation for excellence in a focused area of research as documented by external peer evaluations, invitations to present at recognized prestigious forums, service on review boards of scientific journals and funding agencies, and a beginning trend of favorable citations in scientific peer-reviewed publications. Reputation should be considered in light of percent effort assigned to research with research intensive faculty held to higher standards. A reputation based on quality of research contributions is distinguished from one primarily based on familiarity through frequent attendance at national and international conferences.
- Published in high-quality, peer-reviewed journals a thematically-focused body of work that has contributed substantively to knowledge in an area of endeavor that is beginning to show evidence of influence on the work of others. The quality, impact, and quantity of work should be considered. Books, book chapters, non-refereed articles, proceedings papers and other written works are of lower priority for probationary tenure-track faculty than are peer-reviewed scientific articles.
- Demonstrated ability to obtain and potential to sustain research program funding.
 - Extramural funding is required for research intensive faculty
 - Funding of competitive extramural peer-reviewed grant proposals is weighted more favorably than other types of funding because it serves as a quality indicator of research programs
- While collaborative work is encouraged and essential to many types of inquiry, the candidate's intellectual contributions to collaborative work must be clearly defined.
 - Collaborative research, in the absence of an independent extramurally funded research program, is considered insufficient for research intensive faculty
- Demonstrated a high degree of ethics in the conduct of research including, but not limited to, full and timely adherence to all regulations relevant to the research program, and ethical treatment of graduate students and collaborators.

Clinical Practice

For promotion to associate professor with tenure, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Demonstrated clinical competence and commitment to
 - High quality patient care; and/or
 - Clinical support services
- Supported the outreach mission of the college by providing excellent and timely communications with clients and referring veterinarians
- Achieved appropriate specialty board certification or equivalent experience, as relevant dependent on faculty role and standards of clinical practice expectations
- Developed a local and national reputation among peers for excellence in clinical/diagnostic practice

Extension/Outreach

For promotion to associate professor with tenure, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Demonstrated competence and commitment to provision of extension service and/or outreach activities
- Developed a local and national reputation among peers for excellence in extension/outreach

Administrative Service

For promotion to associate professor with tenure, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Contributed substantively to service on departmental committees and participated in governance of the department and college in a collegial manner that facilitates positive contributions by others and advancement of the college
- Demonstrated the potential for useful contributions to the profession by service to professional organizations and outreach activities

2. Promotion to Professor

Faculty Rule [3335-6-02](#) provides the following general criteria for promotion to 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 success of the college depends on the collective skills and accomplishments of its faculty. Promotion to professor recognizes a record of sustained distinguished accomplishments, and is not based on seniority alone. The requirements for promotion to professor will vary depending on the

candidate's position description and distribution of effort and care must be taken to apply criteria for promotion to professor with sufficient flexibility. A diversity of paths to the rank of professor benefits both the individual faculty member and the college as a whole, and may include sustained accomplishment and a national/international reputation in teaching, research, clinical practice, extension/outreach, and/or administrative service.

In evaluating a candidate's qualifications in teaching, research, clinical practice, extension/outreach, and/or administrative service, the college strives to balance heavier commitments and responsibilities in one area with lighter commitments and responsibilities in other areas. The individual seeking promotion should be assessed in relation to assigned responsibilities and alignment and proportional to their distribution of time and effort to such activities; however, promotion to the rank of professor must be based on convincing evidence that the faculty member has a record of sustained accomplishment and increasing quality of contributions, a record of continuing professional growth, and evidence of established national and international reputation in the field. Additionally, for promotion to professor, a faculty member is expected to be a role model for junior faculty, students, and members of the profession in general.

In a manner consistent with this document, each department APT document must describe (1) the elaboration of criteria as appropriate to the TIU and the faculty disciplines contained within the TIU that define a diversity of paths to the rank of professor; (2) the evidence and metrics expected to be involved in the documentation and assessment of the criteria; (3) the levels of achievement necessary to demonstrate that the criteria are met.

3. Clinical Faculty

a. Promotion to Assistant Professor – Clinical

For promotion to assistant professor of clinical veterinary medicine, a faculty member is expected to have a DVM degree or equivalent. Where relevant for the clinical area, a faculty member is expected to have completed specialty training with advancement toward specialty licensure or certification; or equivalent experience as relevant dependent on faculty role and standards of clinical practice expectations. The candidate must meet expectations in clinical teaching and patient management, diagnostic laboratory service, or extension as described by departmental guidelines. Administrative service and scholarly activity are not required at the instructor level.

b. Promotion to Associate Professor – Clinical

For promotion to associate professor of clinical veterinary medicine, a faculty member must show convincing evidence of excellence. The

accomplishments listed below in the areas of teaching, clinical practice, research, extension/outreach, and administrative service are expected, for those with appointments and responsibilities in these areas for promotion to associate professor – clinical.

Scholarship

For promotion to associate professor – clinical, a faculty member is expected to have produced and disseminated a body of work that begins to establish the candidate's national reputation. The area(s) of focus will vary dependent on appointment and assigned responsibilities and may include teaching, clinical practice, extension/outreach, collaborative research and/or clinical trials, and/or administrative service.

Teaching

For promotion to associate professor – clinical, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Provided up-to-date content at an appropriate level and demonstrated continued growth in subject matter knowledge
- Demonstrated ability to organize and present class and clinical teaching material effectively with logic and conviction
- Demonstrated competence in the use of various modes of instruction, technology, and other teaching strategies to create an optimal learning environment
- Actively engaged students, interns, and residents in the learning process and encouraged independent thinking, intellectual curiosity, and appreciation of the role of scientific inquiry in the discovery of new knowledge
- Provided appropriate and timely feedback to students, interns, and/or residents throughout the instructional process
- Treated students, interns, and/or residents with respect and courtesy.
- Improved the preclinical and clinical curriculum through revision of existing and/or creation of new courses or academic programs
- Served as advisor to an appropriate number of graduate students, residents, and/or interns according to the department's mission in graduate education and specialty training
- Engaged in documentable efforts to improve teaching

Clinical Practice

For promotion to associate professor – clinical, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Demonstrated clinical competence and commitment to high-quality, effective and contemporary:
 - Patient care; and/or

- Clinical support services
- Supported the outreach mission of the college by providing excellent and timely consultation with and outreach to referring veterinarians and clients
- Achieved appropriate specialty board certification or equivalent experience, as relevant dependent on faculty role and standards of clinical practice expectations
- Developed a local and national reputation among peers for excellence in clinical/diagnostic practice

Extension/Outreach

For promotion to associate professor – clinical, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Demonstrated competence and commitment to provision of extension service and/or outreach activities
- Developed a local and national reputation among peers for excellence in extension/outreach

Research

For promotion to associate professor – clinical, while funded research activity is not required, participation in collaborative research and clinical trials is encouraged dependent on the faculty member's assigned responsibilities and distribution of effort.

Administrative Service

For promotion to associate professor – clinical, a faculty member, dependent on appointment and assigned responsibilities, is expected to have:

- Contributed to service on departmental committees and participated in governance of the department and college in a collegial manner that facilitates advancement of the department and college
- Contributes to the profession by service to professional organizations and outreach activities

c. Promotion to Professor – Clinical

Promotion to the rank of professor – clinical is recognition of sustained and outstanding accomplishments in a given field or discipline and/or one or more areas central to the candidate's responsibilities. The individual seeking promotion should be assessed in relation to assigned responsibilities and alignment that is proportional to their distribution of time and effort to such activities; however, promotion to the rank of professor – clinical must be based on convincing evidence that the faculty member has a record of sustained accomplishment and increasing quality of contributions, a record of continuing professional growth, and evidence of

established national reputation. This may include a sustained record of excellence in preclinical and/or clinical teaching, clinical practice and patient care, diagnostic laboratory service or extension/outreach; leadership in administrative service to the college and to the profession; and production and dissemination of scholarly material pertinent to teaching, clinical practice, extension/outreach, and/or administrative service.

4. Research Faculty

a. Promotion to Research Associate Professor

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

b. Promotion to Research Professor

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

5. Associated Faculty of Practice

a. Promotion to Associate Professor of Practice

For promotion to associate professor of practice, a faculty member should demonstrate sustained evidence of excellence in the responsibilities central to their position.

b. Promotion to Professor of Practice

For promotion to professor of practice, a faculty member should demonstrate sustained accomplishment and increasing quality of contributions, a record of continuing professional growth, and evidence of established regional to national international reputation as relevant to the areas of responsibilities central to their position.

B. 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 of 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/policiesprocedureshandbook.html>.

All faculty members undergoing Fourth-Year Review and mandatory or non-mandatory promotion and/or tenure reviews will be reviewed using the unit's current APT Document (as approved and posted on the OAA website). Faculty members, however, may choose to be reviewed under the document that was in effect on their start date or on the date of their last promotion, or for clinical and research faculty and associate faculty of practice faculty, the date of their most recent reappointment, whichever is more recent. The current document must be used if the letter of offer or last promotion, whichever is more recent, was more than 10 years before April 1 of the review year.

The following sections, which state the responsibilities of each party to the review process, apply to all faculty in the college.

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.
 - Candidates are responsible for meeting departmental and college deadlines for submission of the dossier.
- If the candidate wishes to be reviewed under the department's APT Document that was in effect on the candidate's start date or last promotion, whichever is more recent, the candidate is responsible for submission of a copy of the department's APT Document that was in effect at that time. This must be submitted when the dossier is submitted to the department. Note: The current 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.
- If external evaluations are required, a minimum of five credible and useful evaluations must be obtained. Candidates are responsible for reviewing the list of potential external evaluators developed by the department chair and the Promotion and Tenure Committee / Committee of Eligible Faculty.

- The candidate may add no more than three additional names, but is not required to do so.
 - The candidate may request the removal of no more than two names, providing the reasons for the request. The department chair decides whether removal is justified. (Also see External Evaluations below.)
 - Faculty Rule [3335-6-04](#) requires that no more than half of the external evaluation letters in the dossier be written by persons suggested by the candidate.
 - Neither the Office of Academic Affairs nor the college require that the dossier contain letters from evaluators suggested by the candidate.
- A faculty member may request to be considered for non-mandatory promotion and tenure review or for promotion review at any time, but the department chair of the faculty member's TIU in consultation with the departmental Promotion and Tenure Committee / Committee of Eligible Faculty may decline to put forth a faculty member for formal non-mandatory promotion and tenure review or promotion review if the candidate's accomplishments are judged not to warrant such review. The Promotion and Tenure Committee / Committee of Eligible Faculty may not deny a request for formal review for promotion more than one year.
 - Only the candidate may stop any review for promotion once external letters of evaluation have been sought. The candidate may withdraw from review at any stage of the process by so informing (in writing) the department chair. If the process has moved beyond the department, the chair shall inform the Dean or the Executive Vice President and Provost, as required.

2. Responsibilities of the Departmental Promotion and Tenure Committee / Committee of Eligible Faculty.

In units that do not delegate promotion and tenure responsibilities to a Promotion and Tenure Committee, these responsibilities are assumed by the Committee of the Eligible Faculty. In a manner consistent with this document, each department must describe a mechanism for addressing the following responsibilities:

- To assist the relevant department chair in gathering and evaluating evidence of the quality and effectiveness of the candidate's teaching, research, clinical practice, extension/outreach, and administrative service.
- To review the department APT document annually and recommend proposed revisions to the relevant departmental chair and faculty.

- To consider annually, in spring semester, requests from faculty members seeking 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 Departmental Promotion and Tenure Committee / Committee of Eligible Faculty may consider promotion review requests to the rank of professor. Section III.A.5 addresses the process in the event that the department does not have at least three eligible faculty who can undertake a review. A simple majority of those eligible to vote on a request must vote affirmatively for the non-mandatory review to proceed. Results of this vote are reported to and discussed with the relevant department chair who will advise the faculty member regarding the decision to initiate a formal review. The Promotion and Tenure Committee / Committee of Eligible Faculty may not deny a request for formal review for promotion more than one year from faculty members seeking non-mandatory review.
 - The Departmental Promotion and Tenure Committee / Committee of Eligible Faculty bases its decision on assessment of the record as presented in the faculty member's CV and dossier and on a determination of the availability of all required documentation for a full review (e.g., 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 for one year per Faculty Rule [3335-6-04](#). The college applies this same guideline to the promotion review of clinical and research faculty and associate faculty of practice. 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 (i.e., has a "green card"). Faculty members not eligible for tenure due to lack of citizenship or permanent residency are moreover not considered for promotion.
 - A decision by the Departmental Promotion and Tenure Committee / Committee of Eligible Faculty to permit a review to take place in no way commits the eligible faculty, the department chair, or any other party to

the review to making a positive recommendation during the review itself.

- Annually, in late spring through early autumn semester, the Departmental Promotion and Tenure Committee / Committee of Eligible Faculty provides administrative support for the promotion and tenure review process as described below.
 - Late Spring: Select from among its members one or more Procedures Oversight Designees (POD) who will serve in this role for the following year. The POD cannot be the same individual who chairs the committee. The POD's responsibilities are described in the Office of Academic Affairs annual procedural guidelines.
 - Late Spring/Early Summer: Suggest names of external evaluators to the department chair.
 - Early Autumn: Review each candidate's dossier for completeness, accuracy (including citations), and consistency with Office of Academic Affairs requirements; and work with each candidate 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 each candidate an opportunity to comment on their dossier. This meeting is not an occasion to debate the candidate's record.
 - Draft a standardized analysis of the candidate's performance in teaching, research, clinical practice, extension/outreach and administrative service to provide to the full eligible faculty with the dossier; and seek to clarify any inconsistent evidence in the case, where possible. Each department will develop and maintain a consistent template and process for drafting and presenting the analysis of each candidate's performance. During the presentation of the candidate's performance, the faculty responsible for drafting the analysis provides an objective, impartial, and factual overview and does not make a recommendation regarding the outcome of the review (such a recommendation is the sole purview of the full eligible faculty of the department). Once the floor has been opened for discussion, the faculty responsible for drafting the analysis should participate fully in the discussion as a member of the eligible faculty.
 - Summarize the deliberations of the eligible faculty of the department including both strengths and weaknesses, and 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 the department's cases.

3. Eligible Faculty Responsibilities

- The committee of eligible faculty is defined in Section III. A. The eligible faculty pertinent to making recommendations on the:
 - Tenure or promotion of tenure-track faculty consists of all tenured faculty of higher rank than the candidate whose tenure resides in the department.
 - Reappointment, contract renewal, and promotion of clinical faculty consists of all tenured faculty and non-probationary clinical faculty of higher rank than the candidate.
 - Reappointment, contract renewal, and promotion of research faculty consists of all tenured faculty, non-probationary clinical faculty, and non-probationary research faculty of higher rank than the candidate.
- The department chair, college Dean, college assistant or associate deans, vice provosts, executive vice president and provost, and president may not be members of a departmental promotion and tenure committee. A department chair may attend meetings at which promotion and tenure matters are discussed and may respond to questions, but may not vote.
- The responsibilities of the members of the eligible faculty are as follows:
 - To thoroughly and objectively review every candidate's dossier in advance of the meeting at which the candidate's case will be discussed.
 - To attend all eligible faculty committee meetings except when circumstances beyond one's control prevent attendance, to participate in discussion of every case, and to vote. Voting will occur by conducting a secret ballot.
 - Only those in attendance for discussion of the candidate's record may participate in the vote; attendance may be accomplished through digital forums such as videolinks and teleconference.
 - If members are attending through digital forums, a mechanism must be developed to allow confidential voting for those members.
 - Quorum for the promotion and tenure committee to conduct business is 2/3 of the eligible faculty. A simple majority of "yes" and

“no” votes must be affirmative for a vote to be considered positive.

Abstentions are not votes. Absentee voting is not permitted.

- A faculty member with a conflict of interest with a candidate (Section III. A. 4) is expected to withdraw from a promotion review of that candidate.

4. Department Chair Responsibilities

- Where relevant, to verify the prospective candidate's residency status. Faculty members who are neither citizens nor permanent residents of the U.S. 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 the departments of the college.
- **Late Spring Semester/Early Summer – with requests to external evaluators completed by July 1:** To solicit external evaluations from a list including names suggested by the departmental promotion and tenure subcommittee, department chair and the candidate. (Also see EXTERNAL EVALUATIONS, section VII.B.6.)
- To make copies of each candidate's dossier available in an accessible place for review by eligible faculty at least two weeks before the meeting at which specific cases are to be discussed and voted on.
- To remove any member of the eligible faculty from the review of a candidate when the member has a conflict of interest (Section III. A. 4) but does not voluntarily withdraw from the review process.
- 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 departmental 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 the candidate expects to submit comments.

- To provide a written response to any candidate comments that warrant response for inclusion in the dossier.
- To forward the completed dossier to the college office by that office's deadline, except in the case of associated faculty for whom the department chair recommends against promotion. A negative recommendation by the department chair is final in such cases.
- To receive the departmental promotion and tenure committee's written evaluation and recommendation of candidates who are joint appointees from other TIUs, and to forward this material, along with the department chair's independent written evaluation and recommendation, to the department chair of the other TIU by the date requested.

5. Responsibilities of the College Promotion and Tenure Committee and of the Dean

The College Promotion and Tenure Committee is described in Section III. B. The responsibilities of College Promotion and Tenure Committee are as follows:

- The college promotion and tenure committee reviews the promotion, tenure and reappointment or renewal of faculty and makes a recommendation to the Dean.
- The committee determines whether the department has conducted its review and reached a recommendation in a manner consistent with university, college and department standards, criteria, policies and rules and determines where the weight of evidence lies in cases in which there is not a clear or consistent recommendation from lower levels of review.
- The college promotion and tenure committee also reviews reappointments for endowed chair and endowed professor positions in the college.
- The committee will meet annually with the Dean to discuss issues to be considered for possible revision or clarification in the standards, policies, and procedures for review of candidates for promotion and tenure at the departmental and college levels.

Letter from the Dean:

- The Dean will prepare a separate written assessment and recommendation for the executive vice president and provost for inclusion in the dossier of each candidate.

Informing Candidates of Review Outcomes:

- Candidates must be promptly informed in writing by the Dean's office when the college-level reports, including the letter from the Dean to the executive vice president and provost are complete and available for review by the candidate. The candidate will be given 10 days from issuance of this notice to provide written comments on these reports for inclusion in the dossier if desired. Candidates are advised to use this process to amend, correct, or otherwise comment on factual information or procedural matters. The college promotion and tenure committee and Dean will have an opportunity to respond in writing to the candidate's comments. Any written comments from the candidate, college promotion and tenure committee, or Dean will be included in the dossier.

6. External Evaluations

External evaluations of research and scholarly activity are obtained for all promotion reviews. These include all tenure-track promotion and tenure or promotion reviews, all clinical promotion reviews, all research contract renewal and promotion reviews, and all adjunct faculty promotion reviews. Letters requesting external reviews should clearly describe the college's criteria for assessment for promotion and tenure and for promotion dependent on the candidate's appointment and responsibilities.

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 teaching, clinical practice, research productivity, extension/outreach activities and other relevant performance indicators dependent on the candidate's appointment and responsibilities, and 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. External evaluators must be of a higher academic rank than the candidate and be employed by institutions comparable to Ohio State.
- 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.

Because 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 letters are solicited early enough that additional letters may be requested should fewer than five letters result from the first round of requests.

As described above, a list of potential evaluators is assembled by the departmental Promotion and Tenure Committee / Committee of Eligible Faculty, 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](#) requires that no more than half of the external evaluation letters in the dossier be written by persons suggested by the candidate. In the event that the person(s) suggested by the candidate do not agree to write, neither the Office of Academic Affairs nor the College require that the dossier contain letters from evaluators suggested by the candidate.

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

Under no circumstances may a candidate solicit external evaluations or initiate contact in any way with external evaluators for any purpose related to the promotion review. If an external evaluator initiates 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 (e.g., requesting permission from the Office of Academic Affairs to exclude that letter from the dossier). It is in the candidate's 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. Only external letters of evaluation requested by this procedure will be included in the dossier.

The lack of five external letters will not stop a mandatory review from proceeding, but will halt a non-mandatory review from proceeding unless the candidate, P&T chair, and the department chair all agree in writing that it may proceed and will not constitute a procedural error Volume 3 of the Policies and Procedures Handbook, <http://oaa.osu.edu/policiesprocedureshandbook.html>.

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 available at <https://oaa.osu.edu/policies-and-procedures-handbook>. While the departmental Promotion and Tenure Committee / Committee of Eligible

Faculty make reasonable efforts to check the dossier for accuracy and completeness, the candidate bears full responsibility for all parts of the dossier that are to be completed by the candidate.

The complete dossier, including the documentation of teaching noted below, is forwarded when the review moves beyond the department. The documentation of scholarship and service 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 such as searchable online databases. 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

The time period for material in the dossier to be considered for probationary faculty is the date of hire to present. For tenured or non-probationary faculty, it is the date of last promotion. For probationary faculty, summaries of all student evaluations are to be included. For tenured or non-probationary faculty, summaries of student evaluations are included from the date of last promotion or the last five years, whichever is less, to present. (Also see section X.A and X.B as there is some overlap in these required APT sections.)

- University requirements:
 - Cumulative student evaluation of teaching / instruction (see also Section X.A.).
 - Summary table of numerical data to be compiled by the candidate
 - Summary of student comments, to be compiled by someone other than the candidate
 - Peer evaluation of teaching (see also Section X.B)
 - Number specified in department APT
 - At least two peer evaluations must contain evaluative comments
- Cumulative student evaluation of teaching / instruction (see also Section X.A.). Documentation by the candidate is achieved through:
 - A summary table of numerical data compiled by the candidate (required)
 - Summary of comments prepared by the Office of Professional Programs for courses and rotations in the professional veterinary curriculum (required for promotion and/or tenure)
 - Computer-generated summaries prepared by the Office of the University Registrar (if available) for graduate and undergraduate courses
 - For those courses for which formal student evaluation is not collected by the Office of Professional Programs or the Office of the University

- Registrar, collection of student evaluation for an individual course is a shared responsibility between the faculty member and the course director
- Inclusion of individual student evaluations in the dossier is never appropriate; a summary of comments by someone other than the candidate is required
 - Peer evaluation of classroom, laboratory, or clinical teaching is required (See also Section X.B). Documentation by the candidate is achieved through:
 - Letters of peer evaluation (number required detailed in department APT)
 - At least two must contain evaluative comments
 - Reflection on peer evaluation within the narrative of the dossier
 - Reflection on peer evaluation within a teaching portfolio (understanding that a teaching portfolio is considered an appendix or supplement to the dossier)
 - On-line database confirmation of (or where not available, 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 the professional veterinary program including preclinical and clinical instruction, the latter including supervised patient diagnostic evaluation and management as well as rounds and seminars
 - Training of clinical house officers
 - Involvement in graduate exams, theses, and dissertations, and undergraduate research
 - Mentoring postdoctoral scholars and researchers
 - Extension and continuing education instruction
 - Curriculum development including design and implementation of new or revised courses
 - Continuing Education instruction and outreach including local, state, national, regional and international meetings
 - 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
 - All faculty are encouraged to develop and maintain a comprehensive teaching portfolio. A teaching portfolio is strong expectation for those faculty with significant teaching responsibilities.

2. Scholarship and Research

The time period for material in the dossier to be considered for probationary faculty is the date of hire to present. For tenured or non-probationary faculty, it is the date of last promotion. Examples of documentation include:

- On-line database confirmation of (or where not available, 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)
- Documentation of inventions, patents, disclosures, options and commercial licenses
- Scholarship activities as listed in the core dossier including documentation of creative works pertinent to the candidate's professional focus
- List of prizes and awards for research, scholarly, or creative work
- Acceptable methods for validation of scholarship are defined by the appointment, promotion and tenure policies and guidelines of the relevant department. In instances where the form of scholarship is unconventional, it is the responsibility of the candidate to assure that validation of scholarship by peers can be documented.

3. Clinical Practice and Extension/Outreach

The time period for material in the dossier to be considered for probationary faculty is the date of hire to present. For tenured or non-probationary faculty, it is the date of last promotion. Examples of documentation include:

- Documentation of clinical service and patient management
- Diagnostic laboratory service or extension including peer evaluations
- Client / referring DVM / customer satisfaction surveys
- Evaluations from the Director / Executive Director of the Medical Center or the Chief Medical Officer

4. Administrative service

The time period for material in the dossier to be considered for probationary faculty is the date of hire to present. For tenured or non-probationary faculty, it is the date of last promotion. Examples of documentation include:

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

VIII. Appeals

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

Only the candidate may appeal a tenure or promotion decision. 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. Seventh-Year Reviews

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

X. Procedures for Student and Peer Evaluation of Teaching

A. Student Evaluation of Teaching

The college requires standardized evaluation of all courses in the professional curriculum and for each faculty member providing 3 or more hours of instruction in any core course. Professional student evaluations are administered by the Office of Professional Programs as mandated by the college's Council for Professional Education. Faculty members receive results of their student evaluations each semester for courses in the first three years of the curriculum and after each clinical rotation for the fourth year of the curriculum. Department chairs and team leaders receive copies of student evaluations.

Faculty teaching in graduate or undergraduate programs or providing instruction to residents and interns are strongly advised to document student evaluation of teaching. The Office of the University Registrar oversees evaluation for undergraduate and some graduate courses. For those courses for which formal student evaluation is not collected by the Office of Professional Programs or the Office of the University Registrar, collection of student evaluation for an individual course is a shared responsibility between the faculty member and the course director.

Faculty are responsible for saving evaluation output material from the Office of Professional Programs, the office of the University Registrar, and/or that collected from other sources.

B. Peer Evaluation of Teaching

The goal of peer of teaching is to provide constructive feedback to enhance a faculty member's effectiveness as an educator (Also see section VII.C.1 as there is some overlap in these required APT sections.)

Peer evaluation of teaching is a shared responsibility. The department chair oversees the department's peer evaluation of teaching process. It is the responsibility of all college faculty, but especially those of senior ranks, to provide peer evaluation of

teaching of probationary and non-probationary faculty. It is the responsibility of the candidates for reappointment, promotion, and tenure to develop, implement, administer, and document a personal plan for peer evaluation of their own teaching program. The plan should be developed and implemented following consultation with the mentoring committee and/or faculty mentors, the Office of Teaching and Learning, and the department chair.

Peer evaluation of all faculty engaged in teaching is required for assessment for reappointment, promotion, and tenure. The timing of peer evaluations will vary dependent on appointment and responsibilities, but in general should include:

- Review of probationary faculty a minimum of once per year with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned. Probationary faculty with significant teaching appointments should be reviewed more frequently than the minimum requirements.
- Review of non-probationary associate professors at least once every other year, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned and having at least two peer reviews of teaching before the commencement of a promotion review.

Peer evaluations may include:

- Observation and assessment of classroom, laboratory, or clinical instruction in large or small groups or to individuals. For probationary faculty, at least two peer evaluations must be in this category.
- Review of contributions to curriculum and review of course materials, such as syllabi, exams, lecture notes, study questions, case problems, audiovisual media, digital media, interactive media, and other instructional material of all types.
- Review of teaching portfolio e.g. longitudinal review of one course, cross sectional review small group teaching

Documentation by the candidate may be achieved through:

- Letters of peer evaluation
 - Number specified in department APT
 - At least two peer evaluations must contain evaluative comments
- Reflection on peer evaluation within the narrative of the dossier
- Reflection on peer evaluation within a teaching portfolio (understanding that a teaching portfolio is considered an appendix or supplement to the dossier)

In a manner consistent with this document, each department APT document shall elaborate a process for peer evaluation of probationary and non-probationary faculty.