

Appointments, Promotion, and Tenure Criteria and Procedures for The Ohio State University at Newark

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I. Preamble

This document is a supplement to Chapter 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](#); the governance documents of tenure-initiating units; and other policies and procedures of the University to which Ohio State Newark and its faculty are subject.

Should those rules and policies change, Ohio State Newark shall 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 five years on appointment or reappointment of the dean/director.

This document must be approved by the dean/director of Ohio State Newark and the Office of Academic Affairs before it may be implemented. It sets forth the campus's mission and, in the context of that mission and the mission of the university, the campus's criteria and procedures for faculty appointments, and faculty promotion, tenure and rewards, including salary increases. In approving this document, the dean/director of Ohio State Newark and the Office of Academic Affairs accept the mission and criteria of the campus and delegate to it the responsibility of applying high standards in evaluating continuing faculty and candidates for faculty positions.

The faculty and the administration are bound by the principles articulated in Faculty Rule [3335-6-01](#) of the Administrative Code. In particular, all faculty members accept the responsibility to participate fully and knowledgeably in review processes; to exercise the standards established in Faculty Rule [3335-6-02](#) and other standards specific to this campus; 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](#).

II. Campus Mission

Ohio State Newark's mission is to provide affordable, open access to Ohio State for all Ohioans.

III. Definitions

A. Promotion and Tenure Committee

The Promotion and Tenure Committee at Ohio State Newark reviews the promotion, tenure and reappointment or renewal of faculty and provides an evaluative written assessment and recommendation to the dean/director. The committee's assessment and recommendation are advisory to the dean/director.

The Promotion and Tenure Committee consists of all tenured associate professors and tenured professors with primary assignments at Ohio State Newark. The dean/director, associate deans and assistant dean shall not be active members of the campus's P&T Committee.

The Promotion and Tenure Committee shall have a chair and a vice chair, both of whom are professors. The chair and vice chair shall be determined from the Committee-Chair Roster, an ordered list of professors: The chair is the professor at the top of the roster, and the vice chair is next. After the chair has served for one year, the chair's name is moved to the bottom of the roster (typically in early April), the vice chair becomes chair and the professor next on the roster

becomes vice chair. Newly appointed professors go to the bottom of the roster, and those with the same date of appointment are listed alphabetically.

The chair must maintain the Committee-Chair Roster, which includes the names of all professors, the most recent dates of service as chair and the projected dates of service for each professor's next term.

If the chair is unable to perform their duties for four months or less, the vice chair becomes Acting Chair and the next professor on the Committee-Chair Roster becomes Acting Vice Chair until the chair is able to resume their duties. If the chair is unable to perform their duties for more than four months, the vice chair will become chair and the professor next on the roster becomes vice chair. The chair who is unable to perform their duties for more than four months is placed second from the top of the roster, below the current chair and above the vice chair. On April 1, the chair's name is moved the bottom of the roster, the person who was unable to serve as chair the previous year becomes chair and the person who was vice chair continues to serve as vice chair for a second year.

At the end of the term, the chair shall submit to the dean/director and all members of the Ohio State Newark P&T committee a report detailing the activities of the chair's term. On or before April 1, the chair must give the following rosters to all members of the Ohio State Newark P&T Committee:

- Associate Professor and Professor Deliberating Committee Roster
- Professor Deliberating Committee Roster
- Committee-Chair Roster

On or before April 1, the chair must give the Committee-Chair Roster to the dean/director, who will archive the roster and notify the new chair of any changes resulting from the hiring or departure of Ohio State Newark faculty.

Each summer, the dean/director provides a roster of all assistant professors that includes each assistant professor's name, year of appointment, number of years (if any) to be excluded from the tenure clock, expected year of fourth-year review, expected year of sixth-review and the college and division (in the case of faculty in the College of Arts and Sciences) in which each faculty member is appointed.

B. Deliberating Committees

1. The Associate Professor and Professor Deliberating Committee

The Associate Professor and Professor Deliberating Committee consists of all tenured faculty at the ranks of associate professor and professor. This committee considers all reviews for tenure and promotion to any rank other than professor. The roster must include the names of all tenured associate professors and professors, the faculty member's college, rank, date of promotion to current rank and date of most recent service on a subcommittee as a member of the Associate Professor and Professor Deliberating Committee.

2. The Professor Deliberating Committee

The Professor Deliberating Committee consists of all tenured faculty at the rank of professor. This committee considers cases for promotion to professor. The roster for the committee must include each member's name, college, date of promotion to professor and

date of most recent service on a subcommittee as a member of the Professor Deliberating Committee.

C. Promotion and Tenure Subcommittees

Subcommittees are appointed by the P&T chair on notification by an appropriate academic officer, usually the dean/director. Subcommittees shall ordinarily consist of three tenured faculty drawn from the appropriate Deliberating Committee roster. Subcommittees shall be appointed in order by date of official notification to the P&T chair that a subcommittee is to be formed. Candidates with the same date of notification will be arranged in chronological order beginning with the candidate whose letter is due first. Candidates with letters due on the same date will be arranged in alphabetical order.

To appoint a subcommittee, the chair selects names from the roster of the appropriate Deliberating Committee. The membership of each Deliberating Committee shall be ordered according to length of time since last service, with faculty who have served most recently rotated to the bottom, and alphabetically for those with equal time since last service. New members to the Deliberating Committee are added at the bottom of the roster. Prior to appointing a subcommittee, the P&T chair will put the appropriate roster into current order. The faculty member highest on the roster, who is in the same college (or, in the case of the ASC, the same division) as the candidate will be moved to the top of the roster. The three faculty at the top of the roster will then constitute the subcommittee with one possible exception: any faculty to be on official leave during the tenure of the subcommittee are excused.

Ordinarily, official leave (e.g., a Faculty Professional Leave, medical leave, or an external fellowship) is the only recognized excuse for release from subcommittee service.

The chair of the Ohio State Newark P&T committee will not serve on a subcommittee unless their failure to serve would require bringing in a professor from a different campus. The names of faculty excused will move up each roster just as all other names do. If a subcommittee is appointed and the review is not conducted, the names of the subcommittee members will be returned to the top of the roster in alphabetical order. If fewer than three names are available from the roster, then additions will be made as described below.

If there are fewer than three faculty available in the appropriate Deliberating Committee, appropriately qualified faculty will be selected from other regional campuses or from the Columbus campus. The outside subcommittee candidate(s) will be selected by the P&T chair in consultation with the dean/director and, perhaps, the head of the candidate's TIU. Outside faculty selected to serve on a subcommittee may participate in the entire tenure and promotion process at Ohio State Newark as if their primary assignment were there.

The chair of the subcommittee is the senior faculty member on the subcommittee, determined first by rank and then by date of appointment to present rank. The chair of the subcommittee is responsible for calling meetings of the subcommittee and making sure that the work of the subcommittee is completed on time. The chair of the subcommittee acts as a point of contact on all subcommittee matters.

The subcommittee performs the following tasks:

- contacting the candidate and receiving appropriate information regarding the P&T case
- meeting with the candidate to review the case itself
- meeting with the dean/director to discuss the candidate's qualifications

- investigating anything else the subcommittee believes to be important in making a recommendation
- proposing a recommendation for the assembled Deliberating Committee when it considers the case
- leading the discussion of the case at the meetings of the Deliberating Committee
- writing the letter of recommendation on behalf of the Deliberating Committee

D. Quorum

The quorum required for the campus to discuss and vote on all personnel decisions is two-thirds of the Deliberating Committee. A faculty member who is officially on leave may participate fully in the promotion and tenure process, but in determining whether or not a quorum is present, the P&T Committee Chair will only count such faculty if they attend the meeting.

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

E. 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 will be expected to withdraw from an appointment or promotion review of that candidate.

A faculty member who has a conflict of interest may not participate in the review of another faculty member or a candidate for a faculty appointment if such participation would create a conflict of interest. Such a conflict exists in the following cases:

- When there is a familial relationship with the faculty member under review or the job candidate
- When there is a close professional relationship such that the faculty member stands to gain or lose professionally from the outcome of the review of the reviewee or job candidate (e.g., co-authorship or co-editorship on a significant portion of the person's scholarship or collaboration with the person on major grants supporting that scholarship would present a conflict of interest)
- When the faculty member was the person's dissertation adviser

When there are questions about potential conflicts, the P&T Committee chair shall determine whether it is appropriate for any faculty members to recuse themselves from a particular review. A faculty member with a conflict may submit a letter detailing the reviewee's or job candidate's contributions to joint work, but the faculty member should not be present at meetings to discuss or vote on the reviewee or job candidate.

F. Recommendation from the Promotion and Tenure Committee

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. A positive

recommendation from the Promotion and Tenure Deliberating Committee for reappointment, promotion and tenure, promotion, and contract renewal is secured when sixty percent of the votes cast are positive.

Absentee votes and proxy votes are not permitted, but participating fully in discussions and voting via two-way electronic connection is allowed.

IV. Appointments

A. Criteria

1. Tenure-Track Faculty

Each tenure-initiating unit (TIU) at Ohio State defines a set of criteria, including research and scholarly activity for hiring tenure-track faculty at Ohio State's regional campuses. In addition, Faculty Rule [3335-6-04 D.1](#) notes that "the relative weight of teaching and service is ordinarily greater on regional campuses." Ohio State Newark adds to those criteria the following requirements:

- A commitment to the campus's role as a point of entry into higher education. Faculty will generally teach some introductory courses to fulfill this commitment.
- A commitment to using assessment to guide instruction.
- A commitment to campus service and to outreach and engagement in the local community and beyond.

Assistant Professor. An earned terminal degree is the minimum requirement for appointment at the rank of assistant professor. Evidence of potential for scholarly productivity, high-quality teaching, and high-quality service to the Newark campus, the TIU and the profession is highly desirable. Appointment at the rank of assistant professor is always probationary, with mandatory tenure review occurring in the sixth year of service. For individuals not recommended for promotion and tenure after the mandatory review, the 7th year will be the final year of employment.

Review for tenure prior to the mandatory review year is possible under the protocol of the TIU and the consent of the Newark campus's dean/director. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged as it cannot be revoked once granted.

Associate Professor and Professor. Appointment 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 TIU's criteria in teaching, scholarship, and service for promotion to these ranks. Appointment at senior rank normally entails tenure. A probationary appointment at senior rank is appropriate only under unusual circumstances, such as when the candidate has limited prior teaching experience or has taught only in a foreign country. A probationary period of up to four years is possible, on approval of the Office of Academic Affairs, with review for tenure occurring in the final year of the probationary appointment. If tenure is not granted, an additional (terminal) year of employment is offered.

Foreign nationals who lack permanent residency status may be appointed to a senior rank

and approved for tenure, if appropriate, but the university will not grant tenure in the absence of permanent residency. Offers to foreign nationals require prior consultation with the Office of International Affairs.

2. Clinical/Teaching/Practice Faculty

Appointment of clinical/teaching/practice faculty entails a three-, four- or five-year contract. The initial contract is probationary, with reappointment considered annually. Tenure is not granted to clinical/teaching/practice faculty. There is also no presumption that subsequent contracts will be offered, regardless of performance. Performance expectations are set jointly by the TIU and the Newark campus. The process for reappointment depends on the TIU's policies, which must correspond to the [Faculty Annual Review and Reappointment Policy, III, A-G](#), and the campus provides input into the reappointment process through annual reviews of clinical/teaching/practice faculty. Reappointments require the approval of the dean/director.

The Newark campus supports teaching/clinical/practice faculty. These appointments exist for faculty who focus principally on the educational needs of students at the Newark campus. Such faculty are expected to contribute the campus's mission as reflected in undergraduate and graduate program development and teaching. Teaching/clinical/practice faculty appointments are made in accordance with Faculty Rule [3335-7](#). Each new appointment must enhance, or have strong potential to enhance, the quality of the campus.

Assistant Professor of Clinical/Teaching/Practice. In addition to the criteria the TIU requires for appointment at the rank of assistant professor of clinical/teaching practice, the campus requires evidence of high-quality teaching and a commitment to service.

Associate Professor of Clinical/Teaching/Practice and Professor of Clinical/Teaching/Practice. In addition to the criteria the TIU requires for appointment at the rank of associate professor of clinical/teaching/practice or professor of clinical/teaching/practice, the campus requires a sustained record of excellent teaching and effective service.

3. Associated Faculty

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.

Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor. Adjunct appointments may be compensated or uncompensated. Adjunct faculty appointments are given to individuals who give academic service to the campus, such as teaching a course or serving on graduate student committees, for which a faculty title is appropriate. Typically, the adjunct faculty rank is determined by applying the criteria for appointment of tenure-track faculty. Adjunct faculty members are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure-track faculty.

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 uncompensated. Uncompensated appointments are given to individuals who volunteer uncompensated academic service (e.g., organizing

and leading a series of student field trips on a regular basis) to the campus, for which a faculty title is appropriate. Associated clinical/teaching/practice rank is determined by applying the criteria for appointment of clinical/teaching/practice faculty. Associated clinical/teaching/practice faculty members are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of clinical/teaching/practice faculty.

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

Senior Lecturer. Appointment as senior lecturer requires that the individual have, at an appropriate degree, at least five years of teaching experience, and evidence of ability to provide high-quality instruction and at least five years of teaching experience. Senior lecturers are not eligible for tenure or promotion.

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.

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

4. Emeritus Faculty

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

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

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

B. Procedures

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

- recruitment of tenure-track, clinical, and research faculty

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

1. Tenure-Track Faculty

Decisions to search for new tenure-track faculty are the responsibility of the dean/director. The Academic Affairs Committee, a standing committee of the Faculty Assembly, is charged with advising the dean/director on such decisions.

A national search is required to ensure a diverse pool of highly qualified candidates for all tenure-track positions. Exceptions to this policy must be approved in advance by the dean/director, the appropriate college dean, and the Office of Academic Affairs. 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/director, in consultation with the head of the TIU, appoints an ad hoc search committee to identify candidates for the position. The committee must include at least one representative from the TIU. The committee will include at least one Columbus campus member of the TIU unless the TIU head declines to recommend such an appointment. The dean/director and the chair of the search committee have primary responsibilities for determining the position description for a tenure-track faculty search, but the dean/director or designee consults with the TIU head to reach agreement on the description before the search begins.

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

The search committee:

- Appoints at least one Diversity Advocate who is responsible for providing leadership in assuring that vigorous efforts are made to achieve a diverse pool of qualified applicants.
- Develops a search announcement for internal posting in the University Job Postings through the Office of Human Resources and external advertising, subject to the TIU head's and the dean/director'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, to allow consideration of any applications that arrive before the conclusion of the search.
- Develops and implements a plan for external advertising and direct solicitation of nominations and applications. Postings will include relevant listservs and websites of professional societies. 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 or other appropriate venue. 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 prominent professional journal or other appropriate venue.

- Screens applications and letters of recommendation and follows the TIU's search procedures. On-campus interviews are arranged by the search committee chair, assisted by the Newark campus's HR office. On-campus interviews with candidates must include opportunities for interaction with faculty groups, including the search committee; students; and the dean/director or the dean/director's designee. All candidates interviewing for a particular position must follow the same interview format. The interviewees visit both the Columbus campus and the Newark campus. The TIU is responsible for determining what the candidate will do during the visit to the Columbus campus, and the TIU typically requires a research presentation during that visit. At the Newark campus, the candidate will deliver a teaching demonstration, respond to questions from the search committee, and receive personal interviews with the dean/director, the associate dean for academic affairs, and appropriate faculty.

If the offer involves senior rank, the Deliberating Committee votes on the appropriateness of the proposed rank. If the offer may involve prior service credit, the Deliberating Committee votes on the appropriateness of such credit. The Deliberating Committee reports a recommendation on the appropriateness of the proposed rank or the appropriateness of prior service credit to the dean/director. The dean/director reports the recommendation to the TIU head, who follows the TIU's procedures for such considerations. 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.

According to University Rules, hiring can go forward only when the dean/director and the TIU head reach agreement. Upon such agreement, the dean/director can begin negotiations with a candidate. In the event that more than one candidate achieves the level of support required to extend an offer, the TIU head and the dean/director decide which candidate to approach first. The TIU head and the dean/director must agree on the details of the offer, including compensation. The letter of offer must be signed by the TIU head and the dean/director. The offer letter will specify that the candidate has two weeks to reach a decision.

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 Newark campus will therefore be cautious in making such appointments and vigilant in assuring that appointees seek residency status promptly and diligently.

2. Clinical/Teaching/Practice Faculty

Searches for clinical/teaching/practice faculty generally proceed identically as for tenure-track faculty, with two exceptions. One is that the candidate's presentations during the on-campus interviews are on teaching and on clinical/practice topics, and not on scholarship.

The other is that exceptions to a national search require approval only by the dean of the college and the Newark campus dean/director.

3. Transfer from the Tenure-Track

Tenure-track faculty may transfer to a clinical/teaching/practice appointment if appropriate circumstances exist. Tenure is lost upon transfer, and transfers must be approved by the TIU head, the college dean, the Newark campus dean/director, 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/teaching/practice appointment to the tenure-track are not permitted. Clinical/teaching/practice faculty members may apply for tenure-track positions and compete in regular national searches for such positions.

4. Associated Faculty

The associate dean for academic affairs, in consultation with the dean/director, the TIU head, program coordinators and other relevant faculty members, appoints lecturers to teach specific courses. The associate dean for academic affairs obtains approval from the appropriate TIU before extending offers for initial appointments. When considering associated faculty for reappointment, the associate dean for academic affairs consults with the TIU as needed unless such consultation is required by the TIU.

Part-time lecturers work on one-semester contracts. Full-time lecturers (including senior lecturers) may work on two-semester, temporary contracts; and may be offered contracts of up to three years when a longer contract is useful for long-term planning and retention. Review of all associated faculty, except visiting faculty, is the responsibility of the associate dean for academic affairs.

All associated appointments expire at the end of the appointment term and must be formally renewed to be continued.

The appointment and reappointment of all visiting faculty members are decided by the dean/director in consultation with the associate dean, TIU head, and relevant faculty members. Review of visiting faculty members is the responsibility of the dean/director. Visiting appointments may be made for one term of up to three years or on an annual basis for up to three years.

5. Emeritus Faculty

Tenure-track faculty will send a request for emeritus faculty status to the TIU head. Associated faculty will send such requests to the dean/director of the Newark campus. In each case, the request must outline academic performance and citizenship. The TIU will process requests from tenure-track faculty. The dean/director of the Newark campus will send requests from associated faculty to the campus's P&T Committee, which will review the application and make a recommendation to the dean/director. The dean/director will decide upon the request, consult with the head of the TIU that houses the courses that the faculty member taught, and, if appropriate, submit the request to the dean of the appropriate college.

If the faculty member requesting emeritus status has in the 10 years prior to the application engaged in serious dishonorable conduct in violation of law, rule, or policy and/or caused harm to the university's reputation or is retiring pending a procedure according to Faculty Rule [3335-5-04](#), emeritus status will not be considered.

V. Annual Performance and Merit Reviews

According to the [Policy on Faculty Annual Review and Reappointment](#), the purpose of annual performance reviews is to “monitor progress toward tenure, promotion, reappointment, and ongoing outcomes.” The policy also specifies that written performance reviews “serve to assist faculty in improving professional productivity, establish goals against which faculty performance will be assessed, determine salary increases and other resource allocations, define progress toward reappointment and/or promotion, and, in the event of poor performance, establish and explain the need for remedial steps.”

Ohio State Newark follows the requirements for annual reviews as set forth in the [Policy on Faculty Annual Review and Reappointment](#). The annual performance and merit review of every faculty member covers expected performance over the previous three calendar years in teaching, research, and service as set forth in the campus's Policy on Faculty Duties and Responsibilities (a component of the campus's Pattern of Administration document); any additional assignments and goals specific to the individual; and progress toward promotion where relevant.

For probationary and tenured tenure-track faculty, meritorious performance in teaching, scholarship, and service is assessed in accordance with the same criteria that form the basis of promotion decisions. Annual performance and merit reviews must include a scheduled opportunity for a face-to-face meeting as well as a written assessment. Per Faculty Rule [3335-3-35](#), TIU heads are required to include a reminder in annual review letters 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. The review letters that the dean/director writes also include such a reminder.

An annual performance and merit review that leads a TIU to submit (1) a Report of Non-Renewal of Probationary Appointment of Faculty; (2) the fourth-year review of a probationary faculty member; or (3) a Report of Contract Renewal or Non-Renewal for clinical/teaching/practice faculty must be assessed by the dean of the faculty member's college. In each of these cases, the decision of the college dean is final.

A. Documentation

1. Tenure-track (*both probationary and tenured*) and clinical/teaching/practice faculty

For their annual performance and merit review, tenure-track and clinical/teaching/practice faculty must submit electronic copies of the following documents:

- Dossier outline in the [Office of Academic Affairs Policies and Procedures Handbook](#), Volume 3, covering activity in the three previous calendar years
- updated CV
- copies (in electronic format, if possible) of pedagogical papers, books or other teaching-related or service-related materials published or accepted for publication

The documents are due by January 15 of the calendar year following the year to be reviewed. The dean/director issues instructions regarding where to submit the documents. The dean/director retrieves additional documentation of teaching performance (e.g. peer

evaluations, SEI reports, summaries of students' discursive evaluations, etc.) from the faculty member's personnel file or from other university offices.

TIUs require tenure-track and clinical/teaching/practice faculty to submit documentation for annual reviews, and the faculty member bears the responsibility of submitting that documentation the TIU.

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

2. Associated faculty

For their annual performance and merit review, associated faculty must submit the Teaching section and, if requested by the associate dean for academic affairs, the Service section of the Office of Academic Affairs dossier outline (see Volume 3 of the [Office of Academic Affairs Policies and Procedures Handbook](#)), and an updated CV.

B. Probationary Tenure-Track Faculty

OAA's [Faculty Annual Review Policy](#) specifies that the review for regional campus faculty must be conducted first at the regional campus, with an emphasis on teaching and service, and then with the TIU at the Columbus campus and in accordance with the TIU's review procedures.

The dean/director meets with each probationary faculty member to discuss the faculty member's performance and future plans and goals. The dean/director then prepares a written evaluation that includes a recommendation to the TIU head on whether to renew the probationary appointment. The dean/director provides preliminary ratings for teaching and service and may consult with the faculty member's TIU head and other relevant administrators, especially if a faculty member is involved with graduate students, has taught one or more recent courses on the Columbus campus, has coordinated or directed a program or initiative at the Columbus campus, or served on TIU, college, or university committees.

The dean/director requests a research rating from each faculty member's TIU head. The ratings for teaching, service and research conform to the following scale:

- | | |
|---|-----------------------------|
| 1 | Well below expectations |
| 2 | Somewhat below expectations |
| 3 | Meeting expectations |
| 4 | Somewhat above expectations |
| 5 | Well above expectations |

The dean/director sends the written evaluation to the faculty member and a copy of the letter to the TIU head. In the event of divergence in performance assessment between the regional campus and the TIU, the TIU head discusses the matter with the dean/director in an effort to clarify and reconcile the divergence, so that the faculty member receives consistent assessment and advice. The dean/director has the authority to make the final decision in case of a difference of opinion regarding a specific performance rating.

Faculty should refer to the APT documents of their TIUs and colleges for information on review procedures at those levels. If the TIU head recommends renewal of the appointment, the recommendation is final. If the TIU head recommends nonrenewal, then the Fourth-Year

Review process is invoked. Following completion of that process, the college dean makes the final decision on renewal or nonrenewal of the probationary appointment.

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 (for the TIU-level review) are optional and the college dean makes the final decision regarding renewal or nonrenewal of the probationary appointment.

2. Exclusion of Time from Probationary Period

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

C. Tenured Faculty

The annual review process for tenured faculty members is identical to that for tenure-track probationary faculty.

D. Clinical/Teaching/Practice Faculty

The annual review process for clinical/teaching/practice faculty members is identical to that for tenure-track probationary and tenured faculty.

E. Associated Faculty

Compensated associated faculty in their initial year of a full-time appointment must be reviewed before reappointment. The reviews are conducted by the associate dean for academic affairs, who meets with the faculty member to discuss the faculty member's performance, plans, and goals, and then sends the faculty member a written evaluation. The associate dean for academic affairs then decides whether or not to reappoint. If the decision is to reappoint, then the associate dean may extend a multi-year appointment.

Compensated associated faculty on multi-year appointments are reviewed annually by the associate dean for academic affairs, who meets with the faculty member to discuss their performance, plans, and goals, and then sends the faculty member a written evaluation. No later than October 15 of the final year of the appointment, the associate dean for academic affairs will decide on whether or not to reappoint. The associate dean's decision is final.

F. Salary Adjustments

Under parameters set annually by the university, the dean/director decides on salary adjustments for tenure-track and clinical/teaching/practice faculty. The dean/director bases the adjustments on the annual performance reviews and on equity considerations. In deciding on adjustments for merit, the dean/director considers each faculty member's annual performance ratings in the context of the percentages associated with the faculty member's duty areas (i.e., teaching, research, and service). To be eligible for equity adjustments, faculty must have established a record of meeting or exceeding expectations in each of the areas of teaching, research, and service.

The dean/director attempts to prevent salary inequities by consulting with TIU heads about salaries for new positions, setting salaries as close as possible to the starting salaries for Columbus faculty in the TIU (recognizing that substantial differences may be legitimate, depending on differences in duties), and by awarding dollar increases rather than percentage increases.

To monitor faculty salaries for inequities, the dean/director compares each faculty member's current salary to the median salary for Columbus faculty who are in the same department, at the same rank, and whose time in rank is within plus or minus 2 years of the faculty member's time in rank. In cases where the faculty member does not have at least one Columbus faculty member within plus or minus 2 years of their number of years in rank, the dean/director will consider the median salary for all same-rank faculty members within the Columbus department. Typically, the dean/director makes the comparisons every summer.

In cases where the faculty member's salary is substantially lower than the comparison group's median (e.g., 10% less than the median), the dean/director consults with the faculty member's TIU head to explore the possibility that an inequity exists. Considerations include performance differences, the TIU's research expectations, the TIU head's and dean/director's previous assessments of the faculty member's performance, and so forth.

Eligible faculty with the largest inequities have first priority for equity adjustments. The ultimate salary goal may vary depending on differences in a department's research expectations for Columbus campus faculty and its research expectations for faculty at the regional campuses.

Typically, the dean/director will ask the Executive Vice President and Provost for permission to use a pool of funds outside the Annual Merit Compensation Process (AMCP) pool for equity adjustments. If such a pool is unavailable or not approved, then the dean/director may use up to 20% of the AMCP pool for equity adjustments.

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

A faculty member who wishes to discuss dissatisfaction with their salary increase with the dean/director should be prepared to explain how their salary (rather than the increase) is inappropriately low, since increases are solely a means to the end of an optimal distribution of salaries. The Regional Campuses Faculty Salary Appeals Process appears in Appendix B in Chapter 3 in The Office of Academic Affairs [Policies and Procedures Handbook](#): Volume 1.

VI. Reviews for Promotion with Tenure, and for Promotion

A. Criteria and Documentation

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.

Reviews for promotion with tenure and for promotion are conducted first at the Newark campus, with an emphasis on teaching and service, and then with the TIU at the Columbus campus, with an emphasis on research, scholarly/creative activity, and service. Faculty need to be aware of the criteria and documentation requirements of the Newark campus (defined in this document) and the criteria and documentation requirements of the TIU (defined in the TIU's Appointments, Promotion and Tenure document).

1. Promotion to Associate Professor with Tenure

Faculty Rule [3335-6-02 \(C\)](#) 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 campus's academic mission at a high level for the duration of their time at the University.

Every candidate is held to a high standard of excellence in all aspects of performance. Above all, candidates are held to a very high standard of excellence in the areas central to their responsibilities. If a candidate's primary teaching role is and will continue to be teaching a specific set of courses, then excellence in that area of teaching is required. Mediocre performance in that area would not be adequately counterbalanced by excellent performance in other courses or in other areas that occupy a significantly smaller part of the individual's responsibilities.

Graduate teaching in Columbus constitutes contributions to the faculty member's TIU. Because such courses do not constitute contributions to teaching at Ohio State Newark, the dean/director and the Newark P&T Committee will not evaluate them.

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

Teaching

Faculty must consistently provide excellent teaching. In evaluating performance in teaching, documented evidence regarding course and instructor evaluation will be considered. In this

regard, student opinions and judgments, appropriately documented and accompanied by interpretive information, are essential. Every student in every classroom course must be provided an opportunity to complete a confidential evaluation of the instruction and the instructor. The standard instrument for all courses at Ohio State Newark is the university's eSEI. The dean/director will consider discursive comments from the eSEIs if they are collected, as well as summaries of Student Discursive Forms (SDFs) if used. For courses delivered via distance-education technology, the dean/director may permit exceptions to the standard form.

To earn promotion to associate professor with tenure, faculty must meet the following teaching criteria.

| Teaching | |
|--|---|
| Criteria | Suggested Documentation |
| 1. A clear and complete syllabus incorporating sound, current subject knowledge and establishing explicit outcomes for student learning, for each course taught | <ul style="list-style-type: none"> Syllabi on record |
| 2. Developed new and effective instructional techniques and materials appropriate for the objectives and level of the course | <ul style="list-style-type: none"> Creation of or revisions to syllabi, exams, lab exercises, case studies, field trip activities, problem sets, computer software demonstrate up-to-date thinking on subject content Attended continuing education (e.g., seminar, webinar, workshop, etc.) on topic or focus area and adopted new materials in course |
| 3. Demonstrated continuing efforts to enhance teaching quality through professional-development activities. Ideally, such efforts occur regularly (e.g., two hours per year, on average). Periods of time in which no training occurs must not exceed three years. | <ul style="list-style-type: none"> Completed six hours of teaching training approved by the dean/director. Activities might include programs provided by the campus, UITL, NSF, professional organizations in the faculty member's discipline, or organizations serving higher education (e.g., the American Association of Colleges and Universities, the Gardner Institute, etc.), or a minimum of three hours of self-identified activities to enhance one's pedagogy. |
| 4. Demonstrated continuing efforts to enhance teaching practices fostering diversity, equity, and inclusion. Ideally, such efforts occur regularly (e.g., one hour per year, on average). Periods of time in which no training occurs must not exceed three years. (Hours accumulated toward this criterion also count toward fulfillment of Criterion 3.) | <ul style="list-style-type: none"> Completed three hours of inclusive teaching training approved in advance by the dean/director. Activities might include programs provided by the campus, UITL, NSF, professional organizations in the faculty member's discipline, or organizations serving higher education (e.g., the American Association of Colleges and Universities, the Gardner Institute, etc.), or a minimum of three hours of self-identified activities to enhance one's pedagogy. |
| 5. Demonstrated ability to organize and present class material effectively with logic, conviction and enthusiasm, and provide appropriate and | <ul style="list-style-type: none"> Peer evaluations document excellence in these areas or show positive trajectories that reach excellence |

| | |
|---|---|
| timely feedback to students throughout the instructional process | <ul style="list-style-type: none"> eSEI items 1, 3, 5, 6, 8 and 9 scores are commonly equal to or greater than 4.0 or show a positive trajectory that reaches that level Summaries of student comments document excellence in these areas or show positive trajectories that reach excellence Syllabi |
| 6. Treated students with respect and courtesy | <ul style="list-style-type: none"> Peer evaluations commonly highlight positive interaction with students or show a positive trajectory that reaches excellence in this area eSEI items 3, 6 and 8 are commonly equal to or greater than 4.0 or show a positive trajectory that reaches that level Summaries of student comments document excellence in these areas or show positive trajectories that reach excellence |
| 7. Demonstrated creativity in the use of a variety of teaching strategies to create an optimal learning environment | <ul style="list-style-type: none"> Peer evaluations commonly highlight positive interaction with students or show a positive trajectory that reaches excellence in this area eSEI items 2, 4 and 8 scores are commonly equal to or greater than 4.0 or show a positive trajectory that reaches that level Summaries of student comments document excellence in these areas or show positive trajectories that reach excellence |
| 8. Demonstrated use of student feedback to enhance teaching | <ul style="list-style-type: none"> Narrative in the dossier explaining specific steps the candidate has taken to use feedback from students to enhance teaching |

Exceeding the Teaching Criteria

If a faculty member consistently meets the criteria in the table above and attains teaching achievements beyond those criteria, then the campus will recognize the additional achievements as evidence that the faculty member has exceeded the campus's teaching standards. Such achievements include but are not limited to the following:

- Successfully advising graduate students
- Disseminating intellectual contributions related to teaching by publishing any of the following (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):
 - Textbooks
 - Chapters in books used as texts or readers
 - Literature reviews
 - Pedagogical papers
 - Peer-evaluated scholarly publications designed primarily to communicate with other educators (e.g., journal articles on curricula, pedagogical innovations, teaching strategies, etc.)
- Obtaining external funding and/or other resources for instruction, course creation or development, or learning opportunities for students
- Developing instructional materials, courses, and curricula for use in university and non-university settings

- Working to improve the curriculum by developing new programs
- Delivering presentations on pedagogy and teaching at national or international conferences
- Producing teaching materials that are adopted by other colleges or universities
- Teaching in ways that engage the community
- Mentoring a STEP cohort
- Participating substantially a learning community
- Obtaining exceptional STEP Mentor evaluations
- Mentoring students in an EXP course
- Obtaining exceptional UITL Mentor evaluations
- Providing outreach education, including any of the following
 - Materials or resources for K-12 schools, other colleges, or other universities
 - Programs for public audiences
- Earning awards or other forms of formal recognition for one’s teaching or mentoring
- Frequently earning eSEI–Item 10 scores equal to or greater than the campus average

Service

University rules require faculty members to demonstrate leadership and effective contributions in their service activities. During a faculty member’s probationary period, their annual service record should show increasing evidence of leadership and effective contributions to the campus. To earn promotion to associate professor with tenure, faculty must meet the following service criteria listed in the following table.

| Service | |
|--|--|
| Criteria | Suggested Documentation |
| 1. Demonstrated excellence in service to the campus | <ul style="list-style-type: none"> • Service narrative in the dossier provides a detailed, chronological explanation of the candidate’s contributions to any campus committees or councils on which they have served; the narrative must provide descriptions of the candidate’s specific activities |
| 2. Demonstrated leadership, engagement, or initiative in service to the campus | <ul style="list-style-type: none"> • Service narrative in the dossier includes a description of service in at least one of the following roles: <ul style="list-style-type: none"> ○ Chair of a subcommittee, committee, or council ○ Chair of a task force appointed by the administration ○ Efforts to organize a special event, program, or initiative that has widely recognized and lasting value to the campus ○ Efforts to assist in the creation of an important initiative, project, or committee ○ Substantive engagement in campus service |
| 3. Regular attendance at Faculty Assembly meetings | <ul style="list-style-type: none"> • Attendance is monitored by the Faculty Assembly secretary and the dean/director |

Exceeding the Service Criteria

Service activities that go beyond the criteria in the table above may constitute evidence of exceeding campus teaching standards only if a faculty member consistently attains excellence in service to the campus. Such activities include but are not limited to the following (all of which must be documented):

- Awards and formal recognition of service
- Demonstrated service to one's profession or field
 - Document contributions and quality indicators of the outcomes of the contributions
 - Involvement with professional journals (journal editorships, reviewer) and professional societies (offices or committees)
 - Professional conference organization
 - Consultation activity with industry, professional discipline education development, other universities, or government
 - Awards and prizes for service to profession
 - Any available documentation (e.g., letters from committee chairs) of the quality of service that enhances the list of service activities in the dossier
 - Evidence of professional expertise to public and private entities as a reviewer for funding proposals, study sections, external examiner, member of panels and commissions, professional consultant to industry, government, and education organization
- Demonstrated excellence in service to the students of Ohio State
 - Advising student clubs or other organizations
 - Participation in multiple student events, such as the Graduation Celebration, Commencement, Convocation, etc.
- Extraordinary number of memberships on campus committees
- TIU-level service
- College-level service
- University-level service
- Talks on campus
- Demonstrated community engagement
 - Evidence activities and quality indicators within the community setting

2. Promotion to Professor

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

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

The specific criteria in teaching and service for promotion to professor are similar to those for promotion to associate professor with tenure, with the added expectation of sustained accomplishment and quality of contributions, a record of continuing professional growth, and full participation on the campus's P&T Committee. The same criteria of excellence in teaching and service apply here as at the rank of assistant and associate professor, but judgments of the balance that exists among them should fully recognize the particular talents and assigned duties of the individual concerned, as specified by Faculty Rule 3335-6-02.

Reviews for promotion are conducted first at the Newark campus, with an emphasis on teaching and service, and then with the TIU at the Columbus campus, with an emphasis on research, scholarly/creative activity, and service. As with reviews for promotion with tenure, faculty need to be aware of the criteria and documentation requirements of both the Newark campus and the TIU.

A faculty member seeking promotion to professor through an alternate path should consult with their TIU head.

3. Clinical/Teaching/Practice Faculty

Promotion to Assistant Professor of Clinical/Teaching/Practice. For promotion to assistant professor of clinical/teaching/practice, a faculty member must complete his/her doctoral degree and meet the required licensure/certification in his or her specialty and be performing satisfactorily in teaching, professional practice, and service. The faculty member's TIU may specify additional criteria.

Promotion to Associate Professor of Clinical/Teaching/Practice. For promotion to associate professor of clinical/teaching/practice, a faculty member must show convincing evidence of excellence as a teacher and a provider of effective service; must have a documented high level of competence in professional practice; and must display the potential for continuing a program of high-quality teaching and service relevant to the mission of Ohio State Newark. Specific criteria in teaching and service for promotion to associate professor of clinical/teaching/practice are similar to those for promotion to associate professor with tenure. The faculty member's TIU may specify additional criteria.

Promotion to Professor of Clinical/Teaching/Practice. For promotion to professor of clinical/teaching/practice, a faculty member must have a record of continuing professional growth and increasing quality of contributions, including a sustained record of excellence in teaching and professional practice; leadership in service to Ohio State Newark and to the profession; and production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice. The faculty member's TIU may specify additional criteria.

B. Procedures

This section describes only the process of review by The Ohio State University at Newark P&T Committee and is written to supplement the official university guidelines on promotion and tenure as set forth in Faculty Rule [3335-6-04](#) and the Office Academic Affairs annually updated procedural guidelines for promotion and tenure reviews found in Volume 3 of the [Policies and Procedures Handbook](#). In the event of conflict, university guidelines and procedures have precedence.

1. Responsibilities of the Candidate

The candidate completes a dossier fully consistent with Office of Academic Affairs guidelines and makes it available electronically in a destination identified by the campus administration. The administration makes the dossier available to the members of the Deliberating Committee.

The candidate is expected to cooperate with the subcommittee undertaking the review, to provide materials and information when requested to do so and to meet with the subcommittee to discuss the case in general. The candidate shall be given full opportunity to

make their case for promotion, tenure or both and to explain any matters that he or she feels appropriate.

A faculty member must consult with their TIU to determine the TIU's procedures for fourth-year reviews and reviews for promotion and tenure.

2. Responsibilities of the Promotion and Tenure Committee

The Deliberating Committee for the case under review will be defined to be those members comprising the appropriate roster for the case as previously discussed.

The chair of the P&T Committee may appoint a P&T Committee editor to edit grammar and punctuation in P&T letters. See Appendix A for an explanation of the editor's role and Appendix B for a template for P&T letters.

Each P&T case will typically be heard at one meeting. At least six weeks prior to the beginning of the academic year, in so far as possible, the chair of the P&T Committee will announce the dates of all P&T meetings to be held during the academic year.

Prior to the P&T Committee's meeting to hear a case, the subcommittee drafts the letter in which the subcommittee presents its findings and recommendations regarding the case. At the meeting, each subcommittee distributes to every faculty member a hard copy of the draft of the letter. A copy of the draft letter is displayed on a screen, and, as the letter is read paragraph by paragraph, members of the Deliberating Committee discuss its contents, raise questions and make general suggestions for modifying the letter.

Each faculty member is also encouraged to make written suggestions on their hard copy of the draft letter. A discussion follows the reading of the draft letter. At the end of each subcommittee's presentation, all hard copies are collected and used by the subcommittee in revising the first draft. Each subcommittee's presentation should last about 30 minutes.

Voting takes place by secret unmarked sealed ballots that are distributed at the meeting. Faculty members who are not present cannot vote in absentia unless they participate by conference call or video link. All ballots must be returned to the subcommittee chair by noon the day following the meeting. The chair of the subcommittee and the P&T chair (vice chair if the chair also is chairing the subcommittee) jointly open the ballots and tally the votes.

The subcommittee meets to revise the letter using comments and suggestions from the meeting. The vote must be included in the letter. If the vote is not consistent with the original recommendation of the subcommittee, or if the chair of the P&T Committee and chair of the subcommittee agree that the entire Deliberating Committee should be consulted before the letter is sent, a second meeting is called. At least two days' notice must be given, and a quorum is not required for this second meeting.

Any faculty member who is not able to attend a P&T meeting should notify the chair at least two days prior to the meeting. Faculty with an approved absence (e.g., Faculty Professional Leave, sick leave, etc.) or a scheduled class meeting are excused and not counted as part of the quorum. A faculty member on a Special Assignment is excused only if the dean/director has approved an off-campus assignment.

For each meeting, the chair of the P&T Committee takes attendance, listing each member as present or absent. The chair of the P&T Committee provides P&T attendance records

annually to the dean/director prior to the date when annual reviews are due, thus assisting the dean/director in evaluating the service record of faculty on the Deliberating Committee.

Under auspices of its chair, the Promotion and Tenure Committee has the following responsibilities:

- To maintain up-to-date information on the Ohio State Newark Promotion and Tenure Committee's role in the P&T process and to have that information available to candidates and other people involved in the process
- To act as the contact point for individual faculty members and administrative officers in initiating P&T reviews
- To maintain accurate, up-to-date rosters for use in forming subcommittees to consider individual cases of promotion and tenure
- To appoint subcommittees and charge them with their duties
- To schedule meetings for the Deliberating Committees to hear reports of subcommittees, to vote and to review letters of recommendation for individual P&T cases
- To assure that letters of review are completed (see template in Appendix B), signed and forwarded to the appropriate official(s) and to the candidates. The P&T chair must maintain a copy of the letter until the review has been completed within the university; the Deliberating Committee copy is then destroyed
- To inform each Deliberating Committee of the outcome of its vote
- To continually review the P&T process, generally supervise it, resolve contentious matters and make recommendations for change

C. Dossier

As noted above under Responsibilities of the Candidate, every candidate must submit a complete and accurate dossier that follows the Office of Academic Affairs dossier outline. While the P&T subcommittee makes reasonable efforts to check the dossier for accuracy and completeness, the candidate bears full responsibility for all parts of the dossier that are to be completed by the candidate. The candidate must also submit separate documentation to their TIU according to the guidelines in the TIU's appointments, promotion, and tenure document.

For each candidate, the associate dean for academic affairs will make peer evaluations of classroom teaching available for the P&T Committee to review.

For the core dossier's teaching and service sections, the time period is the start date to present for probationary faculty, or date of last promotion or the last five years, whichever is most recent, for tenured/non-probationary faculty. However, prior material can be included if the P&T Committee considers it relevant to the review.

VII. 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](#).

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.

VIII. 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.

IX. Procedures for Student and Peer Evaluation of Teaching

Ohio State Newark values excellence in teaching across disciplines and at all levels of instruction. Student and peer evaluations of teaching provide tools for assessing faculty teaching effectiveness and for providing faculty with regular opportunities for improvement.

A. Student Evaluation of Teaching

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

Student evaluation of teaching using discursive comments will be considered if they are submitted either by eSEIs, departmental instruments, or the discursive options available through the Ohio State Newark Student Discursive Feedback Instrument.

B. Peer Evaluation of Teaching

The associate dean for academic affairs oversees the campus's peer evaluation of teaching process. Peer teaching evaluation is comprehensive and includes classroom visits and review of course syllabi, instructional materials, assignments, SEIs, summaries of student discursive forms, or exams. Classroom-visit protocol includes completing a form approved by the dean/director and/or submitting a narrative evaluation in the form of a letter or memo to the associate dean for academic affairs. The instructor receives a copy of the evaluation from the evaluator. Faculty members must receive evaluations from other faculty members at Ohio State Newark.

1. Probationary Faculty

The teaching of probationary tenure track and clinical faculty must be reviewed at least once per year during the probationary period, with the goal of adequately assessing teaching at all levels of instruction to which the faculty member is assigned. When assistant professors are reviewed for tenure and promotion, they are required to have a minimum of five peer evaluations of teaching from the probationary period.

Peer evaluations of teaching for probationary faculty are comprehensive and include, in addition to classroom visitation, review of course syllabi, instructional materials, assignments, and exams. Faculty under review should provide peer reviewers with the course syllabus and other materials well in advance of the classroom visit or visits. They should also provide reviewers with a list of preferred visitation dates. In addition to preparing a written report for the faculty member's file, the reviewer should meet with the faculty member following the classroom visitation for a more informal consultation about their teaching effectiveness. Although there is no requirement that a peer reviewer must be

of equal or higher rank than the faculty member being reviewed, the campus will attempt to follow such a model to the extent possible.

Written reports of peer evaluation of teaching should focus not only on classroom performance but also on curricular choices, implicit and explicit goals of instruction, quality and effectiveness of testing tools, and engagement with current disciplinary knowledge. Written reports should be completed by the end of the semester of review and submitted to the associate dean for academic affairs, copied to the faculty member. The faculty member may provide written comments on this report and the peer reviewer may respond in writing to those comments if he or she wishes. All such comments are appended to the report for inclusion in the faculty member's promotion and tenure dossier, unless the faculty member requests the comments be excluded.

2. Tenured and Nonprobationary Faculty

The teaching of tenured associate professors and non-probationary clinical/teaching/practice associate professors is reviewed at least once every other year, with the goal of assessing teaching at all levels of instruction to which the faculty member is assigned. Reviews follow the format described above for probationary faculty. To be considered for promotion to professor, associate professors must have two peer evaluations of teaching conducted in the year prior to the date of their review. Reviews follow the format described above for probationary faculty.

The teaching of tenured professors and non-probationary clinical/teaching/practice professors is reviewed at least once every four years, with the goal of assessing teaching at all levels of instruction to which the faculty member is assigned.

3. Additional Peer Evaluations of Teaching

Faculty may receive more reviews if required by the TIU, and the TIU is responsible for arranging any reviews that it requires beyond those conducted by the Newark campus.

The dean/director may arrange a peer evaluation of the teaching of any faculty member whom the dean/director judges would benefit from review. Typically, such reviews are in response to low or declining student evaluations or other evidence of the need for providing assistance to improve teaching.

Any faculty member may request additional peer evaluation of teaching. Evaluations conducted at the request of the faculty member are considered formative only. The dean/director is informed that the review took place, but the report is given only to the faculty member who requested the review. Faculty seeking formative reviews should also seek the services of the University Center for the Advancement of Teaching.

X. Revision and Amendment Procedures

This document is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the dean/director. Revisions may be made at any time. All revisions, as well as periodic reaffirmation, are subject to approval by the dean/director and the Office of Academic Affairs. Although the dean/director and faculty attempt to reach consensus on the document, formal faculty acceptance of the document is not required. Where faculty divisions make consensus or formal faculty approval impossible, the dean/director may have to implement the document without consensus.

APPENDIX A—PROMOTION AND TENURE COMMITTEE EDITOR

A P&T Committee editor typically has the option of declining to serve on subcommittees, but in that circumstance, the person's name will move up the roster(s) as subcommittees are appointed and will then remain at the top if the person declines to serve. After the subcommittee has revised the letter using the comments and suggestions of the Deliberating Committee, the P&T chair, at their discretion, may give the letter to the P&T Committee editor, who edits the grammar and punctuation without materially changing the intent of the letters. A copy of the edited letter is distributed to subcommittee members for review.

APPENDIX B—TEMPLATE FOR PROMOTION AND TENURE LETTERS

The letter shall include an opening paragraph with the vote followed by a thorough discussion of the candidate's teaching and service record as well as a summary paragraph that includes a recommendation.

Opening Paragraphs

September 30, 2020

Dr./Ms./Mrs./Mr. *Name*, Dean and Director
The Ohio State University Newark
1179 University Drive
Newark, OH 43055-1797

Dear Dean (Name),

(Fourth-Year)

The Deliberating Committee of The Ohio State University at Newark, consisting of all tenured associate professors and professors, has reviewed the work and progress of (candidate's name), assistant professor of (candidate's department). A report was prepared by a subcommittee that carefully reviewed the pertinent material. By a vote of (number) in favor and (number) opposed, the Deliberating Committee finds that Dr. (candidate's name) (very strong) record of teaching and service warrants renewal of their contract for another probationary year.

(Tenure and Promotion)

The Deliberating Committee of The Ohio State University at Newark, consisting of all tenured associate professors and professors, has reviewed the work and progress of Dr. (candidate's name), Assistant Professor of (candidate's department). A report was prepared by a subcommittee that carefully reviewed the pertinent material. By a vote of (number) in favor and (number) opposed, the Deliberating Committee (strongly) recommends that Dr. (candidate's name) be promoted to Associate Professor with tenure.

(Promotion to Professor)

The Deliberating Committee of the Ohio State University at Newark, consisting of all professors, has reviewed the work and progress of (candidate's name), Associate Professor of (department). A report was prepared by a subcommittee that carefully reviewed the pertinent materials. By a vote of (number) in favor and (number) opposed, the Deliberating Committee (very strongly, enthusiastically) recommends that (candidate's name) be promoted to the rank of Professor.

Sample Teaching Paragraphs

(Courses Taught)

Dr. (candidate's name) has taught (number) separate preparations of undergraduate, graduate and professional courses.

(Methods for Evaluation of Teaching)

The evaluations of these teaching efforts and activities consist of SEI summaries, independently-summarized, open-ended student comments, and peer reviews.

(SEIs)

Student evaluations consistently rank above College, University and Unit means on core items. (candidate's name)'s Overall Rating scores range from (number) to (number) with a mean of (number).

(Numerical Summary)

Overall Rating scores were above the College mean in all but one case where (name)'s (number) tied the College mean. They were above the University mean in every case, and above the Unit mean in all but one case where the (number) was only 0.1 below the Unit mean.

(Best and Worst Areas)

The higher-item summaries tend to be related to their interest in teaching, encouragement of independent thinking, and desire to help students; however, there are a number of item summaries below (number). These refer primarily to students' perceptions of (candidate's name) as being "intellectually stimulating" and "learning greatly" from their instruction.

(Are There Trends?)

As their teaching developed, (candidate's name)'s academic-year averages on the Overall Rating improved from (number) in 2004-2005 to (number) and (number) in 2005-2006 and 2006-2007 respectively.

(Independently-Summarized, Open-Ended Student Comments)

The summarized discursive evaluations support (or mitigate?) the SEIs for (class/es). Representative student comments included (quotations).

(Peer Reviews)

(Name)'s dossier includes (number) reviews from colleagues in the Department of (name of department) who visited some of his/her/their classes. All (number) of the reviews are positive. According to one, (name) developed "a sense of community in the classroom," connected theory and practice in his/her/their teaching, and was "an effective instructor with a deep knowledge of the subject matter and ways to foster student learning." The reviewer wrote, "It was a pleasure to be in (candidate's name)'s class." The most recent reviewers concluded that they "observed a well-conducted class session that was part of a well-designed course that had been implemented in an outstanding manner." Another wrote, "Students related very positively to (candidate's name)." The final reviewer wrote, "I found spending an hour in (candidate's name)'s class allowed me to see the range of instructional strategies he/she/they employ(s)." However, it should be noted that this reviewer also suggested replacing outdated course materials with more current ones and enhancing information on specific topics that was deemed "insufficient."

(Activities to Enhance Teaching)

(candidate's name) has worked with OSU's University Center for the Advancement of Teaching to help improve their teaching by designing more authentic learning experiences for their students. (candidate's name) has indicated that he/she/they plan(s) to continue working with this office. With such efforts, (candidate's name) has the potential to become a much more effective teacher.

(Teaching Awards)

List and discuss significance of teaching awards.

Sample Service Paragraphs

Dr. (candidate's name) has documented an exceptional level of service to the campus, their department, the University, and their profession.

(Service to Campus)

In terms of their service to the campus and students, he/she/they have(has) served as chair of the (name) Committee, have been an active member on the (names of committees) and have served on (number) search committees.

(List of Accomplishments)

(Candidate's name) organized a day-long orientation for new faculty in (year), administered the annual Faculty Well-Being Survey and arranged a presentation to Ohio State Newark Faculty by (name and/or title of presenter).

(Service to Department)

In service to their department and the University, (candidate's name) was a member of the Denman Judging Committee (date) and has served on the (name of committee).

(List of Accomplishments)

(Service to the University)

(List of Accomplishments)

(Service to Profession)

In service to their profession, (candidate's name) is co-editor of (name of journal) (term of service), an Editorial Board Member for (Name of journal) and (name of journal) and has served as a manuscript reviewer for three journals (name of journals).

(List of Accomplishments)

(Service to the Community)

(List of Accomplishments)

(Service Awards)

List and discuss significance of service awards.

Sample Summary Paragraphs

(Fourth-year Review)

This significant record of service and teaching persuades us that (candidate's name) is an asset to The Ohio State University, a talented and dedicated professor who has made excellent progress toward achieving the benchmarks needed for tenure and promotion to associate professor. Based on the evaluation of their teaching and service, the Deliberating Committee (very strongly) supports renewing their contract for another probationary year.

On behalf of the Ohio State Newark Promotion and Tenure Committee, (Name of chair)

Professor of (Department)

Chair, Ohio State Newark P&T Committee

(Promotion and Tenure)

In summary, (candidate's name)'s service contributions to Ohio State Newark are outstanding. He/she/they is/are a very good teacher who is continuing to improve. We are pleased to (unanimously and enthusiastically) support (candidate's name) for tenure and promotion to associate professor.

On behalf of the Ohio State Newark Promotion and Tenure Committee, (name of chair)

Professor of (Department)

Chair, Ohio State Newark P&T Committee

(Promotion to Professor)

In summary, (candidate's name) is an outstanding teacher with an excellent record of service to Ohio State Newark, to their department, to the university and to their profession. The Deliberating Committee (unanimously, very strongly, enthusiastically) supports (candidate's name) for promotion to professor.

On behalf of the Deliberating Committee, (Name of chair)
Professor of (Department)
Chair, Ohio State Newark P&T Committee