**Appointments, Promotion, and Tenure Document**

**for Departments and Schools**

**Information and Instructions for Required Outline**

The development or revision of the Appointments, Promotion, and Tenure (APT) document provides an opportunity for a TIU to consider:

* its mission in the context of college and university missions;
* the quality of its programs and its standing among comparable units in peer institutions;
* how the mission and program quality affect faculty appointments, advancement, and reward; and
* if the current document meets the faculty outcomes expected.

The document should communicate TIU goals in a way that is clear both within and beyond the TIU and should state explicitly the qualities sought by the TIU in new faculty and the expectations held for appointed faculty.

Requirements identified in college governance documents take precedence over unit documents, and Office of Academic Affairs (OAA) governance documents take precedence over college documents, except in the case where a unit wishes to have MORE requirements. If a TIU adopts its college’s APT as its own, this should be stated in the college’s APT document.

The APT is to refer to and be consistent with the University Faculty Rules. It is inadvisable to quote rules extensively, given that such passages will not reflect later revisions to the Rules. In place of quoted material, cite the relevant Rule number and embed the web address within the citation to comply with accessibility guidelines. If quoting from the rules is deemed essential, please clearly demarcate the quotation (indent and/or italicize).

The APT must include a cover page with college name, TIU name, and date reviewed by the faculty and dean. Include a table of contents and paginate the APT. OAA encourages units to make their APT documents available on their websites and to retain copies for 10 years. OAA maintains a digital collection of current governance documents on its own [website](https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure). Note that the officially approved version of the document is the one posted on the OAA website.

The required outline in the accompanying APT guideline document provides actual content and language that could be adopted in its present form or modified to better suit the particular needs of a unit. The content and language are based on university rules and policies as well as on common practices that work well for many units. Because a common format is needed to facilitate reference to APT documents by promotion and tenure reviewing bodies, TIU heads are to follow the required outline, except for sections that do not pertain to the unit (e.g., Columbus campus units that do not appoint clinical/teaching/professional practice or research faculty or do not have faculty on the regional campuses do not need to include information relevant to those appointments). Include current references to all university titles, rules, policies, offices, and entities. Web addresses should be embedded to comply with accessibility guidelines. See the [*Policies and Procedures Handbook*](https://oaa.osu.edu/policies-and-procedures-handbook), Chapter 1, Section 3.0: Updating Obsolete Material in TIU Governance Documents, for a summary of commonly found obsolete references that must be corrected before governance documents are submitted for review.

Items in red italicized text in the accompanying APT guideline document are notes and comments; they should not appear in a TIU’s APT.

*The sections that follow are numbered according to the corresponding sections in the accompanying APT guideline document and are linked to them.*

### **I** [**Preamble**](#_I_Preamble_1)

Explain the document’s purpose and its relationship to other documents that contain promotion and tenure policies and procedures.

### **II** [**TIU mission**](#_II_TIU_Mission)

Include the TIU’s academic mission. This statement must also appear in the TIU’s POA document. This is the only example of duplicated material in the two documents; the language must be identical in both.

### **III** [**Definitions**](#_III_Definitions_1)

### **A** [**Committee of the eligible faculty**](#_A_Committee_of)

For faculty recommendations on initial appointment, the committee of the eligible faculty includes assistant professors. A second review and vote are taken when an appointment at senior rank is under consideration. Advanced-rank faculty under consideration, regardless of appointment type (tenure-track, clinical/teaching/professional practice, research, associated), may be reviewed only by faculty of the rank at or above consideration (associate and professor for associate, and professor for professor).

**1** [**Tenure-track faculty**](#_1_Tenure-track_Faculty)

[Faculty Rule 3335-6-04(B)(1)](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html) states that “eligible faculty are tenured faculty of higher rank than the candidate excluding the tenure initiating unit chair, the dean and assistant and associate deans of the college, the executive vice president and provost, and the president.” OAA interprets the definition of eligible faculty found in this rule to mean faculty members who are tenured in the TIU in which tenure is being considered. A tenured faculty member who holds a joint appointment is a member of the eligible faculty only in the TIU where their tenure resides.

# 2 [Clinical/teaching/professional practice faculty](#_2_Clinical/Teaching/Professional_Pr)

Clinical/teaching/professional practice faculty may not participate in the promotion and tenure reviews of tenure-track faculty (see [Faculty Rule 3335-7-04(A)](https://trustees.osu.edu/bylaws-and-rules/3335-7)) or the promotion or reappointment reviews for research faculty. Clinical/teaching/professional practice faculty may vote in the appointment, reappointment, and promotion reviews of clinical/teaching/professional practice faculty and associated faculty, and the initial appointment of research faculty.

# 3 [Research faculty](#_3_Research_Faculty)

Research faculty may not participate in the promotion and tenure reviews of tenure-track faculty or the promotion or reappointment reviews of clinical/teaching/professional practice faculty (See [Faculty Rule 3335-7-37](https://trustees.osu.edu/bylaws-and-rules/3335-7)). Research faculty may vote in the appointment, reappointment, and promotion reviews of research faculty and associated faculty, and the initial appointment of clinical/teaching/professional practice faculty.

# 4 [Associated faculty](#_4_Associated_Faculty_3)

# Associated faculty may not participate in the appointment, promotion, or tenure reviews of tenure-track faculty or the appointment and promotion reviews of clinical/teaching/professional practice or research faculty (see [Faculty Rule 3335-7-37](https://trustees.osu.edu/bylaws-and-rules/3335-7)). TIUs must include their procedures for the initial appointment, reappointment, and promotion reviews of associated faculty.

# 5 [Conflict of interest](#_5_Conflict_of)

* **Search committee conflict of interest**

The accompanying APT guideline document contains language describing the circumstances under which a member of a search committee must refrain from participation in the search. That language should be included in a TIU’s APT.

* **Eligible faculty conflict of interest**

Prior to the start of a review process, all eligible faculty must be asked to indicate any conflicts to the committee of eligible faculty chair, the Procedures Oversight Designee (POD), or the TIU head. Members of the eligible faculty with a conflict of interest must recuse themselves from the review process. The accompanying APT guideline document contains recommended conflict of interest language. When there is a question about potential conflicts, the committee of the eligible faculty chair, in consultation with the POD, shall determine whether it is appropriate for the faculty members to recuse themselves from a particular review. Based on that determination, faculty members with a conflict of interest who do not voluntarily recuse themselves will be removed by the TIU head.

# 6 [Minimum composition](#_6_Minimum_Composition)

OAA requires that there be a minimum of three faculty members involved in any promotion and tenure vote. In the event that a TIU does not have three eligible faculty members who can undertake the review, the TIU head, after consulting the dean, will appoint a faculty member from another TIU within the college.

### **B** [**Promotion and tenure committee**](#_B_Promotion_and)

Units may choose to have a Promotion and Tenure (P&T) Committee (a subset of the committee of the eligible faculty) that assists the committee of the eligible faculty in managing the personnel and promotion and tenure issues of the unit. The TIU may determine how the committee chair is selected, whether by appointment or election. The chair of this committee may also chair the committee of the eligible faculty. The committee’s membership and term of service should be indicated.

### **C** [**Quorum**](#_C_Quorum)

A quorum is the required number of members present at a meeting for official action to occur. This includes taking a vote. A quorum can vary depending on the size and nature of the unit. To conduct business, most units require a majority of eligible faculty on duty in a given semester to be present. Others require a super-majority, typically two-thirds, while others require less than a majority such as 20% or 25%. OAA recommends that TIUs require a quorum of two-thirds for a vote to be valid.

OAA strongly urges units to give thorough consideration to the size and needs of the unit when determining both the quorum needed to hold a meeting of the committee of the eligible faculty and the majority needed for a positive recommendation (see below).

# D [Recommendation from the committee of the eligible faculty](#_D_Recommendation_from)

Faculty who do not attend the entire discussion of a particular case are not permitted to vote on that case. Faculty members who are not present cannot vote *in absentia* unless they participate by conference call or video link.

OAA strongly recommends that all votes be cast by secret ballot. Votes must be cast prior to the meeting adjournment.

A vote is defined as a “yes” or “no” vote. Abstentions are not votes according to Robert’s Rules of Order. An abstention indicates that an individual does not wish to go on the record with a position. As such, abstentions are not counted as votes but are counted when determining a quorum. When calling for a voice vote, the TIU head should not call for abstentions as this would force the individual to go on record. In paper balloting, a blank ballot, a ballot with “abstain” written on it, and a ballot that is not returned are all the same. Only votes that are cast (aye/nay, yes/no, for/against) are counted. In the case of appointments, promotion, tenure, and reappointment votes, the Office of Academic Affairs strongly encourages TIUs to exclude abstentions as an option. If a member of the committee of eligible faculty feels they cannot vote for or against a candidate, they should not participate in the discussion and vote. If they are abstaining due to a believed conflict of interest, they should instead recuse themselves and not participate in the discussion or vote.

This section of the APT identifies the required vote needed for a positive recommendation from the committee of the eligible faculty. Units may have different voting requirements for appointments and for reappointment, promotion and tenure, and promotion, unless a college APT document has specified college-wide requirements. This distinction must be clearly delineated in this section of the TIU’s APT Document.

# 1 [Appointment](#_1_Appointment)

State here the majority required for approving an appointment.

# 2 [Reappointment, promotion and tenure, and promotion](#_2_Reappointment,_Promotion)

State here the majority required for approving reappointment, promotion and tenure, and promotion actions.

In accordance with Robert’s Rules, OAA endorses the following options for establishing the majority required for approving all such actions.

Majority: Approval requires at least more than half of the votes cast to be in the affirmative.

Two-thirds majority: Approval requires at least two-thirds of the votes cast to be in the affirmative.

The table below contains examples based on a membership of 100, only a quorum in attendance, and five abstentions. The table indicates the fewest number of votes needed for approving a motion (with the vote breakdown presented in parentheses).

|  |  |  |  |
| --- | --- | --- | --- |
| **Quorum** | **25% Present** | **Majority Present** | **2/3 Present** |
| **# to attain quorum** | 25 | 51 | 67 |
| **Majority** | 11 (11 Y, 9 N, 5 A) | 24 (24 Y, 22 N, 5 A) | 32 (32 Y, 30 N, 5 A) |
| **2/3 Vote** | 14 (14 Y, 6 N, 5 A) | 31 (31 Y, 15 N, 5 A) | 42 (42 Y, 20 N, 5 A) |

OAA recommends considering both the percent of the vote and the actual count of positive and negative votes when assessing the disposition of a vote at all levels of review.

### **IV** [**Appointments**](#_IV_Appointments)

# A [Criteria](#_A_Criteria)

As stipulated in [Faculty Rule 3335-6](https://trustees.osu.edu/bylaws-and-rules/3335-6), faculty peer-review is the fundamental process by which universities make decisions of faculty selection, reappointment, promotion and tenure, and credentialling (the process of affirming the qualifications of a faculty to teach or review a certain curriculum). Faculty therefore play a central role in the recruitment and appointment of other faculty. Qualifications for instructional staff will be judged primarily on earned degrees, but other factors, including but not limited to equivalent experience, may be considered by the TIU in determining whether a faculty member is qualified. As a default standard, newly appointed faculty must possess an academic degree in a field or subject area relevant to the courses they will teach and at least one level above the level at which they teach, except in programs for terminal degrees, when the accreditation standards of the profession require otherwise, or when equivalent experience is established.

The TIU must seek OAA approval when hiring faculty who hold an academic degree that is not above the level at which they teach but who possess a minimum threshold of special competence, experience, and expertise that uniquely qualifies the individual and is equivalent to the degree that is otherwise required for a faculty position, as documented through a review process as determined by the college.

A minimum of a bachelor degree with clear professional experience is required for consideration.

The minimum threshold of experience for alternative qualification must be defined by the TIU and college and will establish alternative processes for documenting alternative qualifications, evaluation of instruction by, and otherwise supervising these instructors, consistent with the minimum threshold of experience and evaluation process described in the [Faculty Appointments Policy](https://oaa.osu.edu/sites/default/files/links_files/facultyappointments_1.pdf). A minimum threshold of equivalent experience shall consider the number of years of real-world experience and/or demonstrated skills, and in some cases professional certifications, in the same area in which the potential instructor of record will be teaching. OAA has final decision-making authority to determine whether the qualification of an instructor of record whose highest degree is less than a master’s degree meets the minimum threshold.

This section of the APT should state that the appointment of all compensated faculty, irrespective of appointment type and rank, must be based on a formal search process following the [SHIFT](https://faculty.osu.edu/shift) Framework for faculty recruitment and that all faculty positions must be posted in [Workday](https://workday.osu.edu/).

### **1** [**Tenure-track faculty**](#_1_Tenure-track_Faculty_1)

This section first establishes criteria for appointment at the rank of instructor and assistant professor. Appointments at the rank of instructor are reserved for faculty who are in the process of completing required credentialing but otherwise fit the criteria for assistant professor. Any specific information regarding instructors should be included. Promotion to assistant professor occurs without review the semester following completion of the required credentialing.

Criteria for appointment at higher ranks are to be consistent with the criteria for promotion to those ranks established in the APT document. Refer to [Faculty Rule 3335-6-02](https://trustees.osu.edu/bylaws-and-rules/3335-6) regarding criteria for appointment, reappointment, and promotion and tenure, and to [Faculty Rule 3335-6-03](https://trustees.osu.edu/bylaws-and-rules/3335-6) regarding probationary service and duration of appointments for tenure-track faculty.

### **2** [**Clinical/teaching/professional practice faculty**](#_2_Clinical/Teaching/Professional_Pr_1)

This section and all subsequent sections pertaining to clinical/teaching/professional practice faculty are relevant only to academic units authorized to make such appointments (see [Faculty Rule 3335-7](https://trustees.osu.edu/bylaws-and-rules/3335-7)). Initial probationary appointments for clinical/teaching/professional practice faculty are made for a period of five years and require a formal renewal at the end of the contract period if they are to be continued. Subsequent non-probationary appointments can be made from a period of three years and up to eight years (depending on the rank of the faculty).

This section first establishes criteria for appointment at the rank of clinical/teaching/professional practice instructor and assistant professor. Criteria for appointment at the rank of instructor for clinical/teaching/professional practice appointments are to follow the principles guiding the same rank on the tenure-track.

Criteria for appointment at higher ranks are to be consistent with the criteria for promotion to those ranks established in the APT document.

The suggested appointment criteria included in the accompanying document are somewhat generic given that the nature of clinical/teaching/professional practice appointments varies according to the mission of the unit. The unit should strive for an equivalent or greater level of detail in adapting the suggested content to its particular needs. For each rank, the document should spell out the required practice criteria, such as:

* required licensure/certification;
* differentiation with respect to tenure track positions in regarding to supporting the missions of the unit;
* teaching experience related to the teaching areas to be assigned; and
* meeting the promotion criteria to each rank.

### **3** [**Research faculty**](#_3_Research_Faculty_1)

This section and all subsequent sections pertaining to research faculty are relevant only to academic units authorized to make such appointments (see [Faculty Rule 3335-7](https://trustees.osu.edu/bylaws-and-rules/3335-7)).

This section first establishes criteria for appointment at the rank of research assistant professor.

Criteria for appointment at higher ranks are to be consistent with the criteria for promotion to those ranks established in the APT document.

### **4** [**Associated faculty**](#_4_Associated_Faculty)

This section is used to establish criteria for appointment and reappointment of compensated and uncompensated associated faculty. Associated appointments may be made for a period of up to three years and require a formal renewal at the end of the contract period if they are to be continued. Visiting faculty appointments may be renewed annually for only three consecutive years.

Additional information about associated faculty can be found in [Faculty Rule 3335-5-19](https://trustees.osu.edu/bylaws-and-rules/3335-5).

The types of associated appointments are as follows:

* Adjunct titles (compensated and uncompensated)—provides significant service to the instructional and/or research program of the unit. These individuals have credentials comparable to tenure-track, clinical/teaching/professional practice, or research faculty of equivalent rank who need a faculty title to perform such service. They may be university employees or non-university employees.
  + adjunct instructor, adjunct assistant professor, adjunct associate professor, adjunct professor
* Tenure-track titles 1–49% (compensated)—provides significant service to the teaching, research and creative activity, and service program of the unit
  + instructor, assistant professor, associate professor, professor
* Tenure-track titles 0% (uncompensated)—provides significant service to the teaching, research and creative activity, and service program of the unit
  + instructor, assistant professor, associate professor, professor
* Clinical practice titles (compensated or uncompensated)—practitioner who provides clinical teaching and patient care in the health sciences
  + Clinical instructor of practice, clinical assistant professor of practice, clinical associate professor of practice, clinical professor of practice
* Lecturer and senior lecturer (compensated)—provides service to the instructional program of the unit
* Visiting titles (compensated or uncompensated)—temporary faculty and persons on leave from other academic institutions
  + visiting instructor, visiting assistant professor, visiting associate professor, visiting professor

Uncompensated associated appointments are appropriate only for individuals who provide substantial service to the academic mission of the appointing unit. Units should establish guidelines for the circumstances in which such associated faculty may identify themselves as Ohio State faculty.

### **5** [**Regional campus faculty**](#_5_Regional_Campus)

Criteria for appointment at each rank are to reflect the greater relative importance of teaching in faculty workload on the regional campus compared to research and creative activity and to the workload distribution on the Columbus campus.

### **6** [**Emeritus faculty**](#_6_Emeritus_Faculty)

Emeritus faculty status recognizes sustained academic contributions to the university as described in [Faculty Rule 3335-5-36](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html). Full-time tenure-track, clinical/teaching/professional 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. If the faculty member requesting emeritus status has in the ten 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 3335-05-04,](https://trustees.osu.edu/bylaws-and-rules/3335-5) emeritus status will not be considered.

Various offices within the university offer perquisites to emeritus faculty. Some of these include, but are subject to the discretion of the unit and modification at any time:

* Emeritus parking free of charge (application provided by the BOT).
* Emeritus permanent university ID card permitting library privileges.
* Continuing use of OSU email account (requested by calling the Office of Technology and Digital Innovation’s Help Line at 614-688-4357).
* Reduced membership fee offered by the Faculty Club.
* Use of recreational facilities on same basis as university faculty.
* Athletic tickets, including football ticket applications, offered by the Department of Athletics at university faculty prices.
* Emeritus faculty are eligible to receive campus-wide news publications issued by the university.
* At the discretion of the TIU and/or college, emeritus faculty may attend certain faculty meetings without vote. Unit Patterns of Administration provide information about the participation of emeritus faculty in faculty meetings. Emeritus faculty may not participate in meetings involving personnel decisions.
* Use of hotel contracts and car rental contracts with OSU/Big Ten.
* The provision of office space, secretarial support, office supplies, and technology use, either at retirement or anytime thereafter, at the sole discretion of each TIU and/or college.

### **7** [**Joint appointments**](#_7_Joint_Appointments)

This section is used to describe a TIU’s process for making joint appointments (see the [Faculty Appointments Policy](https://oaa.osu.edu/sites/default/files/links_files/facultyappointments_1.pdf)). Joint appointments are paid faculty positions with the FTE and salary support shared by a TIU and one or more other TIUs, centers, or institutes. These appointments are therefore distinct from courtesy appointments (see below).

### **8** [**Courtesy appointments**](#_8_Courtesy_Appointments)

This section is used to establish criteria for making and continuing courtesy appointments for tenure-track, clinical/teaching/professional practice, and research faculty. Courtesy appointments are warranted only if they are accompanied by substantial involvement in the academic work of the TIU. Criteria should include the expectations for such involvement. Unlike associated appointments, courtesy appointments do not require formal annual renewal, but continuation of the appointment should reflect ongoing involvement.

### **B** [**Procedures**](#_B_Procedures)

The appointment of all compensated faculty, irrespective of appointment type or rank, must be based on a formal search process following the [SHIFT](https://faculty.osu.edu/shift) Framework for faculty recruitment, and all faculty positions must be posted in [Workday](https://workday.osu.edu/).

### **1** [**Tenure-track faculty on the Columbus campus**](#_1_Tenure-track_Faculty_2)

OAA requires a national search to ensure a diverse pool of highly qualified candidates. Requests for exceptions (under limited circumstances) to this policy must be submitted to OAA. Search procedures must entail substantial faculty involvement and be consistent with the OAA Policy on [Faculty Recruitment and Selection](https://oaa.osu.edu/sites/default/files/links_files/facultyrecruitment.pdf).

Searches for tenure-track faculty proceed according to the [SHIFT](https://faculty.osu.edu/shift) Framework, which must be detailed in this section. The relevant language appears in the accompanying APT guideline document.

Appointments at advanced rank (associate professor, professor) require prior approval by the college dean and OAA.

Pre-tenure appointments with prior service credit require prior approval by the college dean and OAA.

The required documentation for appointments at advanced rank and pre-tenure appointments with prior service credit can be found in the [Faculty Appointments Policy](https://oaa.osu.edu/sites/default/files/links_files/facultyappointments_1.pdf).

An [MOU](https://oaa.osu.edu/sites/default/files/links_files/MOU-Faculty-Temporary-Immigration-Status.pdf) must be signed by faculty eligible for tenured positions who are not U.S. citizens or nationals, permanent residents, asylees, or refugees.

### **2** [**Clinical/teaching/professional practice faculty on the Columbus campus**](#_2_Clinical/Teaching/Professional_Pr_2)

If the unit is authorized to have clinical/teaching/professional practice faculty, this section is to establish the procedures for appointment of such faculty.

Searches for clinical/teaching/professional practice faculty generally proceed identically as for tenure-track faculty. OAA requires a national search to ensure a diverse pool of highly qualified candidates.

Appointments at advanced rank require prior approval by the college dean and OAA.

### **3** [**Research faculty on the Columbus campus**](#_3_Research_Faculty_2)

If the unit is authorized to have research faculty, this section should establish the procedures for appointment of such faculty.

Searches for research faculty generally proceed identically as for tenure-track faculty. OAA requires a national search to ensure a diverse pool of highly qualified candidates.

Appointments at advanced rank require prior approval by the college dean and OAA.

### **4** [**Transfer from the tenure track**](#_4_Transfer_from)

Tenure-track faculty may transfer to a clinical/teaching/professional practice or research appointment if appropriate circumstances exist. Tenure is lost upon transfer, and transfers must be approved by the TIU head, the college dean, and OAA.

Transfers from clinical/teaching/professional practice or research appointments to the tenure track are not permitted.

### **5** [**TIU transfer**](#_5_TIU_Transfer)

A tenure-track faculty member may voluntarily move from one TIU to another upon approval of a simple majority of the eligible faculty in the receiving TIU. The eligible faculty in such cases are the tenure-track faculty eligible to vote on faculty appointments at the transferee’s rank. The transfer must be approved by the Office of Academic Affairs. Approval will be dependent on whether satisfactory fiscal arrangements for the change have been made. An MOU signed by all parties, including the Office of Academic Affairs, must describe in detail the arrangements of the transfer. See the [Faculty Appointments Policy](https://policies.osu.edu/assets/policies/faculty-appointments-policy.pdf), Section 1.D.1. The Office of Academic Affairs can provide guidance to non-tenure-track faculty about the process for transferring from one TIU to another.

### **6** [**Associated faculty on the Columbus campus**](#_6_Associated_Faculty)

This section is to establish the procedures for appointment of such faculty. OAA requires an open search for new appointments or for appointment for associated faculty who have not worked for OSU in the last 17 months. Options to accelerate the position posting and review are listed on the [SHIFT](https://faculty.osu.edu/shift) website, under Associate Faculty Accelerated Framework.

Describe how the decision is made to initiate or not to renew an associated faculty appointment.

Initial appointments at advanced rank require prior approval by the college dean and OAA.

## 7 [Regional campus faculty](#_7_Regional_Campus_2)

Describe the regional campus’s role in a search and indicate that the search committee for a position is to include representation from both the regional campus and Columbus campus TIU. It should also state expectations for candidate interviews and hiring decisions.

### **8** [**Joint appointments**](#_8_Joint_Appointments)

State how the decision is made to create a joint appointment for a tenure-track, clinical/teaching/professional practice, or research faculty member. Approval of the joint appointment by the Office of Academic Affairs is dependent on establishing a mutually agreed-upon arrangement between the participating TIU heads, center and/or institute directors, college dean(s), and the faculty member. An [MOU](https://oaa.osu.edu/assets/files/documents/Letter112.pdf) signed by all parties, including the Office of Academic Affairs, must describe in detail the arrangements of the joint appointment.

### **9** [**Courtesy appointments**](#_9_Courtesy_Appointments)

State how the decision is made to initiate and terminate a courtesy appointment for a for tenure-track, clinical/teaching/professional practice, or research faculty member from another TIU.

### **V** [**Annual performance and merit review**](#_V_Annual_Performance)

Every compensated faculty member must have an annual performance review that includes a scheduled opportunity to hold a face-to-face meeting. See [Faculty Annual Review and Reappointment Policy](https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf).

The means for carrying out the review will vary according to the traditions of the various fields within the unit. A [sample template](https://www.google.com/url?client=internal-element-cse&cx=001937964751197728343:79s3ohkyvig&q=https://oaa.osu.edu/sites/default/files/uploads/handbooks/policies-and-procedures/samples/Annual-Review-Template.docx&sa=U&ved=2ahUKEwiJzaG_lsGAAxV7jokEHUy4DmYQFnoECAIQAQ&usg=AOvVaw0H16eIudz8LjSgzsgzmc2i) is provided by OAA.

# A [Documentation](#Documentation)

The documentation for the annual performance and merit review is defined in the accompanying APT guideline document. It is essential that the unit require adequate documentation of faculty performance in teaching, research and creative activity, and service.

### **B** [**Probationary tenure-track faculty on the Columbus campus**](#_B_Probationary_Tenure-track)

Refer to [Faculty Rule 3335-6-03](https://trustees.osu.edu/bylaws-and-rules/3335-6) on probationary service and duration of appointments for tenure-track faculty. The procedures for faculty participation in the annual review of probationary tenure-track faculty is to be described in this section, including provision for handling differing assessments by the unit faculty and the TIU head. Such differences should be resolved so that conflicting advice is not offered to a probationary faculty member.

A nonrenewal recommendation during the first-, second-, third- or fifth-year review must result from application of Fourth-Year Review procedures.

See the [Faculty Annual Review and Reappointment Policy](https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf) for OAA guidelines on the annual review process of probationary tenure-track faculty.

### **1** [**Fourth-Year Review**](#_1_Fourth-Year_Review)

See the [Faculty Annual Review and Reappointment Policy](https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf) for OAA guidelines on the Fourth-Year Review process of probationary tenure-track faculty.

### **2** [**Extension of the tenure clock**](#_2_Extension_of) **(exclusion of time from the probationary period)**

Cite Faculty Rule [3335-6-03](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html) (D), which sets forth the conditions under which a probationary tenure-track faculty member may extend the probationary period, and [Faculty Rule 3335-6-03 (E),](http://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html) which does likewise for reducing the probationary period.

### **C** [**Tenured faculty on the Columbus campus**](#_C_Tenured_Faculty)

See the [Faculty Annual Review and Reappointment Policy](https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf) for OAA guidelines on the review of tenured faculty.

## D [Clinical/teaching/professional practice faculty on the Columbus campus](#_D_Clinical/Teaching/Professional_Pr)

See the [Faculty Annual Review and Reappointment Policy](https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf) for OAA guidelines on the review of clinical/teaching/professional practice faculty.

## E [Research faculty on the Columbus campus](#_E_Research_Faculty)

See the [Faculty Annual Review and Reappointment Policy](https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf) for OAA guidelines on the review of research faculty.

### **F** [**Associated faculty on the Columbus campus**](#_F_Associated_Faculty)

Documentation of teaching and service for associated clinical faculty (health sciences only) shall be specified by the academic unit as appropriate to its mission. Documentation of teaching and service for associated faculty with tenure-track titles below 50% FTE and adjunct faculty should match that required by the academic unit for tenure-track faculty. Documentation for lecturers shall be specified by the academic unit as appropriate to its mission.

Associated faculty who have not collected and maintained the documentation necessary to support a fully informed evaluation are to be informed that promotion will be considered only when sufficient documentation has been accumulated and assisted with understanding what information is required. Associated faculty members being considered for reappointment at senior rank will be reviewed using the unit’s current APT document.

External evaluations are optional for associated faculty. In cases where a department or college APT document does not specify that they be solicited, the TIU head should determine whether to solicit them in consultation with the committee of eligible faculty chair and with the approval of the college dean. OAA recommends that external evaluations be solicited in cases when the eligible faculty is not able to provide a thorough peer review of the case without the expertise of faculty outside of the university. In some cases, external evaluation of clinical work and professional service may be appropriate.

A negative recommendation at any level means that the final decision is negative, and the case does not go forward. The only promotion cases forwarded to OAA for review at the university level are those for which the dean recommends positively. The dean’s decision is final for cases in which promotion is denied.

## G [Regional campus faculty](#_G_Regional_Campus_1)

State the processes for the review of regional campus tenure-track, clinical/teaching/professional practice, research, and associated faculty.

# H [Salary recommendations](#_H_Salary_Recommendations_1)

Clearly state the criteria for salary increases and any other performance-based rewards (see the [Policy on Faculty Compensation](https://trustees.osu.edu/rules/university-rules/chapter-3335-7-rules-of-the-university-faculty-concerning-clinical-faculty-appointment-reappointment-and-nonreappointment-and-promotion.html)). Also state the procedures for determining salary recommendations and recommendations for other rewards.

### **VI** [**Promotion and tenure and promotion reviews**](#_VI_Promotion_and)

### **A** [**Criteria and evidence that support promotion**](#_A_Criteria_and)

# 1 [Promotion to associate professor with tenure](#_1_Promotion_to)

Include general statements about the quality of performance in teaching, research and creative activity, and service expected for promotion and tenure or promotion. Citizenship, collegiality and/or ethical behavior may not be established as a fourth criterion in promotion and tenure or promotion reviews independent of teaching, research and creative activity, and service. On request of the Senate Rules Committee, in May 2000, OAA responded that the Faculty Rules provide solely for review of teaching, research and creative activity, and service in promotion and tenure or promotion reviews. Review bodies may consider citizenship, collegiality, and/or ethical behavior in the context of evaluating the three main areas of activity but may not use such behavior as an independent category.

Although promotion criteria will vary both according to unit mission and the specific responsibilities of each faculty member, every candidate is to be held to a standard of excellence in all aspects of performance. Though the total body of work over the course of a career is considered in promotion and tenure decisions, the highest priority is placed on achievements while a faculty member is at Ohio State (see the [*Policies and Procedures Handbook*](https://oaa.osu.edu/policies-and-procedures-handbook), Chapter 3 for guidance). It is essential that the pattern of performance over the probationary period yields a high degree of confidence that the candidate will continue to develop professionally.

According to [Faculty Rule 3335-6-02(B) and (D)](https://trustees.osu.edu/bylaws-and-rules/3335-6), tenure will not be awarded below the rank of associate professor. A unit must establish and exercise very high standards for the awarding of tenure, as a positive tenure decision has a powerful impact on the quality and future of the unit.

This section should list the specific criteria and the evidence that will be examined in assessing whether promotion and/or tenure is merited. Criteria and evidence will vary according to the field of study and the unit’s mission. The OAA core [dossier outline](https://faculty.osu.edu/sites/default/files/documents/Core-Dossier-Outline-Instruction.pdf) serves as a basic standard for documentation, but a unit is not limited to assessing only the stated items. This information may be presented in chart form using the models that appear in the accompanying APT guideline document, or in any other format that clearly sets forth, on the one hand, a TIU’s criteria for promotion with tenure and, on the other, the evidence showing that the criteria have been met. Appendix A in the accompanying APT guideline document provides additional examples of criteria and evidence that units may elect to use, or which may serve as guidelines for units developing their own criteria and evidence.

Units may weigh forms of evidence differentially as appropriate to their mission and to the responsibilities of the candidate. In some fields of study or in some instances, an item listed in one area may be considered a reflection of performance in another area.

### **Teaching**

OAA requires evaluation of instruction in all courses and by all faculty members regardless of category or rank. The faculty member is responsible for the evaluation of instruction, to be carried out on a regular basis and in a systematic manner to be determined by each TIU, subject to the approval of the dean of the college. Moreover, the evaluation of university teaching should be a comprehensive, integrated process that includes collection of data from students, peers, administrators, and the faculty members themselves. These data are interpreted with the understanding that both university instruction and its evaluation entail professional judgments according to expectations of the TIU.

Faculty members are expected to participate in continuing education related to their teaching assignments. To that end, all faculty have access to the [Drake Institute Teaching Support Program](https://drakeinstitute.osu.edu/).

### **Research and creative activity**

When the product of scholarship is primarily disseminated in the form of publications, documentation could include the measures of the quality of the publication outlets, internal evaluation of the candidate’s work, and frequency with which the candidate’s work is cited by others, if appropriate. External funding for research may be a form of documentation of scholarship (aside from its importance in facilitating the conduct of research) when the review processes that lead to its receipt are measures of the quality of a faculty member’s past and planned research.

When the product of scholarship is disseminated in other forms, such as performances, works of art, inventions, commercialization, community-engaged scholarship, or digital media, the unit must describe the specific ways in which the quality of these works will be assessed.

External evaluations of scholarship are required. Units must nonetheless make every effort to assess the quality of a candidate’s work from multiple approaches rather than rely solely on the external letters of evaluation. Total reliance on external evaluations is inappropriate, possibly leading to decisions that are inconsistent with TIU standards and expectations.

### **Service**

Activities generally considered to be service include:

* administrative work for the TIU, college, and/or university;
* service to the profession such as leadership roles and editorial and reviewing activities; and
* application of professional expertise in outreach to the community (community outreach not germane to a faculty member’s professional expertise is not relevant to promotion and tenure reviews).

Determine quality as well as quantity indicators of service roles and the effort these roles entail. Beyond the unit and external to the university, quality indicators of service would include such activities as election or appointment to leadership roles, chairing committees, leading initiatives, and other evidence that the candidate’s services are sought rather than volunteered, and external recognition for such service (e.g. awards).

Depending on the nature of a candidate’s service, it may be appropriate to obtain written evaluations from those who are in a position to evaluate specific contributions.

Candidates who engage in community-engaged scholarship should include that work in the appropriate teaching, research, and creative activities sections. Additionally, there may be components of their community-engaged scholarship that is appropriate for the service section, however there should not be duplicate entries.

### **2** [**Promotion to associate professor in advance of tenure**](#_2_Promotion_to) (for clinical departments in the College of Medicine only)

The College of Medicine has an approved exception for tenure-track faculty with substantial clinical service responsibilities. Promotion to the rank of associate professor without the simultaneous award of tenure may take place subject to OAA-approved criteria for this action at both the unit and college level.

The College of Medicine and its clinical TIUs must have clearly articulated criteria in teaching, research, and service for promotion to associate professor without tenure established in their APT documents.

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

### **3** [**Promotion to professor**](#_3_Promotion_to)

See [Faculty Rule 3335-6-02(C) and (D)](https://trustees.osu.edu/bylaws-and-rules/3335-6). This section should document the criteria for promotion to professor.

### **4** [**Clinical/teaching/professional practice faculty**](#_4_Clinical/Teaching/Professional_Pr)

Because clinical/teaching/professional practice faculty may be hired at the rank of instructor, this section is to describe the criteria for promotion to clinical/teaching/professional practice assistant professor, associate professor, and professor. These criteria are to reflect the fact that clinical/teaching/professional practice faculty members are primarily engaged in patient care or professional practice and clinical/teaching/professional practice instruction. Any expectations for scholarly work should be substantively different from and lower than those for tenure-track faculty.

The suggested promotion criteria in the accompanying APT guideline document are somewhat generic, given that the nature of clinical/teaching/professional practice appointments varies according to the mission of the unit. The unit should strive for an equivalent or greater level of detail in adapting the suggested content to its particular needs. For each rank, the document should spell out the required practice criteria, such as:

* required licensure/certification;
* teaching experience related to the teaching areas to be assigned; and
* meeting the promotion criteria to each rank.

### **5** [**Research faculty**](#_5_Research_Faculty)

Because the entry rank at which research faculty may be hired is assistant professor, this section is to describe the criteria for promotion to research associate professor and research professor. These criteria are to reflect the fact that research faculty members are primarily engaged in research.

## 6 [Associated faculty](#_6_Associated_Faculty_1)

This section is to describe the criteria for promotion, as appropriate, to adjunct associate professor and adjunct professor; to associate professor and professor with FTE below 50%; to clinical associate professor of practice and clinical professor of practice (health sciences only); and to senior lecturer. Criteria will vary, depending on the nature of the appointment.

# 7 [Regional campus faculty](#_7_Regional_Campus_3)

If TIUs have tenure-track faculty on regional campuses, their workload expectations and APT documents should align to allow faculty to achieve the specific criteria required for promotion, given the higher proportion of time allocated to teaching duties for regional campus faculty compared to tenure-track faculty on the Columbus campus. TIUs will thus need to differentiate the criteria described for Columbus-based faculty vs. criteria described for regional campus faculty. Moreover, these criteria must reflect the following considerations:

* The primary function of the regional campuses is to provide high-quality undergraduate instruction and to serve the academic needs of their communities.
* Tenure-track faculty on the regional campuses are expected to establish a program of high-quality scholarly activity, but the character and quantity of that activity may differ from that of Columbus campus faculty because of the weight of other responsibilities and because of lack of access to comparable resources. For example, regional campus faculty do not have graduate teaching associates to assist them in their teaching, nor do they generally have access to research facilities comparable to those of Columbus-based faculty.
* Teaching and service responsibilities of regional campus faculty are often more substantial than those of Columbus-based faculty.

The promotion of regional campus clinical/teaching/professional practice faculty, research faculty, and associated faculty is to be based on the same criteria that a TIU uses for the promotion of its faculty in each of these categories.

### **B** [**Procedures**](#_B_Procedures_1)

The unit’s procedures for promotion and tenure and promotion reviews must be consistent with those set forth in [Faculty Rule 3335-6-04](https://trustees.osu.edu/bylaws-and-rules/3335-6). This rule provides general information but does not delineate all aspects of the review process. Listed below are unit-specific issues that should be addressed in this section to supplement [Faculty Rule 3335-6-04](https://trustees.osu.edu/bylaws-and-rules/3335-6).

Unit procedures should always assure a thorough and critical review. A unit that conceptualizes a review as advocacy of the candidate, as building rather than evaluating a case, is not acting in its own best interests. Advocacy of a weak candidate not only sends an unfavorable message about the unit to higher level review bodies but, if successful, may, in the long term, be detrimental to the unit.

Include a description of how the unit will determine which faculty members to review for promotion in rank or for non-mandatory promotion and tenure. Screening reviews are encouraged, as premature reviews are costly in many ways and should be avoided. [Faculty Rule 3335-6-04(A)(3)](https://trustees.osu.edu/bylaws-and-rules/3335-6) states that a unit may establish screening procedures with the limitation that a nonprobationary tenured faculty member who asks to be reviewed for a promotion in rank can be denied consideration for promotion only once. Faculty Rules [3335-6-04](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html), [3335-7-08](https://trustees.osu.edu/bylaws-and-rules/3335-7), and [3335-7-36](https://trustees.osu.edu/bylaws-and-rules/3335-7) provide that a tenured or nonprobationary clinical/teaching/professional practice or research faculty member who asks to be reviewed for a promotion in rank cannot be denied consideration for promotion more than once. A non-tenured faculty member may be denied a non-mandatory promotion and tenure review each year up to the year of the mandatory review. A probationary clinical/teaching/professional practice or research faculty member may be denied a non-mandatory review each year up to the year of reappointment.

# 1 [Tenure-track, clinical/teaching/professional practice, and research faculty on the Columbus campus](#_1_Tenure-Track,_Clinical/Teaching/P)

# a [Candidate responsibilities](#_a_Candidate_Responsibilities)

Every candidate must submit a complete and accurate dossier in accordance with the Office of Academic Affairs [dossier outline](https://faculty.osu.edu/sites/default/files/documents/Core-Dossier-Outline-Instruction.pdf). All candidates must use the OAA format and outline regardless of start date. Include the approximate timing for each stage of the review and who is responsible for verifying the accuracy of citations and other aspects of candidates’ dossiers.TIUs will require unit-appropriate documentation, which should be detailed in this section.

Candidates must indicate the APT document under which they wish to be reviewed. Details are to appear as they do in the accompanying APT guideline document.

If external evaluations are required, candidates are responsible for reviewing the list of potential external evaluators developed according to TIU guidelines.

# b [Promotion and tenure committee responsibilities](#_b_Promotion_and_2)

Base these responsibilities on those listed in the accompanying APT guideline document. If the TIU does not delegate such responsibilities to a promotion and tenure committee, list these responsibilities as those of the eligible faculty.

# c [Eligible faculty responsibilities](#_c_Eligible_Faculty)

Base these responsibilities on those listed in the accompanying APT guideline document. If the TIU does not have a promotion and tenure committee, be sure to transfer the responsibilities of the promotion and tenure committee listed in the accompanying APT guideline document to those of the eligible faculty.

# d [TIU head responsibilities](#_d_TIU_Head)

Base these responsibilities on those listed in the accompanying APT guideline document.

# 2 [Procedures for associated faculty on the Columbus campus](#_2_Procedures_for)

Adjunct faculty, associated faculty with tenure-track titles, and associated clinical faculty (health sciences only) for whom promotion is a possibility must follow the promotion guidelines and procedures prescribed by their TIU. The review does not proceed to the college level if the TIU head’s recommendation is negative and does not proceed to the executive vice president and provost if the dean’s recommendation is negative.

### **3** [**Procedures for regional campus faculty**](#_3_Procedures_for)

The responsibilities of regional campus candidates are the same as those of a Columbus campus candidate as described above.

The procedures for tenure and promotion, promotion, and reappointment on the regional campuses are described in the accompanying APT guideline document. Base this section on the language that appears there.

### **4** [**External evaluations**](#_4_External_Evaluations)

Include a set of peer and aspirational peer institutions (5–10 in each category) the TIU aligns with and from which it should be seeking external review letters. TIUs should seek external evaluations predominately from evaluators in those programs. Justification will be provided in each case when a suggested evaluator is from a program not included on these lists. State who is responsible for contacting the evaluators and indicate the timetable for requesting external evaluations. Include what aspects of performance these persons are asked to evaluate and what materials are provided to them. See the [*Policies and Procedures Handbook*](https://faculty.osu.edu/faculty-support/equitable-policies/policies-and-procedures-handbook), Chapter 3, Section 3.4.1.2: External Letters of Evaluation for advice on these matters.

Include what constitutes a conflict of interest for external reviewers and describe what constitutes a credible and useful evaluation.

If a candidate is asked to provide names of external evaluators, the number of names suggested by the candidate should be restricted to three to avoid limiting the number of credible evaluators available to be suggested by others. No more than half of the external evaluations may come from evaluators recommended by the candidate.

### **VII** [**Promotion and tenure and reappointment appeals**](#_VII_Promotion_and)

[Faculty Rule 3335-6-05(A)](https://trustees.osu.edu/bylaws-and-rules/3335-6) sets forth general criteria for appeals of negative promotion and tenure decisions. Appeals alleging improper evaluation are described in Faculty Rule [3335-5-05](https://trustees.osu.edu/bylaws-and-rules/3335-5).

### **VIII** [**Seventh-year reviews**](#_VIII_Seventh-Year_Reviews)

[Faculty Rule 3335-6-05(B)](https://trustees.osu.edu/bylaws-and-rules/3335-6) 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 review.

### **IX** [**Procedures for student and peer evaluation of teaching**](#_IX_Procedures_for)

### **A** [**Student evaluation of teaching**](#_A_Student_Evaluation)

Student evaluation is focused on students’ perceptions of instruction, taking into account those factors shown by research to affect such responses, including class size and whether the course was required or an elective in the student’s program. The TIU must set forth a detailed plan for obtaining student evaluation information to be used in faculty performance reviews. Faculty must use a standard, objective, TIU-approved tool for student evaluation. As noted above, the TIU’s selection of an assessment tool is subject to the approval of the dean of the college. This assessment tool may be generated by the unit, or the Ohio State SEI may be used. For required components and further discussion see the [*Policies and Procedures Handbook*](https://faculty.osu.edu/faculty-support/equitable-policies/policies-and-procedures-handbook), Chapter 2, Section 1.4.4.2: Student Evaluation.

Solicited letters from former students, and particularly from former graduate students, are not credible forms of evaluation of teaching.

Other methods of documenting student evaluation of teaching include:

* assessment of the success of the candidate’s current and former graduate students and post-docs;
* validated questionnaires collecting data from graduate students.

### **B** [**Peer evaluation of teaching**](#_B_Peer_Evaluation)

TIUs must provide opportunities for and mechanisms that support both formative and summative evaluation of teaching. The TIU must set forth detailed guidelines for peer evaluation of teaching to be used in faculty performance reviews that is appropriate for the unit’s instructional situation(s).

Peer evaluation should focus on those aspects of teaching that students cannot evaluate, such as appropriateness of curricular choices given the goals of the course (survey, major required course), implicit and explicit goals of instruction, choice of examination/evaluation materials by the faculty member, and consistency with current disciplinary knowledge. Assessment of these aspects can be made by peers within the unit or external reviewers as determined by procedures established by the TIU.

TIUs may select from among many modalities of peer review. See the [Drake Institute for Teaching and Learning](https://drakeinstitute.osu.edu/) for links to online resources at Ohio State and at other institutions, as well as published sources that offer principles and methods for the formative and summative evaluation of teaching. TIUs must not only establish guidelines governing evaluation of instruction but also abide by those guidelines, applying them evenly and without prejudice. For further discussion, see the [*Policies and Procedures Handbook*](https://faculty.osu.edu/faculty-support/equitable-policies/policies-and-procedures-handbook), Chapter 2, Section 1.4.4: Evaluation of Instruction.

Periodic peer evaluation is required for all tenure-track and clinical/teaching/professional practice faculty who deliver formal course instruction and recommended for any associated faculty with multiple-year appointments. In the case of professors, such evaluation can take the form of peer review without a formal written evaluation. In addition, peer evaluation for promotion should include at least two different evaluations, with the exact number to be determined by the TIU according to college guidelines.

**Appointments, Promotion, and Tenure**

**Criteria and Procedures for**

**The Ohio State University**

**Tenure-Initiating Unit (TIU) XXX**

Approved by the Faculty [*if applicable*]: [date]

Approved by the Office of Academic Affairs: [date]

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*Red italicized text is meant to provide guidance. It should not be included in unit governance documents.*

*Unit governance documents should substitute the term “department” or “school,” as appropriate, for “TIU.” Likewise, the term “department chair” or “school director,” as appropriate, should be used in place of “TIU head.”*

# I [Preamble](#_I_Preamble)

This document is a supplement to Chapters 6 and 7 of the [Rules of the University Faculty](https://trustees.osu.edu/bylaws-and-rules/university-faculty-rules); the annually updated procedural guidelines for promotion and tenure reviews in Chapter 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 college and university to which the TIU and its faculty are subject.

Should those rules and policies change, the TIU 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 TIU head.

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

The faculty and the administration are bound by the principles articulated in Faculty Rule [3335-6-01](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html) 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](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html) and other standards specific to this TIU and college; and to make negative recommendations when these are warranted in order to maintain and improve the quality of the faculty.

Decisions considering appointment, reappointment, and promotion and tenure will be free of discrimination in accordance with the university’s [policy on affirmative action and equal employment opportunity](https://policies.osu.edu/assets/policies/Policy-AAEEO.pdf).

# II [TIU Mission](#_II_TIU_Mission_1)

*Include TIU mission statement.*

*Wording here must be exactly the same as in the Pattern of Administration.*

# III [Definitions](#_III_Definitions)

# A [Committee of the Eligible Faculty](#_A_Committee_of_1)

The eligible faculty for all appointment (hiring), reappointment, promotion, or promotion and tenure reviews must have their tenure home or primary appointment in the TIU.

The TIU head, the dean and assistant and associate deans of the college, the executive vice president and provost, and the president may not participate as eligible faculty members in reviews for appointment, reappointment, promotion, or promotion and tenure.

# 1 [Tenure-track Faculty](#_A_Committee_of_1)

**Appointment Reviews**

*[The TIU may choose to allow clinical/teaching/professional practice and research faculty to participate in* ***initial*** *appointments, including senior appointments, of tenure-track faculty. In that case, all clinical/teaching/professional practice and research faculty should be included in the first bullet below.]*

* **Initial Appointment Review**. For an appointment (hiring) review of an assistant professor, associate professor, or professor, the eligible faculty consists of all tenure-track faculty in the TIU.

*The bullet above is applicable only when the search committee recommendation for appointment decisions includes a faculty vote. The recommendation to the TIU head is the responsibility of the search committee for all searches, whether there is a faculty vote or not.*

* **Rank Review.** *[Regardless of whether the appointment decision includes a vote of the eligible faculty, the following action must be taken:]* A vote on the appropriateness of the proposed rank must be cast by all tenured faculty of equal or higher rank than the position requested.

**Reappointment, Promotion, or Promotion and Tenure Reviews**

* For the reappointment and promotion and tenure reviews of assistant professors and the tenure reviews of untenured associate professors, the eligible faculty consists of all tenured associate professors and professors.
* For the promotion reviews of associate professors, the eligible faculty consists of all tenured professors.

# 2 [Clinical/Teaching/Professional Practice Faculty](#_2_Clinical/teaching/professional_pr_5)

**Appointment Reviews**

*[The TIU may choose to allow research faculty to participate in* ***initial*** *appointments, including senior appointments, of clinical/teaching/professional practice faculty. In that case, all research faculty should be included in the first bullet below.]*

* **Initial Appointment Review.** For an appointment (hiring or appointment change from another faculty type) review of an assistant clinical/teaching professor or professional practice assistant professor; an associate clinical/teaching professor or professional practice associate professor; or a clinical/teaching professor or professional practice professor, the eligible faculty consists of all tenure-track faculty and all clinical/teaching/professional practice faculty in the TIU.

*The bullet above is applicable only when the search committee recommendation for appointment decisions includes a faculty vote. The recommendation to the TIU head is the responsibility of the search committee for all searches, whether there is a faculty vote or not.*

* **Rank Review.** *[**Regardless of whether the appointment decision includes a vote of the eligible faculty, the following action must be taken:]* A vote on the appropriateness of the proposed rank must be cast by all tenured faculty of equal or higher rank than the position requested, and all nonprobationary clinical/teaching/professional practice faculty of equal or higher rank than the position requested.

**Reappointment and Promotion Reviews**

* For the reappointment and promotion reviews of assistant clinical/teaching professors and professional practice assistant professors, the eligible faculty consists of all tenured associate professors and professors, all nonprobationary associate clinical/teaching professors, all nonprobationary clinical/teaching professors, all nonprobationary professional practice associate professors, and all nonprobationary professional practice professors.
* For the reappointment and promotion reviews of associate clinical/teaching professors and professional practice associate professors, and the reappointment reviews of clinical/teaching professors and professional practice professors, the eligible faculty consists of all tenured professors, all nonprobationary clinical/teaching professors, and all nonprobationary professional practice professors.

# 3 [Research Faculty](#_3_Research_faculty_5)

**Appointment Reviews**

*[The TIU may choose to allow clinical/teaching/practice faculty to participate in* ***initial*** *appointments, including senior appointments, of research faculty. In that case, all clinical/teaching/professional practice faculty should be included in the first bullet below.]*

* **Initial Appointment Review.** For an appointment (hiring or appointment change from another faculty type) review of a research assistant professor, research associate professor, or research professor, the eligible faculty consists of all tenure-track faculty and all research faculty in the TIU.

*The bullet above is applicable only when the search committee recommendation for appointment decisions includes a faculty vote. The recommendation to the TIU head is the responsibility of the search committee for all searches, whether there is a faculty vote or not.*

* **Rank Review.** *[**Regardless of whether the appointment decision includes a vote of the eligible faculty, the following action must be taken:]* A vote on the appropriateness of the proposed rank must be cast by all tenured faculty of equal or higher rank than the position requested and all nonprobationary research faculty of equal or higher rank than the position requested.

**Reappointment and Promotion Reviews**

* For the reappointment and promotion reviews of research assistant professors, the eligible faculty consists of all tenured associate professors and professors and all nonprobationary research associate professors and professors.
* For the reappointment and promotion reviews of research associate professors and the reappointment reviews of research professors, the eligible faculty consists of all tenured professors and all nonprobationary research professors.

# 4 [Associated Faculty](#_4_Associated_faculty_2)

**Initial Appointment and Reappointment**

* For the initial appointment (hiring or appointment change from another faculty type) of compensated associated faculty members, the eligible faculty consists of all tenure-track faculty, all clinical/teaching/professional practice faculty, and all research faculty in the TIU.

*The bullet above is applicable only when the search committee recommendation for appointment decisions includes a faculty vote.* *The recommendation to the TIU head is the responsibility of the search committee for all searches whether there is a faculty vote or not.*

Initial appointments at senior rank require a vote by the eligible faculty (all tenured faculty of equal or higher rank than the position requested and, if the TIU has granted them such voting rights, all non-probationary clinical/teaching/professional practice and research faculty of equal or higher rank than the position requested) and prior approval of the college dean.

* For reappointments, the eligible faculty are all tenured faculty members of equal or higher rank than the candidate and, if the TIU has granted them such voting rights, all non-probationary clinical/teaching/professional practice faculty and research faculty of equal or higher rank than the candidate.

*The bullet above is applicable only when a TIU head’s decision follows a vote of the eligible faculty. The TIU head’s decision on renewal of the reappointment is final whether there is a faculty vote or not.*

**Promotion Reviews**

* Associated faculty are eligible for promotion but not tenure if they have adjunct titles, tenure-track titles with service at 49% FTE or below, clinical titles *[health sciences only],* and lecturer titles.

For the promotion reviews of associated faculty with adjunct titles, the eligible faculty shall be the same as for tenure-track, clinical/teaching/professional practice, or research faculty, as appropriate to the appointment, as described in Sections III.A.1, 2 or 3 above.

For the promotion reviews of associated faculty with tenure-track titles, the eligible faculty shall be the same as for tenure-track faculty as described in Section III.A.1.

For the promotion reviews of associated clinical faculty *[health sciences only]*, the eligible faculty shall be the same as for clinical/teaching/professional practice faculty as described in Section IIII.A.2 above.

The promotion of a lecturer to senior lecturer is decided by the TIU head in consultation with *[insert the TIU’s relevant advisory body]*.

# 5 [Conflict of Interest](#_5_Conflict_of_1)

* **Search Committee Conflict of Interest**

A member of a search committee must disclose to the committee and refrain from participation in any of the interviews, meetings, or votes that comprise the search process if the member:

* decides to apply for the position;
* is related to or has a close interpersonal relationship with a candidate;
* 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 (e.g., dissertation advisor); or
* has collaborated extensively with the candidate or is currently collaborating with the candidate.
* **Eligible Faculty Conflict of Interest**

A member of the eligible faculty has a conflict of interest when he/she/they are or have been to the candidate:

* a thesis, dissertation, or postdoctoral advisee/advisor;
* a co-author on more than 50% of the candidate’s publications since appointment or last promotion, including pending publications and submissions;
* a collaborator on more than 25% of projects since appointment or last promotion, including current and planned collaborations;
* in a consulting/financial arrangement with the candidate since appointment or last promotion, including receiving compensation of any type (e.g., money, goods, or services) or is dependent in some way on the candidate’s services; or
* in a family relationship such as a spouse, child, sibling, or parent, or other relationship, such as a close personal friendship, that might affect one’s judgment or be seen as doing so by a reasonable person familiar with the relationship.

Such faculty members will be expected to withdraw from a promotion review of that candidate.

# 6 [Minimum Composition](#_6_Minimum_composition_1)

In the event that the TIU does not have at least three eligible faculty members who can undertake a review, the TIU head, after consulting with the dean, will appoint a faculty member from another tenure-initiating unit within the college.

# B [Promotion and Tenure Committee](#_B_Promotion_and_1)

*TIUs that do not delegate promotion and tenure responsibilities*

*to a Committee of Eligible Faculty subcommittee do not need this section.*

The TIU has a Promotion and Tenure Committee that assists the eligible faculty in managing the personnel and promotion and tenure issues. The committee consists of *[insert number appropriate to the TIU]* professors and *[insert number appropriate to the TIU]* associate professors. The committee’s chair and membership are appointed by the TIU head. The term of service is *[insert number appropriate to the TIU]* years, with reappointment possible.

When considering cases involving clinical/teaching/professional practice faculty the Promotion and Tenure Committee may be augmented by *[insert number appropriate to the TIU]* nonprobationary clinical/teaching/professional practice faculty members at the rank of associate professor or professor, as appropriate to the case.

When considering cases involving research faculty the Promotion and Tenure Committee may be augmented by *[insert number appropriate to the TIU]* nonprobationary research faculty members at the rank of associate professor or professor, as appropriate to the case.

# C [Quorum](#_C_Quorum_1)

The quorum required to discuss and vote on all personnel decisions is *[insert the quorum determined by the TIU; OAA recommends that TIUs require a quorum of two-thirds for a vote to be valid]* of the eligible faculty not on an approved leave of absence. Faculty on approved leave are not considered for quorum unless they declare, in advance and in writing, their intent to participate in all proceedings for which they are eligible during the leave. A member of the eligible faculty on Special Assignment may be excluded from the count for the purposes of determining quorum only if the TIU head has approved an off-campus assignment.

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

# D [Recommendation from the Eligible Faculty](#_D_Recommendation_from_1)

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.

*The Office of Academic Affairs recommends that units remove abstention options on votes for promotion and tenure reviews.*

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

# 1 [Appointment](#_1_Appointment_1)

* A positive recommendation from the eligible faculty for appointment is secured when at least more than half of the votes cast are positive.

*All search committees are advisory to the TIU head and make their recommendation based on their overall evaluation, which may include a vote of the eligible faculty. The bullet above applies if a faculty vote is part of the search committee recommendation process.*

* In the case of a joint appointment, the TIU must seek input from a candidate’s joint-appointment TIU prior to his/her/their appointment.

# 2 [Reappointment, Promotion and Tenure, and Promotion](#_2_Reappointment,_promotion_1)

* A positive recommendation from the eligible faculty for reappointment, promotion and tenure, and promotion is secured when at least more than half of the votes cast are positive.
* In the case of a joint appointment, the TIU must seek input from a candidate’s joint-appointment TIU prior to his/her/their reappointment, promotion, and/or tenure.

*These numbers are illustrative. Use a voting principle that your faculty agree upon.*

# IV [Appointments](#_IV_Appointments_1)

# A [Criteria](#_A_Criteria_1)

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

The appointment of all compensated tenure-track, clinical/teaching/professional practice, research, and associated faculty, irrespective of rank, must be based on a formal search process following the [SHIFT](https://faculty.osu.edu/shift) Framework for faculty recruitment.

All faculty positions must be posted in [Workday](https://workday.osu.edu/), the university’s system of record for faculty and staff. A formal review and selection process, including interviews using pre-designed evaluation rubrics, is required for all positions. Appropriate disposition codes for applicants not selected for a position must be entered in [Workday](https://workday.osu.edu/) to enable the university to explain why a candidate was not selected and what stage they progressed to before being removed.

# 1 [Tenure-track Faculty](#_1_Tenure-track_faculty_4)

**Instructor**. Appointment at the rank of instructor is made only when the offered appointment is that of assistant professor, but requirements for the terminal degree have not been completed by the candidate at the time of appointment. Procedures for appointment are identical to those for an assistant professor. The TIU will make every effort to avoid such appointments. An appointment at the instructor level is limited to three years. Promotion to assistant professor occurs without review the semester following completion of the required credentialing. An instructor must be approved for promotion to assistant professor by the beginning of the third year, or the appointment will not be renewed and the third year is the terminal year of employment.

Upon promotion to assistant professor, the faculty member may request prior service credit for time spent as an instructor. This request must be approved by the TIU’s eligible faculty, the TIU head, the dean, and the Office of Academic Affairs. Faculty members should carefully consider whether prior service credit is appropriate since prior service credit cannot be revoked once granted except through an approved request to extend the probationary period. In addition, all probationary faculty members have the option to be considered for early promotion.

**Assistant Professor.** An earned terminal degree is the minimum requirement for appointment at the rank of assistant professor. Evidence of potential for scholarly productivity, high-quality teaching, and high-quality service to 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 seventh year will be the final year of employment.

Review for tenure prior to the mandatory review year is possible when the Promotion and Tenure Committee *[or Committee of Eligible Faculty]* determines such a review to be appropriate. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged as it cannot be revoked once granted except through an approved request to extend the probationary period.

*For clinical departments within the College of Medicine:*

Consistent with Faculty Rule [3335-6-09](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html), faculty members with significant patient clinical duties in the College of Medicine are granted an extended probationary period of up to 11 years, including prior service credit, depending on the pattern of research, teaching, and service workload. An assistant professor with an extended probationary period is reviewed for promotion and tenure no later than the 11th year as to whether promotion and tenure will be granted at the beginning of the 12th year. For individuals not recommended for promotion and tenure after the mandatory review, the 12th year will be the final year of employment.

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

Appointment at the rank of associate professor normally entails tenure. A probationary appointment at the rank of associate professor 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.

Appointments at the rank of professor without tenure are not possible.

Offers to foreign nationals require prior consultation with the Office of International Affairs.

# 2 [Clinical/Teaching/Professional Practice Faculty](#_2_Clinical/teaching/professional_pr_4)

Except for those appointed at the rank of instructor, for whom a contract is limited to three years, the initial contract for all other clinical/teaching/professional practice faculty members must be for a period of five years. The initial contract at all ranks is probationary, with reappointment considered annually. Second and subsequent contracts for assistant and associate clinical/teaching professors and professional practice assistant and associate professors must be for a period of at least three years and for no more than five years. Second and subsequent contracts for clinical/teaching/professional practice professors must be for a period of at least three years and no more than eight years. Tenure is not granted to clinical/teaching/professional practice faculty. There is also no presumption that subsequent contracts will be offered, regardless of performance.

*The TIU may determine the process for reappointment according to the procedures set forth in the* [*Faculty Annual Review and Reappointment Policy, III, A-G*](https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf)*.*

The TIU supports Teaching *[or Clinical or Professional Practice; use the title(s) that meet the TIU needs]* Faculty. These appointments exist for faculty members who focus primarily on supporting the educational mission of the TIU. Teaching Faculty members are expected to contribute to the TIU’s research and education mission as reflected in undergraduate and graduate program development and teaching. Teaching Faculty appointments are made in accordance with Faculty Rule [3335-7](https://trustees.osu.edu/university-faculty-rules/3335-7). Each new appointment must enhance, or have strong potential to enhance, the quality of the TIU.

*HEALTH SCIENCES EXAMPLE: The TIU supports only the Clinical-Educator pathway. These appointments exist for faculty members who focus principally on the education needs for biomedical investigators and students at the health system, college, or TIU level. Clinical Faculty members are expected to contribute to the TIU’s research and education missions, as reflected by participation in graduate program development and teaching. While Clinical Faculty may serve as the PI on a grant proposal, securing extramural funding as PI is not expected. However, participation as Co-I or collaborator in extramural funding proposals may be expected of some Clinical Faculty per their letter of offer. Clinical appointments are made in accordance with* [*Faculty Rule 3335-7*](https://trustees.osu.edu/university-faculty-rules/3335-7)*. Each new appointment must enhance, or have strong potential to enhance, the quality of the TIU.*

**Clinical/Teaching/Professional Practice Instructor**. Appointment is normally made at the rank of clinical/teaching/professional practice instructor when the appointee has not completed the requirements for the terminal degree. The TIU will make every effort to avoid such appointments. As noted above, an appointment at the instructor level is limited to a three-year contract. In such cases, if the instructor has not completed requirements for promotion to the rank of assistant professor by the end of the penultimate year of the three-year contract period, a new contract will not be considered even if performance is otherwise adequate and the position itself will continue.

**Assistant Clinical/Teaching Professor and Professional Practice Assistant Professor**. An earned doctorate *[or appropriate terminal degree]* and the required licensure/certification in his/her/their specialty *[if applicable]* are the minimum requirements for appointment at the rank of assistant clinical/teaching professor or professional practice assistant professor. Evidence of ability to teach is highly desirable.

**Associate Clinical/Teaching Professor, Professional Practice Associate Professor, Clinical/Teaching Professor, and Professional Practice Professor**. Appointment at the rank of associate clinical/teaching professor and professional practice associate professor, or clinical/teaching professor and professional practice professor requires that the individual have an earned doctorate *[or appropriate terminal degree]* and the required licensure/certification in his/her/their specialty *[if applicable]*, and meet, at a minimum, the TIU’s criteria—in teaching, professional practice and other service, and scholarship—for promotion to these ranks.

# 3 [Research Faculty](#_3_Research_faculty_4)

Appointment of research faculty entails one- to five-year appointments. The initial appointment is probationary, with reappointment considered annually. Tenure is not granted to research faculty. There is also no presumption that subsequent appointments will be offered, regardless of performance.

*The TIU may determine the process for reappointment according to the procedures set forth in the* [*Faculty Annual Review and Reappointment Policy, III, A-G*](https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf)*.*

External appointees at the research associate professor or research professor level will demonstrate the same accomplishments in research and service as persons promoted within the TIU.

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

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

# 4 [Associated Faculty](#_4_Associated_faculty_1)

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 titles are used to confer faculty status on individuals who have credentials comparable to tenure-track, clinical/teaching/professional practice, or research faculty of equivalent rank. The adjunct faculty rank is determined by applying the criteria for appointment of tenure-track, clinical/teaching/professional practice, or research faculty, as appropriate to the appointment. Adjunct appointments may be compensated or uncompensated. Adjunct faculty appointments are given to individuals who give academic service to the TIU, such as teaching a course or serving on graduate student committees, for which a faculty title is appropriate. Adjunct faculty members are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of tenure-track, clinical/teaching/professional practice, or research faculty, as appropriate to the appointment.

**Assistant Professor, Associate Professor, Professor with FTE below 50%.** An earned terminal degree is the minimum requirement for appointment of tenure-track titles at 49% FTE or below.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.

**Clinical Instructor of Practice, Clinical Assistant Professor of Practice, Clinical Associate Professor of Practice, Clinical Professor of Practice** *[health sciences only].* An earned doctorate *[or appropriate terminal degree]* and the required licensure/certification in his/her/their specialty *[if applicable]* are the minimum requirements for appointment at the rank of associated clinical practice faculty. Associated clinical practice appointments may either be compensated or uncompensated. Uncompensated appointments are given to individuals who volunteer uncompensated academic service such as *[provide a relevant example]* to the TIU, for which a faculty title is appropriate. Associated clinical practice rank is determined by applying the criteria for appointment of clinical faculty. Associated clinical practice faculty members are eligible for promotion (but not tenure) and the relevant criteria are those for promotion of clinical 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. The initial appointment for a lecturer cannot exceed one year. Second and subsequent contracts for lecturers cannot exceed three years.

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

**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. Visiting faculty appointments may be renewed annually for only three consecutive years.

## 5 [Regional Campus Faculty](#_5_Regional_campus_1)

As the mission of the regional campuses emphasizes undergraduate instruction, regional campus criteria for appointment at the tenure-track ranks of assistant professor, associate professor, and professor are similar to those for Columbus campus faculty, but give relatively greater emphasis at each rank to teaching experience and quality.

Regional campus criteria for the appointment of clinical/teaching/professional practice faculty, research faculty, and associated faculty are the same as those for Columbus campus faculty in each of these categories.

## 6 [Emeritus Faculty](#_6_Emeritus_faculty_1)

Emeritus faculty status is an honor given in recognition of sustained academic contributions to the university as described in Faculty Rule [3335-5-36](https://trustees.osu.edu/university-faculty-rules/3335-5).

Faculty will send a request for emeritus faculty status to the TIU head (regional campus dean for associated faculty on regional campuses) outlining academic performance and citizenship. The faculty eligible to conduct promotion reviews within the requestor’s appointment type (see Section III.A.1-4) will review the application and make a recommendation to the TIU head. The TIU head will decide upon the request, and if appropriate submit it to the dean. Should the TIU head deny the request, the faculty member may appeal the decision to the dean.

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

# 7 [Joint Appointments](#_8_Joint_appointments_1)

Joint appointments are created to leverage a faculty member’s unique expertise to advance the mission areas of the academic units involved and promote cross-disciplinary collaboration. To establish a joint faculty appointment, a [memorandum of understanding (MOU)](https://oaa.osu.edu/assets/files/documents/Letter112.pdf) is developed by all affected TIUs, centers, and/or institutes. The MOU will clearly define the distribution of the faculty member’s time commitment to the different units. The MOU will also state the sources of compensation directed to the faculty member, distribution of resources, the planned acknowledgement of the academic units in publications, the manner in which credit for any grant funding will be attributed to the different units, and the distribution of grant funds among the appointing units. Unless other arrangements are specified in the MOU, the TIU in which the faculty member’s FTE is greater than 50% will be considered that faculty member’s TIU. Joint-appointed faculty may vote on promotion and tenure cases only in their TIU.

# 8 [Courtesy Appointments for Faculty](#_8_Courtesy_Appointments)

Occasionally the active academic involvement in this TIU by a tenure-track, clinical/teaching/professional practice, or research faculty member from another unit at Ohio State warrants the offer of a 0% FTE (courtesy) appointment in this TIU. 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.

# B [Procedures](#_B_Procedures_2)

The appointment of all compensated tenure-track, clinical/teaching/professional practice, research, and associated faculty, irrespective of rank, must be based on a formal search process following the [SHIFT](https://faculty.osu.edu/shift) Framework for faculty recruitment. All faculty positions must be posted in [Workday](https://workday.osu.edu/), the university’s system of record for faculty and staff. A formal review and selection process, including interviews using pre-designed evaluation rubrics, is required for all positions. Appropriate disposition codes for applicants not selected for a position must be entered in [Workday](https://workday.osu.edu/) to enable the university to explain why a candidate was not selected and what stage they progressed to before being removed.

In addition, see the [Policy on Faculty Recruitment and Selection](https://oaa.osu.edu/sites/default/files/links_files/facultyrecruitment.pdf) and the [Policy on Faculty Appointments](https://policies.osu.edu/assets/policies/faculty-appointments-policy.pdf) for information on the following topics:

* recruitment of tenure-track, clinical/teaching/professional practice, research, and associated 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 on the Columbus Campus](#_1_Tenure-track_faculty_3)

A national search is required to ensure a diverse pool of highly qualified candidates for all tenure-track positions. This includes all external candidates for all faculty positions. The only exception is for dual career partners, as described in Chapter 5, section 4.1 of the [*Policies and Procedures Handbook*](https://oaa.osu.edu/policies-and-procedures-handbook). Exceptions to this policy must be approved by 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](http://oaa.osu.edu/sites/default/files/links_files/facultyrecruitment.pdf).

The dean provides approval for the TIU 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 TIU head 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 TIU.

Prior to any search, members of all search committees must undergo the trainings identified in the [SHIFT](https://faculty.osu.edu/shift) Framework for faculty recruitment. In addition, all employees/faculty involved in the hiring and selection process must review and acknowledge the AA/EEO Recruitment and Selection Guidelines in the BuckeyeLearn system.

The [SHIFT](https://faculty.osu.edu/shift) Framework serves as a centrally coordinated guideline and toolkit to support the entire process of faculty recruitment with clear engagement from all participating stakeholders involved in the faculty hiring process. This framework is intended to provide faculty engaged in search committees and staff providing support services with the tools and support needed to attract excellent and diverse applicant pools, conduct consistent and equitable evaluations, and successfully hire and properly onboard new faculty members who will continue our tradition of academic excellence. This framework consists of six phases, each targeting a specific stage of the recruitment process:

* “Phase 1 | Search Preparation & Proactive Recruitment” is the earliest stage in the search process. Key steps during this phase include determining faculty needs for the unit, creating a search strategy (including timeline), establishing a budget, and identifying additional partners to include in the process. The steps in this phase provide guidance on forming committees, detail training requirements for search committee members, and innovative approaches to advertising and outreach. This section also includes ideas and resources for developing qualified, diverse talent pools to ensure alignment with the university’s commitment to AA/EEO principles and advance the eminence of the institution.
* “Phase 2 | Preliminary Review of Applicants” focuses on best practices for the application review and candidate screening processes. The guidelines and resources in this section support consistency, fairness, and equity in the review, assessment, and selection of candidates moving forward in the recruitment process. This section also outlines how to select a list of candidates for on-campus interviews.
* “Phase 3 | Finalists Interviews & Evaluations” provides guidance and tools for conducting interviews and campus visits, requesting reference letters (if not requested earlier in the application stage), and collecting feedback from everyone who interacted with the candidates. Adherence to the guidelines outlined in this section has a direct impact on enhancing the candidate experience and ensuring a consistent evaluation process. This phase concludes with the submission of a letter from the search committee to the TIU chair/director.
* “Phase 4 | Extend Offer” provides guidance and resources related to effectively selecting the most qualified candidate(s) for the position(s) and successfully negotiating to result in an accepted offer.
* “Phase 5 | Preboard and Onboard” offers resources to help prepare and support new faculty as they transition to Ohio State. The suggestions in this phase focus on creating a seamless transition for incoming faculty and their partners/families, if applicable.
* “Phase 6 | Reflect and Assess the Search” is a process supported by OAA to reflect on the hiring cycle each year and evaluate areas that may need improvement and additional support.

If an offer involves senior rank, the eligible faculty members vote on the appropriateness of the proposed rank. If an offer may involve prior service credit, the eligible faculty members vote on the appropriateness of such credit. The eligible faculty reports a recommendation on the appropriateness of the proposed rank or the appropriateness of prior service credit to the TIU head. Appointment offers at the rank of associate professor, with or without tenure, or professor with tenure, and/or offers of prior service credit require prior approval of the Office of Academic Affairs.

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

TIUs are advised to discuss potential appointment of a candidate requiring sponsorship for permanent residence or nonimmigrant work-authorized status with the Office of International Affairs. An [MOU](https://oaa.osu.edu/sites/default/files/links_files/MOU-Faculty-Temporary-Immigration-Status.pdf) must be signed by faculty eligible for tenured positions who are not U.S. citizens or nationals, permanent residents, asylees, or refugees.

# 2 [Clinical/Teaching/Professional Practice Faculty on the Columbus Campus](#_2_Clinical/teaching/professional_pr_3)

Searches for clinical/teaching/professional practice faculty generally proceed identically as for tenure-track faculty, with the exception that the candidate’s presentation during the interview is on clinical/teaching/professional practice rather than scholarship.

# 3 [Research Faculty on the Columbus Campus](#_3_Research_faculty_3)

Searches for research faculty generally proceed identically as for tenure-track faculty, with the exception that during the interview the candidate is not asked to teach a class.

# 4 [Transfer from the Tenure Track](#_4_Transfer_from_1)

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

# 5 [TIU Transfer](#_5_TIU_Transfer_1)

Following consultation with the TIU head and college dean(s), a tenure-track faculty member may voluntarily move from one TIU to another upon approval of a simple majority of the eligible faculty in the receiving TIU. The eligible faculty in such cases are the tenure-track faculty eligible to vote on faculty appointments at the transferee’s rank. See Section III.A.1 above.

# The transfer must be approved by the Office of Academic Affairs and is dependent on the establishment of mutually agreed-upon arrangements among the affected TIU heads, college dean(s), and the faculty member. An MOU signed by all parties, including the Office of Academic Affairs, must describe in detail the arrangements of the transfer. Approval will be dependent on whether satisfactory fiscal arrangements for the change have been made. Since normally the transferring faculty member will fill an existing vacancy in the receiving unit, the MOU will describe the resources supporting the position, including salary, provided by the receiving unit.

The Office of Academic Affairs can provide guidance to non-tenure-track faculty about the process for transferring from one TIU to another.

# 6 [Associated Faculty on the Columbus Campus](#_6_Associated_faculty_2)

The appointment of compensated associated faculty members follows a formal search following the [SHIFT](https://faculty.osu.edu/shift) Framework, which includes a job posting in [Workday](https://workday.osu.edu/) (see Section IV.B above) and candidate interviews. The appointment is then decided by the TIU head based on recommendation from the search committee.

*[Or: The appointment of all compensated associated faculty members is decided by the TIU head following a vote of the eligible faculty. The recommendation to the TIU head is the responsibility of the search committee for all searches whether there is a faculty vote or not.]*

The reappointment of all compensated associated faculty members is decided by the TIU head in consultation with *[insert the TIU’s relevant advisory body].*

*[Or: The reappointment of all compensated associated faculty members is decided by the TIU head following a vote of the eligible faculty]*.

Compensated associated appointments are generally made for a period of one to three years.

Appointment and reappointment of uncompensated adjunct or visiting faculty may be proposed by any faculty member in the TIU and are decided by the TIU head in consultation with *[insert the TIU’s relevant advisory body]*.

Visiting appointments may be made for one term of up to three years or on an annual basis for up to three years.

Lecturer and senior lecturer appointments are made on an annual basis and rarely semester by semester. After the initial appointment, and if the TIU’s curricular needs warrant it, a multiple year appointment may be offered.

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

## 7 [Regional Campus Faculty](#_7_Regional_campus)

The appointment of all compensated regional campus faculty follows a formal search following the [SHIFT](https://faculty.osu.edu/shift) Framework, which includes a job posting in [Workday](https://workday.osu.edu/) and candidate interviews.

The regional campus has primary responsibility for determining the position description for a tenure-track faculty search, but the regional campus dean or designee consults with the TIU head to reach agreement on the description before the search begins. The regional campus search committee must include at least one representative from the TIU.

Candidates are interviewed by, at a minimum, the regional campus dean, TIU head, and either the regional campus search committee or broader representation of the regional and Columbus faculties. The regional campus may have additional requirements for the search not specified in this document. A hiring decision requires agreement by the TIU head and regional campus dean. Until agreement is reached, negotiations with the candidate may not begin, and the letter of offer must be signed by the TIU head and the regional campus dean.

Searches for regional campus clinical/teaching/professional practice faculty, research, and associated faculty are the same as those described above for tenure-track faculty.

# 8 [Joint Appointments](#_8_Joint_appointments_1)

A TIU may propose a joint appointment for a faculty member from another OSU TIU as described in Section IV.A.7. The potential for a joint appointment is typically evaluated during the recruitment process and, as such, is subject to all criteria outlined above for each faculty category.

Approval of the joint appointment by the Office of Academic Affairs is dependent on establishing a mutually agreed-upon arrangement between the TIU heads, college dean(s), and the faculty member. An [MOU](https://oaa.osu.edu/assets/files/documents/Letter112.pdf) signed by all parties, including the Office of Academic Affairs, must describe in detail the arrangements of the joint appointment. Administrative approval will be dependent on whether satisfactory fiscal arrangements have been made.

# 9 [Courtesy Appointments for Faculty](#_9_Courtesy_Appointments)

Any TIU faculty member may propose a 0% FTE (courtesy) appointment for a tenure-track, clinical/teaching/professional practice, or research faculty member from another Ohio State tenure-initiating unit. A proposal that describes the uncompensated academic service to this TIU justifying the appointment is considered at a regular faculty meeting. If the proposal is approved by the eligible faculty, the TIU head extends an offer of appointment. The TIU head reviews all courtesy appointments every three years to determine whether they continue to be justified, and takes recommendations for nonrenewal before the faculty for a vote at a regular meeting.

# V [Annual Performance and Merit Review](#_V_Annual_performance_1)

The TIU follows the requirements for the annual performance and merit review as set forth in the [Policy on Faculty Annual Review and Reappointment](https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf), which stipulates that such reviews must include a scheduled opportunity for a face-to-face meeting for all probationary faculty, an opportunity for a face-to-face meeting for all other compensated faculty members, as well as a written assessment. According to the policy, the purposes of the review are to:

* Assist faculty in improving professional productivity through candid and constructive feedback and through the establishment of professional development plans;
* Establish the goals against which a faculty member’s performance will be assessed in the foreseeable future; and
* Document faculty performance in the achievement of stated goals in order to determine salary increases and other resource allocations, progress toward promotion, and, in the event of poor performance, the need for remedial steps.

TIU heads may designate the responsibility for annual performance and merit reviews to appropriate unit administrators. The designee or a subcommittee of the eligible faculty may provide a written assessment to the TIU head. However, the TIU head must schedule a face-to-face meeting with all probationary faculty as part of the review. An opportunity for a face-to-face meeting with the TIU head or the TIU head’s designee must be provided to all tenured and non-probationary faculty.

In all cases, accountability for the annual review process resides with the TIU head.

* Depending on a faculty member’s appointment type, the review is based on expected performance in teaching, scholarship, and/or service as set forth in the TIU’s guidelines on faculty duties, responsibilities, and workload; on any additional assignments and goals specific to the individual; and on progress toward promotion where relevant.
* The review of faculty with budgeted joint appointments must include input from the joint appointment TIU head for every annual evaluation cycle. The input should be in the form of a narrative commenting on faculty duties, responsibilities, and workload; on any additional assignments; and on goals specific to the individual in the joint unit.
* Meritorious performance in teaching, scholarship, and service is assessed in accordance with the same criteria that form the basis for promotion decisions.
* Per Faculty Rule [3335-3-35](https://trustees.osu.edu/rules/university-rules/chapter-3335-3-administration.html), TIU heads are required to include a reminder in annual review letters that all faculty have the right (per Faculty Rule [3335-5-04](https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html)) to view their primary personnel file and to provide written comment on any material therein for inclusion in the file.

**A** **[Documentation](#_A_Documentation)**

For their annual performance and merit review, compensated faculty members must submit the following documents to the TIU head no later than the final day of autumn semester classes:

* Office of Academic Affairs [dossier outline](https://faculty.osu.edu/sites/default/files/documents/Core-Dossier-Outline-Instruction.pdf) (*required for probationary faculty*) or updated documentation of performance and accomplishments (*non-probationary faculty*)
* updated CV, which will be made available to all faculty in an accessible place (*all faculty*)

Other documentation for the annual performance and merit review will be the same as that for consideration for promotion and/or tenure. That documentation is described in Section VI of this document.

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.

# B [Probationary Tenure-track Faculty on the Columbus Campus](#_B_Probationary_tenure-track_1)

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

*Also describe the role of any other faculty involved in the review.*

If the TIU head recommends renewal of the appointment, this recommendation is final. The TIU head’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 TIU head’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 provided).

If the TIU head recommends nonrenewal, the Fourth-Year Review process (per Faculty Rule [3335-6-03](https://trustees.osu.edu/bylaws-and-rules/3335-6)) is invoked. Following completion of the comments process, the complete dossier is forwarded to the college for review and the dean makes the final decision on renewal or nonrenewal of the probationary appointment.

# 1 [Fourth-Year Review](#_1_Fourth-Year_Review_1)

During the fourth year of the probationary period the annual review follows the same procedures as the mandatory tenure review, with the exceptions that external evaluations are optional and the dean (not the TIU head) makes the final decision regarding renewal or nonrenewal of the probationary appointment.

External evaluations are solicited only when either the TIU head 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 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 TIU head, who 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 TIU review, the formal comments process (per Faculty Rule [3335-6-04](https://trustees.osu.edu/bylaws-and-rules/3335-6)) is followed and the case is forwarded to the college for review, regardless of whether the TIU head recommends renewal or nonrenewal.

If either the TIU head or the dean recommends nonrenewal of a faculty member’s probationary contract, the case will be referred to the college’s Promotion and Tenure Committee, which will review the case, vote and make a recommendation to the dean. The dean makes the final decision regarding renewal or nonrenewal of the probationary appointment.

# 2 [Extension of the Tenure Clock](#_2_Extension_of_1)

[Faculty Rule](http://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html) [3335-6-03 (D)](http://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html) sets forth the conditions under which a probationary tenure-track faculty member may extend the probationary period. [Faculty Rule 3335-6-03 (E)](http://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html) does likewise for reducing the probationary period. A faculty member remains on duty regardless of extensions or reductions to the probationary period, and annual reviews are conducted in every probationary year regardless of time extended or reduced. Approved extensions or reductions do not limit the TIU’s right to recommend nonrenewal of an appointment during an annual review.

# C [Tenured Faculty on the Columbus Campus](#_C_Tenured_faculty_1)

Associate professors are reviewed annually by the TIU head or designee, who conducts an independent assessment; may meet with the faculty member to discuss his/her/their performance and future plans and goals; and prepares a written evaluation on these topics. The faculty member may provide written comments on the review.

Professors are reviewed annually by the TIU head or designee, who may meet with the faculty member to discuss his/her/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 TIU, 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 TIU, the 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.

If a professor has an administrative role, the impact of that role and other assignments will be considered in the annual review.

The TIU head or designee prepares a written evaluation of performance against these expectations. The faculty member may provide written comments on the review.

## D [Clinical/Teaching/Professional Practice Faculty on the Columbus Campus](#_D_Clinical/teaching/professional_pr_1)

The annual performance and merit review process for clinical/teaching/professional practice probationary and nonprobationary faculty is identical to that for tenure-track probationary and tenured faculty respectively, except that non-probationary clinical/teaching/professional practice faculty may participate in the review of clinical/teaching/professional practice faculty of lower rank.

In the penultimate contract year of a clinical/teaching/professional practice faculty member's appointment, the TIU head must determine whether the position held by the faculty member will continue. If the position will not continue, the faculty member is informed that the final contract year will be a terminal year of employment. The standards of notice set forth in Faculty Rule [3335-6-08](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html) must be observed.

*The TIU may determine the process for reappointment according to the procedures set forth in the* [*Faculty Annual Review and Reappointment Policy, III, A-G*](https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf)*.*

There is no presumption of renewal of appointment.

## E [Research Faculty on the Columbus Campus](#_E_Research_faculty_1)

The annual performance and merit review process for research probationary and nonprobationary faculty is identical to that for tenure-track probationary and tenured faculty, respectively, except that non-probationary research faculty may participate in the review of research faculty of lower rank.

In the penultimate contract year of a research faculty member's appointment, the TIU head must determine whether the position held by the faculty member will continue. If it will not continue, the faculty member is informed that the final contract year will be a terminal year of employment. The standards of notice set forth in Faculty Rule [3335-6-08](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html) must be observed.

*The TIU may determine the process for reappointment according to the procedures set forth in the* [*Faculty Annual Review and Reappointment Policy, III, A-G*](https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf)*.*

There is no presumption of renewal of appointment.

# F [Associated Faculty on the Columbus Campus](#_F_Associated_faculty_1)

Compensated associated faculty members in their initial appointment must be reviewed before reappointment. The TIU head, or designee, prepares a written evaluation and meets with the faculty member to discuss his/her/their performance, future plans, and goals.

The TIU head’s decision on renewal of the appointment is final. *[If the TIU head’s decision follows a vote of the eligible faculty, that should be stated.]* If the decision is to renew, the TIU head may extend a multiple year appointment.

Compensated associated faculty members on a multiple year appointment are reviewed annually by the TIU head, or designee, who prepares a written evaluation and meets with the faculty member to discuss his/her/their performance, future plans, and goals. No later than October 15 of the final year of the appointment, the TIU head will decide whether or not to reappoint. *[If the TIU head’s decision follows a vote of the eligible faculty, that should be stated.]* The TIU head’s decision on reappointment is final.

## G [Regional Campus Faculty](#_G_Regional_campus)

Regional campus tenure-track faculty are reviewed according to the process established on that campus, with the review focusing on teaching and service. Following the review by the regional campus, the regional campus dean meets with the TIU head for each regional campus faculty member for evaluation of the faculty member’s research and creative activity during the review period. The regional campus dean provides an annual performance and merit review letter. In the event of divergence in performance assessment between the regional campus and the TIU, the TIU head discusses the matter with the regional campus dean in an effort to clarify and reconcile the divergence, so that the faculty member receives consistent assessment and advice. For probationary tenure-track faculty, in the event that the regional campus dean recommends renewal and the TIU head recommends nonrenewal, the case shall be reviewed by the college dean or their designee, with the college dean’s or their designee’s judgment prevailing.

Regional campus clinical/teaching/professional practice faculty are reviewed according to the process established on that campus, with the review focusing on teaching and service. The regional campus dean will provide the TIU head a copy of a clinical/teaching/professional practice faculty member’s annual performance and merit review letter.

The annual performance and merit review of regional campus research faculty takes place on the Columbus campus and follows the same procedures as those described above for Columbus campus research faculty. Following the review, the TIU head will consult with the regional campus dean. The TIU head will provide the regional campus dean a copy of the faculty member’s annual performance and merit review letter.

Regional campus associated faculty are reviewed according to the process established on that campus, with the review focusing on teaching and service, as applicable.

# H [Salary Recommendations](#_H_Salary_recommendations)

The TIU head makes annual salary recommendations to the dean, who may modify them. The recommendations are based on the current annual performance and merit review as well as on the performance and merit reviews of the preceding 24 months.

In formulating recommendations, the TIU head consults with the TIU Executive Committee *[insert the appropriate advisory body]*. The TIU head should proactively engage in an annual equity audit of faculty salaries to ensure that they are commensurate both within the TIU and across the field or fields represented in the TIU. Salary increases should be based upon these considerations.

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

Faculty who fail to submit the required documentation (see Section V-A above) 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.

# VI [Promotion and Tenure and Promotion Reviews](#_VI_Promotion_and_1)

Faculty Rule [3335-6-02](https://trustees.osu.edu/bylaws-and-rules/3335-6) 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.*

# A [Criteria and Evidence that Support Promotion](#_A_Criteria_and_1)

Although institutional citizenship and collegiality are expected, they cannot be used as an independent criterion for promotion or tenure. The TIU recognizes, however, that these positive attributes define the ability of a faculty member to contribute effectively to exemplary teaching, scholarship, and service.

A commitment to these values and principles is demonstrated, for example, by participation in faculty governance and community outreach; activities related to the University’s [Shared Values](https://www.osu.edu/shared-values); adherence to principles of the responsible conduct of research; constructive conduct and ethical behavior during the discharge of responsibilities and authority; and the exercise of rights and privileges consistent with the [American Association of University Professors' Statement on Professional Ethics](http://www.aaup.org/AAUP/pubsres/policydocs/contents/statementonprofessionalethics.htm).

This TIU is committed to assessing the practice of these values and principles as part of all performance evaluations. Except when the university dictates any type of across-the-board salary increase, all funds for annual salary increases will be directed toward rewarding meritorious performance and the active promotion of an enriching working and learning environment through collegiality, civility, and openness to diverse ideas and opinions.

# 1 [Promotion to Associate Professor with Tenure](#_1_Promotion_to_1)

Faculty Rule [3335-6-02](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html) 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 an acknowledgement of excellence and future potential for preeminence. It is therefore essential to evaluate and judge the probability that faculty, once tenured, will continue to develop professionally and contribute to the TIU’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. For example, if a candidate's primary teaching role is and will continue to be undergraduate teaching, then excellence in undergraduate teaching is required. A mediocre performance in this area would not be adequately counterbalanced by excellent performance in another aspect of teaching that is a significantly smaller part of the individual's responsibilities.

The content below is not meant to be exhaustive or applicable to all disciplines but is provided to demonstrate the types of criteria and evidence that may support promotion to associate professor with tenure.

*In this section,* *a TIU should list the criteria and evidence it has identified as supporting promotion to associate professor with tenure. This information may be presented in chart form using the models that follow, or in any other format that* *clearly sets forth, on the one hand, a TIU’s criteria for promotion with tenure and, on the other, the evidence showing that the criteria have been met. In all cases, the criteria and evidence should be clear and rigorous, as befits The Ohio State University.*

|  |  |
| --- | --- |
| **TEACHING** | |
| **Criteria** | **Types of Evidence Demonstrating Impact and Showing Criteria Have Been Met** |
| Candidates must have *[select or write criteria for TIU]*: | Candidates may be asked to submit *[select or develop evidence appropriate to the TIU’s criteria]*: |
| Developed new and effective instructional techniques and materials appropriate for the objectives and level of the course | * Changes to or development of syllabi, examinations, laboratory exercises, case studies, field trip agenda, problem sets, computer software demonstrate up-to-date thought on subject content * Summary of class comments demonstrate instructional content up-to-date * Experts in field evaluate and determine syllabi, class evaluation items and class materials up-to-date and appropriate for topic and audience * External faculty expert reviews course materials (syllabus, assignments, examinations, sample class information) and evaluates meeting contemporary expectations for topic * Attended continuing education on topic or focus area and adopted new materials in class * Completed Foundations, Impact Teaching through the Drake Institute for Teaching and Learning * Completed Teaching at Ohio State through the Drake Institute for Teaching and Learning * Awarding of “Endorsement” from Drake Institute of Teaching and Learning |
| Demonstrated continuing growth in subject matter knowledge |
| *Further examples of criteria and types of evidence that demonstrate impact are in Appendix A. Each TIU should select or develop criteria and relevant evidence that criteria have been met.* | |

|  |  |
| --- | --- |
| **SCHOLARSHIP/CREATIVE WORKS/RESEARCH** | |
| **Criteria** | **Types of Evidence Demonstrating Impact and Showing Criteria Have Been Met** |
| Candidates must have *[select or write criteria for TIU]*: | Candidates may be asked to submit *[select or develop evidence appropriate to the TIU’s criteria]*: |
| Demonstrated thematically focused research/scholarship/creative outcomes that contributes to knowledge in area of expertise and relationship to his/her/their scholarly agenda, unit mission, and societal needs | * A body of work in peer reviewed journals, or other journals consistent with the standards of the appropriate unit, and/or conferences of high quality that clearly demonstrates creation of an independent research/scholarship/creative program over time, and contributes substantively to knowledge/outcomes in the area of focus. Publications demonstrate research/scholarship/creative focus. * Complete publication record including archival journal papers, conference papers and posters (both refereed and otherwise), monographs, books, book chapters, textbooks based on scholarship, magazine articles and on-line publications, patents and invention disclosures. * Sustained grants and contracts, when appropriate for the field, including foundations, federal agencies, major industry, or private sector – may be as Primary Investigator or Co-Investigator with documented focused contribution on multiple grants or projects * White papers that can be shown to have influenced policy or practice * Creative works pertinent to the candidate’s professional focus including artwork, choreography, collections, compositions, curated exhibits, moving images, multimedia, performances, radio, recitals, recordings, television, and websites * Research awards (internal and external) * Keynote presentations at international conferences * Invited talks at symposia, conferences, other field specific venues that demonstrate the recognition of the thought leadership of the candidate. |
| *Further examples of criteria and types of evidence that demonstrate impact are in Appendix A. Each TIU should select or develop criteria and relevant evidence that criteria have been met.* | |

|  |  |
| --- | --- |
| **SERVICE** | |
| **Criteria** | **Types of Evidence Demonstrating Impact and Showing Criteria Have Been Met** |
| Candidates must have *[select or write criteria for TIU]*: | Candidates may be asked to submit *[select or develop evidence appropriate to the TIU’s criteria]*: |
| Demonstrated excellence in service to the TIU | * Contributions and quality indicators of the outcomes of the contributions * Recognition (awards and prizes) for service to TIU * Annual evaluations document excellent service to TIU |
| Demonstrated high quality administration to the university at any level | * Contributions and quality indicators of the outcomes of the contributions including positive change |
| Demonstrated community-engagement | * Activities / quality indicators within the Community Setting * Unique service to disadvantaged communities. |
| *Further examples of criteria and types of evidence that demonstrate impact are in Appendix A. Each TIU should select or develop criteria and relevant evidence that criteria have been met.* | |

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

# 2 [Promotion to Associate Professor in Advance of Tenure](#_2_Promotion_to_1) *[for clinical departments within the College of Medicine only]*

Faculty members with significant clinical responsibilities with an eleven-year probationary period who fully meet the teaching and service requirements for promotion to associate professor with tenure, but not all of the research requirements, may petition for promotion to associate professor in advance of tenure.

*Spell out minimum scholarship requirements for promotion to associate professor without tenure.*

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

# 3 [Promotion to Professor](#_3_Promotion_to_1)

Faculty Rule [3335-6-02](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html) establishes the following general criteria for promotion to the rank of professor:

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

The specific criteria in teaching, scholarship, and service for promotion to professor are similar to those for promotion to associate professor with tenure *[see charts in Section VI.A.1]*, with the added expectation of sustained accomplishment and quality of contributions, a record of continuing professional growth, and evidence of established national or international reputation in the field.

*Units should also add additional specific criteria about work applicable especially to senior faculty, e.g. doctoral-level advising, university and professional service,*

*and appropriate levels of leadership.*

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

In addition, as further specified by Faculty Rule [3335-6-02](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html), assessment is in relation to specific assigned responsibilities with reasonable flexibility being exercised in order to balance, where the case requires, heavier responsibilities and commitment in one area against lighter ones in another. Promotion should reflect the reality that (a) not all faculty members have the same distribution of assignments (b) not all faculty members will be able to contribute excellence equally in all evaluation dimensions; and (c) there is a multi-faceted institutional responsibility that must be achieved by the skills of the faculty collectively. Promotion to professor should be awarded not only to those faculty who have demonstrated impact in their scholarship of research and creative inquiry, teaching and learning, and service, but also to those who have exhibited excellence in leadership to make visible and demonstrable impact upon the mission of the TIU, college, and university.

# 4 [Clinical/Teaching/Professional Practice Faculty](#_4_Clinical/teaching/professional_pr_1)

**Promotion to Assistant Clinical/Teaching Professor or Professional Practice Assistant Professor.** For promotion to assistant clinical/teaching professor or professional practice assistant professor, a faculty member must complete his/her/their doctoral degree and meet the required licensure/certification in his/her/their specialty and be performing satisfactorily in teaching, professional practice, and service. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

**Promotion to Associate Clinical/Teaching Professor or Professional Practice Associate Professor.** For promotion to associate clinical/teaching professor or professional practice associate professor, a faculty member must show convincing evidence of excellence as a teacher and a provider of effective service; as appropriate, must have a documented high level of competence in professional practice; and must display the potential for continuing a program of high-quality teaching and service relevant to the mission of this TIU. Specific criteria in teaching and service for promotion to associate clinical/teaching professor and to professional practice associate professor are similar to those for promotion to associate professor with tenure. *[If scholarship activity is required, this must be noted.]* Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

**Promotion to Clinical/Teaching Professor or Professional Practice Professor.** For promotion to clinical/teaching professor or professional practice professor, a faculty member must have a record of continuing professional growth and increasing quality of contributions, including a sustained record of excellence in teaching and professional practice; leadership in service to this TIU and to the profession; and production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

*See also Appendix A for examples of criteria and types of evidence that demonstrate impact.*

# 5 [Research Faculty](#_5_Research_faculty_1)

**Promotion to Research Associate Professor.** For promotion to research associate professor, a faculty member must have a substantial record of high-quality focused research consistent with an appointment devoted solely to research. Publications must appear in high-quality peer-reviewed venues and be judged by external evaluators as having substantial positive impact on the field. A record of continuous peer reviewed extramural and/or commercial funding is required along with evidence of a growing national reputation. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

**Promotion to Research Professor.** For promotion to research professor, a faculty member must have a national or international reputation built on an extensive body of high-quality publications and with demonstrated impact on the field. A record of continuous peer-reviewed extramural and/or commercial funding is required, along with demonstrated research productivity as a result of such funding. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

*See also Appendix A for examples of criteria and types of evidence that demonstrate impact.*

## 6 [Associated Faculty](#_6_Associated_faculty_3)

**Promotion to Adjunct Associate Professor and Adjunct Professor.** The relevant criteria for the promotion of adjunct faculty members shall be the same as those for the promotion of tenure-track, clinical/teaching/professional practice, or research faculty, as appropriate to the appointment, above.

**Promotion to Associate Professor and Professor with FTE below 50%.** The relevant criteria for the promotion of associated faculty members with tenure-track titles are those for the promotion of tenure-track faculty above.

**Promotion to Clinical Associate Professor of Practice and Clinical Professor of Practice** *[health sciences only]*. The relevant criteria for the promotion of associated clinical practice faculty members shall be the same as those for the promotion of clinical faculty above.

**Promotion to Senior Lecturer**. Lecturers may be promoted to senior lecturer if they meet the criteria for appointment at that rank as described in Section IV.A.4.

**Promotion of Visiting Faculty.** Visiting faculty members are not eligible for promotion.

# 7 [Regional Campus Faculty](#_7_Regional_campus_1)

The primary function of the regional campuses is to provide high-quality undergraduate instruction and to serve the academic needs of their communities. With this consideration in mind, in evaluating regional campus tenure-track faculty for promotion and tenure or promotion, the TIU will give greater emphasis to the quality of teaching and service relative to scholarship. Recognizing that the character and quantity of scholarship by regional campus faculty may differ from that of Columbus campus faculty, due to the weight of other responsibilities and lack of access to comparable resources, the TIU nevertheless expects regional campus tenure-track faculty to establish a program of high-quality scholarly activity.

In evaluating regional campus clinical/teaching/professional practice faculty and research faculty for promotion, the TIU will use the same criteria as described above for the promotion of faculty in each of these categories. Regional campus associated faculty are reviewed by the regional campus faculty according to the process established on that campus and then by the regional campus dean. The decision of the regional campus dean is final.

# B [Procedures](#_B_Procedures_3)

The TIU’s procedures for promotion and tenure and promotion reviews are fully consistent with those set forth in Faculty Rule [3335-6-04](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html) and the Office Academic Affairs annually updated procedural guidelines for promotion and tenure reviews found in Chapter 3 of the [*Policies and Procedures Handbook*](https://oaa.osu.edu/policies-and-procedures-handbook).

# 1 [Tenure-Track, Clinical/Teaching/Professional Practice, and Research Faculty on the Columbus Campus](#_1_Tenure-track,_clinical/teaching/p_1)

# a [Candidate Responsibilities](#_a_Candidate_responsibilities_1)

Candidates for promotion and tenure or promotion are responsible for submitting a complete, accurate dossier and providing a copy of the APT document under which they wish to be reviewed, if other than the TIU’s current document. If external evaluations are required, candidates are responsible for reviewing the list of potential external evaluators compiled for their case according to TIU guidelines. Each of these elements is described in detail below.

# Dossier

Every candidate must submit a complete and accurate dossier that follows the Office of Academic Affairs [dossier outline](https://faculty.osu.edu/sites/default/files/documents/Core-Dossier-Outline-Instruction.pdf). Candidates should not sign the Office of Academic Affairs [Candidate Checklist](https://oaa.osu.edu/sites/default/files/uploads/forms/Form-105-fillable.pdf) 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.

While the Promotion and Tenure Committee *[or eligible faculty]* 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 him/her/them.

The time period for teaching documentation to be included in the dossier for probationary faculty is the start date to present. For tenured or nonprobationary faculty it is the date of last promotion, reappointment, or the last five years, whichever is more recent, to present. The eligible faculty may allow a candidate to include information prior to the date of last promotion or reappointment if it believes such information would be relevant to the review. Any such material should be clearly indicated.

For scholarship documentation, a full history of publications and creative work should be included, as this information provides context to the more recent and relevant research record and/or demonstrates scholarly independence. Information about scholarship produced prior to the start date (for probationary faculty) or date of last promotion or reappointment may be provided. Any such material should be clearly indicated. However, it is the scholarship performance since the start date or date of last promotion that is to be the focus of the evaluating parties.

The time period for service documentation to be included in the dossier for probationary faculty is the start date to present. For tenured or nonprobationary faculty it is the date of last promotion, reappointment, or the last five years, whichever is more recent, to present. The eligible faculty may allow a candidate to include information prior to the date of last promotion or reappointment if it believes such information would be relevant to the review. Any such material should be clearly indicated.

*TIUs will require unit-appropriate documentation, which should be detailed here. It is the responsibility of the TIU to evaluate and verify the documentation submitted.*

The complete dossier is forwarded when the review moves beyond the TIU. The documentation of teaching is forwarded along with the dossier. The documentation of scholarship and service is for use during the TIU review only, unless reviewers at the college and university levels specifically request it.

* **Appointments, Promotion, and Tenure (APT) Document**

Candidates must indicate the APT document under which they wish to be reviewed. A candidate may be reviewed using the TIU’s current APT document, or they may elect to be reviewed under either (a) the APT document that was in effect on their start date, or (b) the APT document that was in effect on the date of their last promotion (or last reappointment in the case of clinical/teaching/professional practice and research faculty), whichever of these two latter documents is the more recent. However, for tenure-track faculty the current APT document must be used if the letter of offer or last promotion, whichever is more recent, was more than 10 years before April 1 of the review year.

If a candidate wishes to be reviewed under an APT other than the current approved version available [here](https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure), a copy of the APT document under which the candidate has elected to be reviewed must be submitted when the dossier is submitted to the TIU.

* **External Evaluations** (see also External Evaluations below)

If external evaluations are required, candidates are responsible for reviewing the list of potential external evaluators developed according to TIU guidelines. 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. The TIU head decides whether removal is justified.

# b [Promotion and Tenure Committee Responsibilities](#_b_Promotion_and_3) *[or the eligible faculty, if the TIU does not delegate these responsibilities to a Promotion and Tenure Committee; see also Eligible Faculty Responsibilities below]*

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

* To review this APT document annually and to recommend proposed revisions to the faculty.
* To consider annually, in spring semester, requests from faculty members seeking a non-mandatory review in the following academic year and to decide whether it is appropriate for such a review to take place. Only professors on the committee may consider promotion review requests to the rank of professor. A two-thirds majority of those eligible to vote on a request must vote affirmatively for the review to proceed.
  + The committee bases its decision on assessment of the record as presented in the faculty member's CV and on a determination of the availability of all required documentation for a full review (student and peer evaluations of teaching). Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.
  + A tenured faculty member may be denied a formal promotion review under Faculty Rule [3335-6-04](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html)A(3) only once. Faculty Rules [3335-7-08](https://trustees.osu.edu/rules/university-rules/chapter-3335-7-rules-of-the-university-faculty-concerning-clinical-faculty-appointment-reappointment-and-nonreappointment-and-promotion.html) and [3335-7-36](https://trustees.osu.edu/rules/university-rules/chapter-3335-7-rules-of-the-university-faculty-concerning-clinical-faculty-appointment-reappointment-and-nonreappointment-and-promotion.html) make the same provision for non-probationary clinical/teaching/professional practice and research faculty, respectively. 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.
  + A decision by the committee to permit a review to take place in no way commits the eligible faculty, the TIU head, or any other party to the review to making a positive recommendation during the review itself.
* Annually, in late spring through early autumn semester, to provide administrative support for the promotion and tenure review process as described below.
  + **Late Spring:** Select from among its members a Procedures Oversight Designee who will serve in this role for the following year. The Procedures Oversight Designee cannot be the same individual who chairs the committee. The Procedures Oversight Designee's responsibilities are described in the Office of Academic Affairs [annual procedural guidelines](https://oaa.osu.edu/sites/default/files/links_files/PODDuties.pdf).
  + **Late Spring**: Suggest names of external evaluators to the TIU head. The external evaluators will be drawn predominantly from the lists of peer and aspirational peer programs (see Section VI.B.4 below). Justification will be provided in cases when a suggested evaluator is from a program not included on these lists.
  + **Early Autumn:** Review candidates' dossiers for completeness, accuracy (including citations), and consistency with Office of Academic Affairs requirements; and work with candidates to assure that needed revisions are made in the dossier before the formal review process begins.
  + Meet with each candidate for clarification as necessary and provide the candidate an opportunity to comment on his/her/their dossier. This meeting is not an occasion to debate the candidate's record.
  + Draft an analysis of the candidate's performance in teaching, scholarship and service to provide to the full eligible faculty with the dossier; and seek to clarify any inconsistent evidence in the case, where possible.
  + Consider the interdisciplinary work of a candidate across multiple units as part of the whole work, especially if the candidate has a joint appointment in another unit or is a member of a Discovery Theme.
  + Revise the draft analysis of each case following the meeting of the full eligible faculty, 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 TIU head.
  + 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 TIU head in the case of joint appointees from another tenure-initiating unit. The full eligible faculty does not vote on these cases since the TIU’s recommendation must be provided to the other tenure-initiating unit substantially earlier than the committee begins meeting on this TIU’s cases.

# c [Eligible Faculty Committee Responsibilities](#_c_Eligible_faculty_1)

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

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

# d [TIU Head Responsibilities](#_d_TIU_head_1)

The responsibilities of the TIU head are as follows:

* To determine whether a candidate is authorized to work in the United States and whether a candidate now, or in the future, will require sponsorship for an employment visa or immigration status. *[The TIU must ensure that such questions are asked of all candidates in a non-discriminatory manner.]* For tenure-track assistant professors, TIU heads are to confirm that candidates are eligible to work in the U.S. Candidates who are not U.S. citizens or nationals, permanent residents, asylees, or refugees will be required to sign an [MOU](https://oaa.osu.edu/sites/default/files/links_files/MOU-Faculty-Temporary-Immigration-Status.pdf) at the time of promotion with tenure.
* **Late Spring Semester**: To solicit external evaluations from a list including names suggested by the Promotion and Tenure Committee, the TIU head, and the candidate. (Also see External Evaluations below.)
* To review faculty with budgeted joint appointments whose primary appointment is in this TIU. The TIU head will seek a letter of evaluation from the TIU head of the joint appointment unit. The input should be in the form of a narrative commenting on faculty duties, responsibilities, and workload; on any additional assignments; and on impact of the work of the individual in the field of the joint unit.
* To make each candidate's dossier available in an accessible place for review by the eligible faculty at least two weeks before the meeting at which specific cases are to be discussed and voted.
* To charge each member of the Eligible Faculty Committee to conduct reviews free of bias and based on criteria.
* To remove any member of the eligible faculty from the review of a candidate when the member has a conflict of interest but does not voluntarily withdraw from the review.
* To attend the meetings of the eligible faculty at which promotion and tenure matters are discussed and respond to questions raised during the meeting. At the request of the eligible faculty, the TIU head will leave the meeting to allow open discussion among the eligible faculty members.
* **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 TIU review process:
  + of the recommendations by the eligible faculty and TIU head;
  + of the availability for review of the written evaluations by the eligible faculty and TIU head; and
  + of the opportunity to submit written comments on the above material, within ten calendar days from receipt of the letter from the TIU head, for inclusion in the dossier. The letter is accompanied by a form that the candidate returns to the TIU head, indicating whether or not he/she/they will 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.
* To receive the Promotion and Tenure Committee’s *[or eligible faculty’s]* written evaluation and recommendation of candidates who are joint appointees from other tenure-initiating units, and to forward this material, along with the TIU head’s independent written evaluation and recommendation, to the head of the other tenure-initiating unit by the date requested.

# 2 [Procedures for Associated Faculty on the Columbus Campus](#_2_Procedures_for_1)

Adjunct faculty, associated faculty with tenure-track titles, and associated clinical faculty *[health* *sciences only]* for whom promotion is a possibility follow the promotion guidelines and procedures detailed in Section VI.B above, with the exception thatthe review does not proceed to the college level if the TIU head’s recommendation is negative (a negative recommendation by the TIU head is final in such cases).

# 3 [Procedures for Regional Campus Faculty](#_3_Procedures_for_1)

The responsibilities of regional campus candidates are the same as those of a Columbus campus candidate as described above.

Regional campus tenure-track faculty are first reviewed by the regional campus faculty according to the process established on that campus and then by the regional campus dean. The regional campus review focuses on teaching and service. The regional campus dean forwards the written evaluation and recommendation of the regional campus review to the TIU head, from which point the review follows the procedures described for the Columbus campus faculty. A request to promote requires agreement by the dean and the TIU head.

Regional campus clinical/teaching/professional practice faculty are reviewed by the regional campus faculty according to the process established on that campus and then by the regional campus dean. Following the review, the regional campus dean consults with the faculty member’s TIU head. A request to promote follows the same procedures as tenure-track faculty except that external letters are not needed unless scholarship is a component of the assigned role.

The review of regional campus research faculty takes place on the Columbus campus and follows the same procedures as those described above for Columbus campus research faculty. Following the review, the TIU head will consult with the regional campus dean. A request to promote requires agreement by the regional campus dean and the TIU head.

Associated faculty are reviewed by the regional campus faculty according to the process established on that campus and then by the regional campus dean. The decision of the regional campus dean is final.

# 4 [External Evaluations](#_4_External_evaluations_1)

This TIU will seek external evaluations predominately from evaluators in the following programs:

*[units* *should* *list* *five to ten peer programs as well as five to ten aspirational peer programs that the TIU emulates or aspires to emulate in performance and reputation]*

Justification will be provided in each case when a suggested evaluator is from a program not included on these lists.

External evaluations of scholarly activity and research are obtained for all promotion reviews in which scholarship must be assessed. These include all tenure-track faculty promotion and tenure or promotion reviews and all research faculty promotion reviews. External evaluations of scholarly activity and research are not obtained for clinical/teaching/ professional practice or associated faculty unless the faculty member has been involved in a significant amount of scholarship. The decision to seek external evaluations for a clinical/teaching/professional practice or associated faculty member will be made by the TIU head after consulting with the candidate and the chair of the Promotion and Tenure Committee *[or eligible faculty]*.

A conflict of interest for external reviewers exists if the reviewer is or has been to the candidate: a) a thesis, dissertation, or postdoctoral advisee/advisor; b) a research collaborator, which includes someone who has been a coauthor on a publication within the past 3 years, including pending publications and submissions; c) a collaborator on a project within the past 3 years, including current and planned collaborations; d) in a consulting/financial arrangement with the candidate within the past 3 years, including receiving compensation of any type (e.g., money, goods, or services); e) a relative or close personal friend; or f) in any relationship, personal or professional, that could reduce the reviewer’s objectivity. Also excluded are reviewers from the same institution, or those who had previous employment in the same institution within the past 12 months, or those who are being considered for employment at that institution.

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

* Is written by a person highly qualified to judge the candidate's scholarship (or other performance, if relevant) who is not a close personal friend, former academic advisor or post-doctoral mentor of the candidate, or someone who has collaborated extensively with the candidate or is currently collaborating with the candidate (see description of conflict of interest for external reviewers just above). Qualifications are generally judged on the basis of the evaluator's expertise, record of accomplishments, and institutional affiliation. This TIU will solicit evaluations only from professors with institutional affiliations predominately in the programs listed above. In the case of an assistant professor seeking promotion to associate professor with tenure, a minority of the evaluations may come from associate professors.
* Provides sufficient analysis of the candidate's performance to add information to the review. A letter's usefulness is defined as the extent to which the letter is analytical as opposed to perfunctory. Under no circumstances will “usefulness” be defined by the perspective taken by an evaluator on the merits of the case.

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

As described above, a list of potential evaluators is assembled by the Promotion and Tenure Committee *[or eligible faculty]*, the TIU head, 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](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html) requires that no more than half the external evaluation letters in the dossier be written by persons suggested by the candidate. In the event that the person(s) suggested by the candidate do not agree to write, neither the Office of Academic Affairs nor this TIU requires that the dossier contain letters from evaluators suggested by the candidate.

The TIU follows the Office of Academic Affairs suggested format for letters requesting external evaluations. A sample letter for tenure-track and research faculty can be found [here](https://oaa.osu.edu/assets/files/documents/Letter201.pdf). A sample letter for clinical/teaching/professional practice faculty can be found [here](https://oaa.osu.edu/sites/default/files/uploads/handbooks/policies-and-procedures/samples/letters/Letter203.docx).

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

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

# VII [Promotion and Tenure and Reappointment Appeals](#_VII_Promotion_and_1)

Faculty members who believe they have been evaluated improperly for tenure, promotion, or reappointment may appeal a negative decision to the University Senate Committee on Academic Freedom and Responsibility.

Performance that is adequate for annual reappointment may not be adequate for the granting of promotion or tenure with promotion for faculty on the tenure track or, in the case of clinical/teaching/professional practice or research faculty, for securing a reappointment.

Faculty Rule [3335-6-05](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html) sets forth general criteria for appeals of negative promotion and tenure decisions.

Appeals alleging improper evaluation are described in Faculty Rule [3335-5-05](https://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html).

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](#_VIII_Seventh-year_reviews_1)

Faculty Rule [3335-6-05](https://trustees.osu.edu/rules/university-rules/chapter-3335-6-rules-of-the-university-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html) 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](#_IX_Procedures_for_1)

# A [Student Evaluation of Teaching](#_A_Student_evaluation_1)

Use of the Student Evaluation of Instruction (SEI) is required in every course offered in this TIU. *[Units using other evaluation tools instead of the SEI should describe them here.]* Faculty members should choose a day late in the semester when attendance is likely to be high if students will be asked 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.

*Include language on additional discursive evaluative instruments and processes for collecting them if the TIU requires or recommends them.*

# B [Peer Evaluation of Teaching](#_B_Peer_evaluation_1)

The TIU head oversees the TIU's peer evaluation of teaching process.

Annually the TIU head appoints a Peer Review of Teaching Committee of a size judged sufficient to meet the volume of peer review activity expected that year, without overburdening any of the members. The term of service is one year, with reappointment possible. Although there is no presumption that a peer reviewer must be of equal or higher rank than the faculty member being reviewed, such a model will be followed to the extent possible.

*The numbers below are illustrative only. University policy (OAA* [*Policies and Procedures Handbook*](https://oaa.osu.edu/policies-and-procedures-handbook) *Chapter 2, Section 1.4.4.1.1) requires that a minimum of two peer reviews be conducted* *at each promotion and reappointment. TIUs should ensure that the numbers in unit APT documents are in accordance with college or campus guidelines or have been approved as an exception to them.*

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

* to review the teaching of probationary tenure-track, clinical/teaching/professional practice, and associated faculty at least once per year with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned.
* to review the teaching of tenured associate professors and nonprobationary assistant clinical/teaching professors, nonprobationary associate clinical/teaching professors, nonprobationary professional practice assistant professors, and nonprobationary professional practice associate professors at least once every other year, with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned over a six year period and of having at least four peer reviews of teaching before the commencement of a promotion review.
* to review the teaching of tenured professors and nonprobationary clinical/teaching professors and nonprobationary professional practice 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 during the year of the review.
* to review, upon the TIU head’s request, the teaching of any faculty member not currently scheduled for review. Such reviews are normally triggered by low or declining student evaluations or other evidence of the need for providing assistance in improving teaching.
* to review the teaching of a faculty member not currently scheduled for review, upon that individual's request, to the extent that time permits. Reviews conducted at the request of the faculty member are considered formative only. The TIU head 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 [Michael V. Drake Institute for Teaching and Learning](https://drakeinstitute.osu.edu/).

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

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

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

*The suggested process above could be supplemented by TIU guidelines for peer reviewers. Such guidelines should distinguish between formative reviews (provided as feedback to the faculty instructor) and evaluative reviews (used in promotion reviews and performance reviews**). For additional information on the peer review process, contact the* [*Michael V. Drake Institute for Teaching and Learning*](https://drakeinstitute.osu.edu/) *and the* [*Office of Distance Education and eLearning*](https://odee.osu.edu/)*.*

**APPENDIX A – SAMPLE CRITERIA AND EXAMPLES OF EVIDENCE**

**FOR PROMOTION AND TENURE**

***DO NOT INCLUDE THIS TABLE – EXAMPLES ONLY***

The Office of Academic Affairs recognizes that promotion and tenure criteria must be specific to the college and tenure initiating unit. Below are **examples** of criteria for a unit. Also below are **examples of evidence** that may demonstrate outcomes indicating that expectations have been met. These are meant to assist units in writing their APT documents.

The Office of Academic Affairs recognizes that evidence of excellence may vary by individual due to his/her/their assigned work. The evidence of excellence should thus be based upon an individual’s assigned work and reflected in the candidate’s self-assessment and statement of plans and goals. A summary of the candidate’s portfolio on teaching, including evidence of formative evaluation, is recommended as a helpful tool to reviewers.

Building a dossier demonstrating that a candidate meets the criteria for promotion and/or tenure is the responsibility of the candidate.

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| **TEACHING** | |
| **Criteria** | **Types of Evidence Demonstrating Impact and Showing Criteria Have Been Met** |
| Developed new and effective instructional techniques and materials appropriate for the objectives and level of the course | * Changes to or development of syllabi, examinations, laboratory exercises, case studies, field trip agenda, problem sets, computer software demonstrate up-to-date thought on subject content * Summary of class comments demonstrate instructional content up-to-date * Experts in field evaluate and determine syllabi, class evaluation items and class materials up-to-date and appropriate for topic and audience * External faculty expert reviews course materials (syllabus, assignments, examinations, sample class information) and evaluates meeting contemporary expectations for topic * Attended continuing education on topic or focus area and adopted new materials in class * Completed Foundations, Impact Teaching through the Drake Institute for Teaching and Learning * Completed Teaching at Ohio State through the Drake Institute for Teaching and Learning * Awarding of “Endorsement” from the Drake Institute for Teaching and Learning |
| Demonstrated continuing growth in subject matter knowledge |
| Demonstrated the ability to organize and present class material effectively with logic, conviction, and enthusiasm | Cumulative SEI reports or other teaching evaluations such as trainee evaluations, Med-Star, or TIU/college specific evaluation forms for every class   * SEI items 1, 3, 5, 6, 8, 9 scores equal or greater than average for TIU or college or goal score determined by TIU, i.e. greater than 4.0 * SEI items 1, 3, 5, 6, 8, 9 scores demonstrate positive trajectory during review period * SEI item 10 scores equal or greater than average for TIU or college or goal score determined by TIU, i.e. greater than 4.0 * Positive peer evaluation documenting these areas demonstrate positive trajectory during review period * Positive evaluations from Continuing Education Programs, both internal and external to the university |
| Demonstrated creativity in the use of various modes of instruction, classroom or online technology, and other teaching strategies to create an optimal learning environment | * Use of multimodal techniques or approaches to stimulate class participation and learning – discuss in teaching narrative * Peer evaluation descriptions positive on mode of instruction * SEI items 2, 8, 9 scores equal or greater than average for TIU or college or goal score determined by TIU, i.e. greater than 4.0 * SEI items 2, 8, 9 scores demonstrate positive trajectory during review period |
| Engaged students actively in the learning process and encouraged independent thought, creativity, critical thinking, and appreciation of the knowledge creation process | * SEI items 2, 4, 8 scores equal or greater than average for TIU or college or goal score determined by TIU, i.e. greater than 4.0 * SEI items 2, 4, 8 scores demonstrate positive trajectory during review period * Exit questionnaires for graduating students demonstrate positive contributions * Advising questionnaires demonstrate positive contributions * STEP Advisor – demonstrated positive student outcomes |
| Disseminated intellectual contributions related to teaching | * Copies of pedagogical papers, books or other materials published, or accepted for publication. Material accepted for publication but not yet published must be accompanied by a letter from the publisher stating that the work has been unequivocally accepted and is in final form with no further revisions needed. * Peer-evaluated scholarly publications designed primarily to communicate with other educators, e.g., journal articles on curricula, course innovations and student placement * Textbooks authored or edited, textbook chapters, laboratory exercises and other instructional materials developed. Scope and distribution of each item should be included. |
| Developed the ability to attain the educational benefits of students’ diversity in the classroom | Summaries of the following demonstrating positive outcomes:   * Summative and non-summative evaluation/feedback from students/residents * SEI including summary of comments * Faculty peer teaching reviews |
| Demonstrated excellence in outreach education | * Demonstrated an understanding of the needs of outreach learners * Effective teaching materials and programs as measured by outcomes and adoption of the materials or programs * Creativity in subject matter development, methods of presentation and the incorporation of new ideas * Positive evaluations of presentations provided through outreach education * Evidence-based presentations meeting the needs of the learners |
| Provided appropriate and timely feedback to students/residents throughout the instructional process | * Positive qualitative student/resident comments * Feedback on Carmen/Canvas sites |
| Treated students/residents with respect and courtesy | * Positive qualitative student/resident comments * Positive peer evaluations * Exit interview summaries demonstrating respect and courtesy |
| Improved curriculum through revision or new development of courses and/or academic programs | * Involvement and specific outcomes in curriculum development * Leadership in development of the curriculum and courses which goes beyond normal teaching and service expectations |
| Served as advisor to an appropriate number of graduate students given the TIU’s graduate student/faculty ratio and the faculty member’s area(s) of expertise | Teaching activities as listed in the core dossier including:   * involvement in graduate/professional exams, theses, and dissertations, and undergraduate research * mentoring postdoctoral scholars and researchers |
| Served as research mentor to undergraduate students | * mentoring of undergraduate research students * promoting student participation in research presentations (e.g., Denman) * serving as mentor or committee member for honors research theses |
| Engaged in documentable efforts to improve teaching | * Completed Foundations, Impact Teaching through the Drake Institute for Teaching and Learning. * Completed Teaching at Ohio State through the Drake Institute for Teaching and Learning. * Teaching portfolio demonstrating teaching outcomes after efforts to improve * Annual evaluations – setting goals, document activities in which faculty member participated, changes made to teaching, and outcomes of the change (improvement in student success as demonstrated by higher board scores or other documentation, SEI improvements, etc.) * Maintenance and development of professional competence and growth through participation in workshops, study leaves, learning communities, courses, industry or government visits, interaction with practitioners and self-study should be documented in writing, including when each activity occurred, and professional growth accrued * Awarding of “Endorsement” by the Drake Institute for Teaching and Learning |
| Demonstrated exceptional teaching outcomes | * Awards and formal recognition of teaching   + Presentations on pedagogy and teaching at institutions beyond Ohio State, in professional societies, at national and international conferences   + Adoption of teaching materials by other colleges or universities.   + SEI – Item 10 scores equal to or greater than average for TIU or college or above 4.0   + National and international reputation for teaching – contribution to professional area in teaching.   + Use, development, and support of information technologies in teaching   + Exceptional Grand Round evaluations   + Exceptional professional meeting presentation evaluations   + Exceptional extension program evaluations   + Exceptional Drake Institute Mentor evaluations   + Exceptional STEP Mentor evaluations |
| Demonstrated outstanding creation of digital media and/or digital editions or textbooks | * Creation of images, Web sites, digital tools and software for teaching * Adoption, distribution, or publication of digital works * Awards and/or adoption of the above items by multiple sites * Recognition by external reviewers * Lead in the development of faculty team-based projects * Technological innovations that permitted persons with disabilities to utilize digital media * Engagement of new audiences |
| Demonstrated exceptional community-engaged teaching | Terms that may be used: service-learning, community-based education, practice-based teaching, experiential or active learning, internships, practicum  Excellence: Service-learning contributions:   * Relate to the faculty member’s area of scholarship * Responsive to a recognized need on-campus or in the community and have significant and lasting impact * Carried out in partnership with the community being served * Demonstrate that students have provided a needed service to members of the community at large, rather than an exclusionary group * Methodology used provides a way for students to process and synthesize the impact of the service-learning experiences on their understanding of the subject matter of the class * Demonstrate that students broadened understanding of civic involvement, even though students may also focus on career preparation * Awards received for service related to engagement in teaching * Dissemination of outcomes (presentations, articles, etc.) |
| Demonstrated a positive relationship between citizenship and teaching | * Mentorship to junior faculty * Active involvement in teaching evaluation * Counseling and directing of graduate and undergraduate students, postdocs, and residents in career development * Mentorship to STEP cohort * Mentorship to Drake Institute cohort |
| Documented outstanding graduate teaching | * Exit questionnaires demonstrate outstanding graduate teaching * Graduate students participate in programs outside the university * Graduate students earn awards * Graduate student placement in academic and non-academic settings post-graduation |

A TIU may also wish to consider including examples of teaching activities that contribute to diversity and equal opportunity from the [Diversity, Equity, and Inclusion in Tenure & Promotion Workgroup Report and Recommendations to the Salisbury University Faculty Senate](https://www.salisbury.edu/administration/campus-governance/faculty-senate/_files/21-22/2021-09-16-su-dei-in-tp-workgroup-report-and-recommendations.pdf). These examples appear on page 6 of the report.

The following teaching effectiveness criteria from the [University of California Academic Personnel Policy](https://facultydiversity.ucsd.edu/recruitment/C2D%20Guidelines_UCOP.pdf) may also be useful:

“ … [the] extent and skill of the candidate’s participation in the general guidance, mentoring and advising of students; effectiveness in creating an academic environment that is open and encouraging to all students, including development of particularly effective strategies for the educational advancement of students in various under-represented groups.

Among significant types of evidence of teaching effectiveness are development of new and effective techniques of instruction, including techniques that meet the needs of students from groups that are under-represented in the field of instruction.”

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| **SCHOLARSHIP** | |
| **Criteria** | **Types of Evidence Demonstrating Impact and Showing Criteria Have Been Met** |
| Demonstrated thematically focused research/scholarship/creative outcomes that contributes to knowledge in area of expertise and relationship to his/her/their scholarly agenda, unit mission and societal needs | * A body of work in peer reviewed journals, or other journals consistent with the standards of the appropriate unit, and/or conferences of high quality that clearly demonstrates creation of an independent research/scholarship/creative program over time, and contributes substantively to knowledge/outcomes in the area of focus. Publications demonstrate research/scholarship/creative focus. * Complete publication record including archival journal papers, conference papers and posters (both refereed and otherwise), monographs, books, book chapters, textbooks based on scholarship, magazine articles and on-line publications, patents and invention disclosures. * Refereed conference publications considering the conferences involved are recognized as refereed, highly selective, and of high quality. The visibility of the conference as a focal point for research in the area should be clearly established. * Sustained grants and contracts including foundations, federal agencies, major industry, or private sector – may be as Primary Investigator or Co-Investigator with documented focused contribution on multiple grants or projects * Leadership in conducting and reporting outcomes of clinical trials * White papers that can be shown to have influenced policy or practice * Creative works pertinent to the candidate’s professional focus including artwork, choreography, collections, compositions, curated exhibits, moving images, multimedia, performances, radio, recitals, recordings, television, and websites * Outcome indicators, between faculty expertise and project objectives/constituent needs * Creation of digital media, software, patents, and fact sheets – related to outcomes * Description of significant outreach activities in which the faculty member played a major role, with qualitative indicators to evaluate the excellence of each activity * Major external awards from national/international agencies, associations, and private foundation * Keynote lectures/presentations at conferences, symposia, and other organizational field specific workgroups. * Testimony on scholarship expertise to bodies of Congress |
| Demonstrated high quality scholarship/research of teaching | * Scholarship of teaching including 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 |
| Demonstrated high quality scholarship/research of extension | * Substantial body of focused, high quality research/scholarly/creative work that is disseminated appropriately and evaluated to have had impact on the field by internal and external evaluators * Evidence of work in progress * A body of work published and/or presented in high quality peer reviewed venues (books, journals, scholarly conferences, etc.) that is thematically focused, contributes substantively to knowledge in the area of focus, and cited or otherwise show evidence of influence on the work of others * Rigorous peer review process and degree of dissemination of publication and/or presentation venues * Archival journal publications and monographs, conference proceedings * Internally peer reviewed OSU Extension publications for non-campus-based faculty * Collaborative scholarship with defined intellectual contribution to multiple projects * Obtain and sustain program funding from grants and contracts * Awarded competitive peer reviewed funding awarded and outcomes from funding provide impact * External reviewers note a reputation based on the quality of outcomes in area of specialization * County and non-campus-based faculty have statewide and regional reputation based on impact of specialization outcomes * Campus-based faculty have national and/or international reputation |
| Demonstrated successful entrepreneurship | * Patents and licenses of invention disclosures, software development, and materials transfers * Technology commercialization * Formation of startup companies * Licensing and options agreements * Consulting work with industry and other external partners |
| Demonstrated influence on the work of others | * Outcome indicators of activity to external audience, to the profession/discipline and to the public good that indicate impact and importance in the candidate’s field (and any other fields/communities where one engages) * Development of program materials, exhibits, shows, and concerts, technical reports * Invited webinars, presentations, scholars visiting to document, observe, or model your work * Significant portion of the publications authored by the candidate with his/her/their own graduate students and other collaborators. * Collaborative team-based research demonstrating the candidate’s contributions to collaborative publications, and recognizable as a unique and creative contribution to the overall body of work * External reviewer positive comments * Citations |
| Demonstrated high quality research/scholarship/print or digital scholarship/creative outcomes | * Publication in peer reviewed books, journals, and monographs * Journal ranking, citation index, H-index, impact on field * Primary journal of faculty member’s discipline * Engagement/outreach: scholarly recognition including peer reviews of the activity and its results * Creation of digital media, digital humanities projects, software patents, and fact sheets * Grants and contracts designed to develop and deliver outreach innovations * Documentation of inventions, patents, disclosures, options and commercial licenses * List of prizes and awards for research, scholarly, outreach, or creative work * External reviewer positive comments |
| Demonstrated impact of research, scholarship or engagement | * Individuals from outside the state or nation have sought candidate and want to study the outreach provider’s work and innovations * Significance of problem addressed: how serious was the problem or need; what social, economic or cultural consequences could have resulted from not addressing the problem or need * Citations in other works * Inventions, patents, disclosures, options, and commercial licenses * Intellectual property such as copyrighted materials, software, multimedia presentations * Materials transfer agreements suggest recognition of one’s work and can be one component of national/international impact |
| Provided ongoing quantity of research/scholarship outcomes | * Sufficient productivity over time according to norms in the field and responsibility assignments |
| Demonstrated unique contribution to a line of inquiry | * Creative works pertinent to the candidate’s professional focus. including artwork, choreography, collections, compositions, curated exhibits, moving images, multimedia, performances, radio, recitals, recordings, television, interviews, and websites * External peer reviewers comment that the faculty member has made a substantial contribution to the discipline or profession in an area and the extent to which that person has been recognized by other scholars, public policy makers and/or practitioners * Consistent contribution demonstrating expertise to multiple scholarly, research or engagement outcomes * Scale of the problem: what are the size, trends, future directions and geographic distribution of the problem * Narrative describing the activity, the reasons why it was undertaken, the faculty member’s intellectual contribution and leadership role, and how the activity contributed to his/her/their scholarly advancement * Uniquely creative approaches to framing research questions, with unique cultural or demographic impact of the work in publications or grant proposals |
| Demonstrated rigor of peer-review process and degree of dissemination of publication venues. | * Inventions, patents, disclosures, options and commercial licenses * Publications in high impact journals, conferences, etc. * Documentation of the quality of the dissemination |
| Demonstrated the candidate's ability to conduct work and to mentor future scholars | * Candidate advising a group of graduate students at varying stages of progress in their own development as apprentice researchers * Evidence of support for undergraduate, graduate, and professional students including, but not limited to, financial, grants, and positive mentoring reviews * Undergraduate, graduate, and professional students and residents’ advisee awards * Student positions post-graduation * Student success related to mentored work (productivity, dissemination, awards, scholarships, grants) * Evidence of recruiting and mentoring of diverse student backgrounds, particularly women and people of color |
| Demonstrated participation in high quality collaborative work | * Scholarship, research, engagement, clinical outcomes that define a continued contribution showing expertise and creativity needed for the success of the project/study * Narrative describing the activity, intent, anticipated outcomes, the faculty member’s intellectual contribution and leadership role, and how the activity contributed to his/her/their scholarly/creative, clinical advancement * Evaluations by other members of collaborative teams, including students and staff |
| Demonstrated ability to obtain and potential to sustain research and scholarly program funding. | * Competitive peer-reviewed research funding – national or international grants from funding agencies including government agencies and private foundations, and associations that require outcomes * Grants and contracts designed to develop and deliver outreach or engagement innovations * Contribution to the collaboration of research outcomes as a member of a team or interdisciplinary cluster * Unique thematic focus (expertise) consistently provided to the scientific outcomes of the scholarship * Defined pattern of contribution to interdisciplinary cluster |
| Developed national/international reputation in the candidate's field | * Recognition by external reviewers that the faculty member has made a substantial contribution to the discipline or profession and the extent to which that person has been recognized by other scholars, public policy makers and/or practitioners * External evaluations, invitations to present at recognized prestigious forums, invitations to review research papers and grant proposals, and a beginning trend of positive citations in other researchers' publications |
| Demonstrated a high degree of professional ethics | * High degree of ethical conduct of research including, but not limited to, full and timely adherence to all regulations relevant to the research program, and ethical treatment of undergraduate, graduate and professional students, residents, postdoctoral fellows, and collaborators * Contributes to a positive and compelling working environment, particularly one that welcomes diversity in faculty, staff and students |
| Participated in high quality engaged scholarship/research | * The match, including outcome indicators, between faculty expertise and project objectives/constituent needs * Scholarly recognition including peer reviews of the activity and its results * Publication in peer reviewed books, journals, and monographs * Creation of digital media, software technology, patents, computer programs, forums, and fact sheets influencing decision-making and demonstrating outcomes * Development of program materials, exhibits, shows, and concerts, technical reports * Grants and contracts designed to develop and deliver outreach innovations * Documentation that individuals from outside the state or nation have sought out and want to study the outreach provider’s work and innovations * Issuance of patents and evidence of intellectual property (copyrighted materials, software, multimedia presentations, etc.) * Evaluative statements from peers or clients related to the specific ways in which the faculty member’s scholarly contribution to a program, project, or product proved essential to its success and resulted in identifiable results that contributed to the public good. * Recognition by peer reviewers that the faculty member has made a substantial contribution to the discipline or profession and the extent to which that person has been recognized by other scholars, public policy makers, and/or practitioners * Significance of problem addressed: how serious was the problem or need; what social, economic or cultural consequences could have resulted from not addressing the problem or need * Scale of the problem: what are the size, trends, future directions and geographic distribution of the problem |
| Provided high quality outreach objectives and a relationship to scholarly agenda, unit mission and societal needs | * Description of significant outreach activities in which the faculty member played a major role, with qualitative indicators to evaluate the excellence of each activity |

A TIU may also wish to include examples of scholarship that promotes diversity, equity, and inclusion, such as the production of white papers, the creation of academic policies and procedures that advance DEI, and community-engaged scholarship that focuses on marginalized communities. *NB: the initial time spent to build community relationships does not typically result in immediate scholarly outputs. This should be taken into account in evaluating scholarly productivity.*

Other examples of scholarly activities that contribute to diversity and equal opportunity appear in the [Diversity, Equity, and Inclusion in Tenure & Promotion Workgroup Report and Recommendations to the Salisbury University Faculty Senate](https://www.salisbury.edu/administration/campus-governance/faculty-senate/_files/21-22/2021-09-16-su-dei-in-tp-workgroup-report-and-recommendations.pdf) (see pages 6-7) and in a [report](https://duvpfa.du.edu/2021/05/making-diversity-equity-and-inclusion-in-promotion-tenure-and-re-appointment-decisions-visible/) by the University of Denver’s College of Arts, Humanities, and Social Sciences DEI Committee, which cites “scholarly productivity in particular texts, data sets, methodological practices, theories, or creative discourses that involve equity and inclusion within a faculty member’s area of expertise” as an achievement to be valued in promotion decisions.

The following statement from the [University of California Academic Personnel Policy](https://facultydiversity.ucsd.edu/recruitment/C2D%20Guidelines_UCOP.pdf) may also be useful in describing scholarly activities that promote equitable access and diversity:

“Textbooks, reports, circulars, and similar publications normally are considered evidence of teaching ability or public service. However, contributions by faculty members to the professional literature or to the advancement of professional practice or professional education, including contributions to the advancement of equitable access and diversity in education should be judged creative work when they present new ideas or original scholarly work.”

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| **SERVICE** | |
| **Examples of Expectations** | **Types of Evidence Demonstrating Impact and Showing Criteria Have Been Met** |
| Demonstrated excellence in service to the TIU | * Quality indicators of the outcomes of contributions * Recognition (awards and prizes) for service to TIU * Annual evaluations documenting excellence in service to TIU |
| Demonstrated excellence in service to the college | * Quality indicators of the outcomes of contributions * Awards and prizes for service to college * Annual evaluations documenting excellence in service to college |
| Demonstrated excellence in service to the university | * Administrative responsibilities including: the direction/coordination of programs or offices, admission, participation in special studies or projection, collection development, care and use; grants received in support of the institution * Appointed and elected university, college, and TIU ad hoc or standing committees, councils, task forces, and boards * Service as a mentor to a STEP cohort or Drake Institute cohort (if not used in teaching outcomes) * Quality indicators of the outcomes of contributions, including roles in any major reports issued, policy changes recommended and implemented, and administrative units restructured. * Service that advances the University’s commitment to diversity and inclusion * Awards and prizes for service to University |
| Demonstrated excellence in service to the students of Ohio State | * Advising student clubs, College Honors Committee, or other organizations; serving on advisory and as outside representative on examination committees of graduate students, and serving on university student committees (e.g., Judicial and Academic misconduct), STEP mentor (if not used under teaching) |
| Demonstrated significant service to a profession or field | * Quality indicators of the outcomes of 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 evidence (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 * External reviewers of academic programs, national laboratories and research centers. * Contributions to national and international scholarly advisory bodies (e.g. IPCC). |
| Development and advancement of the interdisciplinary cluster | * Quality indicators of the outcomes of contributions |
| Demonstrated high quality clinical services including human and animal clients, with care provided by university faculty members through hospitals laboratories, and clinics | * Quality indicators of clinical outcomes * Evidence of high quality patient care and clinical service to hospitals * Evidence of high quality service to hospital/healthcare system |
| Demonstration of high quality administration to the University at any level | * Quality indicators of the outcomes of contributions including positive change |
| Demonstrated community-engagement | * Quality indicators of activities within the Community Setting * Unique service to disadvantaged communities. |
| Demonstrated outstanding creation of print or digital media for a public audience and/or public websites | * Creation of images, Web sites, digital tools and software for public * Narrative describing theoretical underpinnings, intellectual rigor of work, and considerations in translating research for a public audience * Awards and/or adoption of the above items by multiple sites * Recognition by external reviewers * Description of the creation of infrastructure as well as content and specific contributions by individual * Lead in the development of faculty team-based projects and scholarship * Scholarship demonstrating technological innovations that permitted persons with disabilities to utilize digital media * Publications of print or digital works, reviews, citations of the work in print or digital journals * Exhibitions and conferences |

The following forms of service that promote diversity, equity, and inclusion may also be considered:

* Contributions furthering diversity and equal opportunity within and beyond the unit, through participation in such activities as recruitment, retention, and mentoring of colleagues and students
* Service that contributes to inclusion, equity, or access, such as:
  + Curricular diversity: Efforts to ensure a curriculum that prepares students to critically interrogate and engage with a global, multicultural, and rapidly changing world
  + Access and success: Work that promotes equitable access to resources and opportunities that provide conditions for success for students, faculty, and staff
  + Inclusive climate: Service that fosters environments in which underrepresented populations of students, faculty, and staff are socially and culturally included
    - Contributions to student life through such activities as working with student clubs and organizations and mentoring students, for example, by guiding underrepresented students and helping them adapt to college
  + Participation in academic preparation, outreach, tutoring, pipeline, or other programs designed to remove barriers facing women, minorities, veterans, people with disabilities, and other individuals who are members of groups historically excluded from higher education