

1 **Appointments, Promotion, and**
2 **Tenure**
3 **Criteria and Procedures for**
4 **The Ohio State University**
5 **College of XXX**

6 **Colleges that serve as TIUs should also refer to the TIU**
7 **Appointments, Promotion, and Tenure Criteria and Procedures**
8 **[guideline document.](#)**

9 Approved by the Office of Academic Affairs: [date]
10

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

I Preamble

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

Should those rules and policies change, the college will follow the new rules and policies until such time as it can update this document to reflect the changes. In addition, this document must be reviewed, and either reaffirmed or revised, at least every five years on the appointment or reappointment of the dean.

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

The faculty and the administration are bound by the principles articulated in Faculty Rule [3335-6-01](#) of the Administrative Code. In particular, all faculty members accept the responsibility to participate fully and knowledgeably in review processes; to exercise the standards established in Faculty Rule [3335-6-02](#) and other standards specific to this college; and to make negative recommendations when these are warranted in order to maintain and improve the quality of the faculty.

Decisions considering appointment, reappointment, and promotion and tenure will be free of discrimination in accordance with the University's [policy on affirmative action and equal employment opportunity](#).

II College Mission

Include college mission statement.

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

III Definitions

A Committee of the Eligible Faculty within Each TIU of the College

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

Initial Appointment Reviews

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See OAA Policies and Procedures Handbook for additional instructions.

*[TIUs may choose to allow their 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 just below.]*

- **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 appointment decisions include 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, 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

Initial Appointment Reviews

*[TIUs may choose to allow their 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.]*

- **Appointment Review.** For an appointment (hiring or appointment change from another faculty type) review of 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 appointment decisions include 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.

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See *OAA Policies and Procedures Handbook* for additional instructions.

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

Initial Appointment Reviews

[TIUs may choose to allow their 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.]

- **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 appointment decisions include 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

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/practice faculty, and all research faculty in the TIU. For reappointments, the eligible faculty are all those with non-probationary clinical/teaching/professional practice titles and tenured faculty members of equal or higher rank than the candidate.

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.

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 above.

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 III.A.2 above.

The promotion of a lecturer to senior lecturer is decided by the TIU head in consultation with the TIU's relevant advisory body.

5 Conflict of Interest

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) a thesis, dissertation, or postdoctoral advisee/advisor; b) a co-author on more than 50% of the candidate's publications since appointment or last promotion, including pending publications and submissions; c) a collaborator on more than 50% of projects since appointment or last promotion, including current and planned collaborations; d) 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 e) 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

In the event that a TIU does not have at least three eligible faculty members who can undertake a review, the TIU head, after consulting with the college dean, will appoint a faculty member from another TIU within the college. *[If the TIU is a college, the dean will appoint a faculty member from another college.]*

B College Promotion and Tenure Committee

The college has a Promotion and Tenure Committee that reviews the promotion, tenure and reappointment or renewal of college faculty and provides an evaluative written assessment to the dean. The Committee's assessment is advisory to the dean. The college committee provides a vote regarding promotion and/or tenure and consensus that all earlier review processes met written university, college, and tenure initiating units' procedures. *[State the quorum required for the committee to discuss business and vote.]* The committee's membership is described in the college Pattern of Administration.

C Quorum

The quorum required to discuss and vote on all personnel decisions within a TIU is determined by each TIU.

[Colleges that serve as TIUs should include the following paragraph.]

The quorum required for the college to discuss and vote on all personnel decisions is 50 percent of the eligible faculty. The eligible faculty includes those 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 dean has approved an off-campus assignment. Faculty members who withdraw or recuse themselves because of a conflict of interest are not counted when determining quorum.

D Recommendation from a TIU's Committee of the Eligible Faculty

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

The Office of Academic Affairs encourages colleges to consider removing 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

In the [SHIFT](#) Framework for faculty recruitment, search committees make their recommendations to the TIU head. For those units that incorporate a faculty vote in their overall recommendation, the portion of positive votes required to receive a positive recommendation needs to be defined by the TIU.

- In the case of joint appointments, the TIU of a jointly appointed candidate must seek input from the joint-appointment TIU prior to the appointment of that candidate.

2 Reappointment, Promotion and Tenure, and Promotion

A positive recommendation from the eligible faculty for reappointment, promotion and tenure, and promotion is determined by each TIU and defined in its APT document.

- In the case of joint appointments, the TIU of a jointly appointed candidate must seek input from the joint-appointment TIU prior to the reappointment or promotion and/or tenure of that candidate.

IV Appointments

A Criteria

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

For each type of faculty appointment (tenure-track faculty, associated faculty, courtesy appointment for faculty, and if desired, clinical/teaching/professional practice faculty, research faculty, or tenure track faculty at regional campuses), a TIU's APT document must describe: (1) the unit's criteria for making such an appointment and (2) the evidence to be provided in support of such an appointment.

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

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See *OAA Policies and Procedures Handbook* for additional instructions.

[SHIFT](#) Framework for faculty recruitment, as stipulated in the college guideline [Appointments, Promotion, and Tenure document](#), Section IV. B.

All faculty positions must be posted in [Workday](#), the university's system of record for faculty and staff. Formal interviews are required for all positions. Appropriate disposition codes for applicants not selected for a position must be entered in [Workday](#) to enable the university to explain why a candidate was not selected and what stage they progressed to before being removed.

It is the expectation of the college that a faculty appointment forwarded from a TIU for approval by the college or a courtesy faculty appointment made by a TIU will have been made consistent with that TIU's APT document, and other relevant policies, procedures, practices, and standards established by the college, the Rules of the University Faculty, the Office of Academic Affairs, and the Office of Human Resources.

1 Tenure-track Faculty

Instructor. Appointment at the rank of instructor is made only when the offered appointment is that of assistant professor, but requirements for the terminal degree have not been completed by the candidate at the time of appointment. Procedures for appointment are identical to those for an assistant professor. A 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. When an instructor has not completed requirements for promotion to the rank of assistant professor by the end of the third year of appointment, the third year is a terminal year of employment.

Upon 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 exclude time from 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 7th year will be the final year of employment.

Review for tenure prior to the mandatory review year is possible when the TIU's 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 exclude time from the probationary period.

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See *OAA Policies and Procedures Handbook* for additional instructions.

For clinical departments within the College of Medicine:

Consistent with Faculty Rule [3335-6-09](#), faculty members with significant 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 should not occur.

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

2 Clinical/Teaching/Professional Practice Faculty

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 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.

TIUs may determine the process for reappointment according to procedures set forth in the [Faculty Annual Review and Reappointment Policy, III, A-G](#).

The POA of each TIU that appoints clinical/teaching/professional practice faculty must describe the governance rights to be extended to its clinical/teaching/professional practice faculty.

Clinical/Teaching/Professional Practice Instructor. Appointment is normally made at the rank of clinical/teaching/professional practice when the appointee has not completed the requirements for the terminal degree. The TIU will make every effort to avoid such

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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

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.

TIUs may determine the process for reappointment according to procedures set forth in the Faculty Annual Review and Reappointment Policy, III, A-G.

The POA of each TIU that appoints research faculty must describe the governance rights to be extended to its research faculty.

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

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.

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See *OAA Policies and Procedures Handbook* for additional instructions.

Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor. Adjunct appointments may be compensated or uncompensated. Adjunct faculty appointments are given to individuals who give academic service to the TIU, such as teaching a course or serving on graduate student committees, for which a faculty title is appropriate. 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 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%. 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]*. Associated clinical practice appointments may either be compensated or uncompensated. Uncompensated appointments are given to individuals who volunteer uncompensated academic service to a 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 should generally not exceed one year.

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 should generally not exceed one year.

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

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

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See OAA [Policies and Procedures Handbook](#) for additional instructions.

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

Emeritus faculty status is an honor given in recognition of sustained academic contributions to the university as described in Faculty Rule [3335-5-36](#). Full-time tenure track, clinical/teaching/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.

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

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

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

7 Courtesy Appointments for Faculty

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

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](#) Framework for faculty recruitment. All faculty positions must be posted in [Workday](#), the university's system of record for faculty and staff. Formal interviews are required for all positions. Appropriate disposition codes for applicants not selected for a position must be entered in [Workday](#) to enable the university to explain why a candidate was not selected and what stage they progressed to before being removed.

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See OAA [Policies and Procedures Handbook](#) for additional instructions.

In addition, see the [Policy on Faculty Recruitment and Selection](#) and the [Policy on Faculty Appointments](#) 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

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 Volume 1, Chapter 4, section 5.1 of the [Policies and Procedures Handbook](#). TIUs must seek exceptions to this policy from the college and the Office of Academic Affairs in advance. Search procedures must entail substantial faculty involvement and be consistent with the OAA [Policy on Faculty Recruitment and Selection](#).

Within all TIUs of the college, searches for tenure-track faculty proceed as follows:

The dean provides approval for a 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](#) 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](#) 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 university and unit AA/EEO goals and advance the eminence of the institution.

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See OAA Policies and Procedures Handbook for additional instructions.

- “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, 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](#) 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

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

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.

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See *OAA Policies and Procedures Handbook* for additional instructions.

4 Transfer from the Tenure Track

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 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 Associated Faculty on the Columbus Campus

The appointment of compensated associated faculty members follows a formal search following the [SHIFT](#) Framework, which includes a job posting in [Workday](#) (see Section IV.B) and candidate interviews. The appointment is then decided by the TIU head based on recommendation from the search committee. 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, unless a shorter or longer period is appropriate to the circumstances.

Appointment and reappointment of uncompensated adjunct or visiting faculty may be proposed by any faculty member in the unit 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 a 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.

6 Regional Campus Faculty

The appointment of all compensated regional campus faculty follows a formal search following the [SHIFT](#) Framework, which includes a job posting in [Workday](#) 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

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See OAA [Policies and Procedures Handbook](#) for additional instructions.

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 the TIU's Appointments, Promotion and Tenure 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 and research faculty are the same as those described above for tenure-track faculty.

Associated faculty are appointed by the regional campus associate dean, in consultation with the dean, TIU head, program coordinators, and other relevant faculty members.

7 Courtesy Appointments for Faculty

Any faculty member within a TIU may propose a 0% FTE (courtesy) appointment for a tenure-track, clinical/teaching/professional practice, or research faculty member from another Ohio State TIU. A proposal describing the uncompensated academic service that justifies 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 Procedures

The annual performance and merit review of a faculty member is the responsibility of that faculty member's 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.
- Annual performance and merit reviews must include a scheduled opportunity for a face-to-face meeting as well as a written assessment.
- Per Faculty Rule [3335-3-35](#), TIU heads are required to include a reminder in annual review letters that all faculty have the right (per Faculty Rule [3335-5-04](#)) to view their primary personnel file and to provide written comment on any material therein for inclusion in the file.

All TIUs within the college must follow the requirements for annual performance and merit reviews as set forth in the [Policy on Faculty Annual Review and Reappointment](#). It is the expectation of the college that

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annual performance and merit reviews will also be consistent with a TIU's APT document and other relevant policies, procedures, practices, and standards established by: (1) the college, (2) the Faculty Rules, (3) the Office of Academic Affairs, and (4) the Office of Human Resources.

The dean must assess an annual performance and merit review when a TIU has submitted (1) a Report of Non-Renewal of Probationary Appointment of Faculty; (2) the fourth-year review of a probationary faculty member; or (3) a Report of Contract Renewal or Non-Renewal for clinical/teaching/professional practice faculty or research faculty. In each of these cases, the decision of the dean is final.

A. Documentation

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

- Office of Academic Affairs dossier outline, [Policies and Procedures Handbook](#), Volume 3 (*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. *[TIUs will describe that documentation in Section VI of their APT.]*

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

Every probationary tenure-track faculty member is reviewed annually by the TIU head, who meets with the faculty member to discuss performance, future plans, and goals; and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment. The role of any other faculty member in the annual review of probationary faculty must be described in the relevant TIU's APT document and must be consistent with college and University rules.

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. 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](#)) 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. *[If the TIU is a college, OAA makes the final decision on renewal of the probationary appointment.]*

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See *OAA Policies and Procedures Handbook* for additional instructions.

1 Fourth-Year Review

During the fourth year of the probationary period the annual review follows the same procedures as the mandatory tenure review, with the 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. *[If the TIU is a college, OAA makes the final decision on renewal of the probationary appointment.]*

External evaluations are solicited only when either the TIU head or the unit's 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](#)) is followed and the case is forwarded to the college for review, regardless of whether the TIU head recommends renewal or nonrenewal. *[If the TIU is a college, the case is forwarded to OAA.]*

2 Extension of the Tenure Clock

Faculty Rule [3335-6-03](#) (D) sets forth the conditions under which a probationary tenure-track faculty member may extend the probationary period. Faculty Rule [3335-6-03](#) (E) 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 a TIU's right to recommend nonrenewal of an appointment during an annual review.

C Tenured Faculty on the Columbus Campus

Associate professors are reviewed annually by the TIU head *[or, in large TIUs, a designee who submits a written performance review to the TIU head along with comments on the faculty member's progress toward promotion; see note below]*. The TIU head *[or designee; see note below]* conducts an independent assessment; meets 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 in large TIUs; see note below]*, who meets 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 and ongoing outcomes in the discovery and dissemination of new knowledge relevant to the mission of the tenure initiating unit, as demonstrated by ongoing national and international recognition of their scholarship; ongoing excellence in teaching, including their leadership in graduate education in both teaching and mentoring students; and ongoing outstanding service to the TIU, 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

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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; see note below*] prepares a written evaluation of performance against these expectations. The faculty member may provide written comments on the review.

In some large TIUs, the TIU head may designate the responsibility for the annual review of associate professors and professors to division directors or other appropriate unit administrators. A subcommittee of the eligible faculty may provide a written review to the TIU head or designee. Accountability for the annual review process resides with the TIU head.

D Clinical/Teaching/Professional Practice Faculty on the Columbus Campus

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](#) must be observed.

TIUs may determine the process for reappointment according to procedures set forth in the Faculty Annual Review and Reappointment Policy, III, A-G.

There is no presumption of renewal of contract.

E Research Faculty on the Columbus Campus

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](#) must be observed.

TIUs may determine the process for reappointment according to procedures set forth in the Faculty Annual Review and Reappointment Policy, III, A-G.

There is no presumption of renewal of contract.

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See *OAA Policies and Procedures Handbook* for additional instructions.

F Associated Faculty on the Columbus Campus

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 initial appointment is final. *[If the TIU head's recommendation 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 (or hired annually for multiple years) are reviewed annually by the TIU head or designee. 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. 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

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.

Regional campus clinical/teaching/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

TIU heads make 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.

It is the expectation of the college that merit salary increases and other rewards made by a TIU will be made consistent with that TIU's APT document and other relevant policies, procedures, practices, and

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standards established by: (1) the college, (2) the Faculty Rules, (3) the Office of Academic Affairs, and (4) the Office of Human Resources.

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

Faculty Rule [3335-6-02](#) provides the following context for promotion and tenure and promotion reviews:

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

In accordance with Faculty Rule [3335-6-02\(E\)](#), each TIU must have an APT document that describes (1) the unit's criteria for the award of tenure and promotion to the rank of associate professor, and (2) the unit's criteria for promotion to the rank of professor. Each TIU desiring clinical/teaching/professional practice faculty must have in its APT document the unit's criteria for promotion to the rank of associate professor and professor for its clinical/teaching/professional practice faculty. Each TIU desiring research faculty must have in its APT document the unit's criteria for promotion to the rank of associate professor and professor for its research faculty. Each TIU desiring regional campus tenure-track faculty must have in its APT document the unit's criteria and procedures associated with promotion and tenure of such faculty. TIU APT documents also must include the evidence to be provided in support of each of the foregoing actions that are relevant to that unit.

The purposes of the college-level promotion and tenure and promotion reviews are: (1) to determine whether the TIU has conducted its review and reached a recommendation consistent with university, college, and unit standards, criteria, policies, and rules; and (2) to determine where the weight of the evidence lies in cases in which there is not a clear or consistent recommendation from the TIU. If the conclusion of the college-level review is that the recommendation of the unit is not consistent with university, college, and TIU standards, criteria, policies, and rules, the dean may make a recommendation that is contrary to the recommendation of the TIU.

A. Criteria

For each category of faculty appropriate to a TIU of this college and in a manner consistent with this document, a TIU's APT document must describe (1) the criteria for promotion and tenure, as appropriate to the specific TIU; (2) the types of evidence that demonstrate impact and show that criteria have been met; (3) the levels of achievement necessary to meet the stated criteria within the context of the TIU's mission, the standards of Chapters 6 and 7 of the Faculty Rules, the standards

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and mission of the college, and the mission of the University; and (4) criteria for evaluation of joint appointment candidates.

The standards of quality and effectiveness required must be representative of high performance. When a TIU forwards the dossier of a candidate for review and has recommended that promotion and tenure or promotion be granted, the college expects that the TIU has ensured that the evidence of the qualifications and performance of the candidate meet or exceed the TIU and college criteria applicable to the nomination.

1 Promotion to Associate Professor with Tenure

Promotion to associate professor with tenure in the College of XXX requires excellence in both scholarship and teaching, where scholarship is defined as research, scholarly, and/or creative work. Candidates for promotion to associate professor with tenure should show promise of excellence in service.

Excellence in scholarship means attainment of measurable national or international recognition based on an appropriate amount and rate of high-quality published research and/or other relevant creative endeavors. A successful candidate will have an emerging national reputation. Excellence in teaching means the provision to all students of the opportunity to realize their full capabilities for learning and, to the most capable and motivated students, an enhanced learning experience. Excellence in service means the provision of a high level of professional expertise and experience to the University, the community, the state and nation, and professional organizations. The service contribution during the probationary period of assistant professors is limited by design. The most important judgment is that the candidate will achieve excellence in service in the future.

The substantial probability that a high rate of quality scholarship and/or creative activity and excellence in teaching and service will continue needs to be established. The claim that retention of the candidate will improve the overall quality and standing of the unit needs to be supported.

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

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

2 Promotion to Associate Professor without Tenure *[for clinical departments within the College of Medicine only]*

The APT documents of clinical departments within the College of Medicine must describe minimum scholarship requirements for promotion to associate professor without tenure. Promotion to associate professor without tenure is available to faculty members with an eleven-year probationary period with significant clinical practice responsibilities who:

- *fully meet the teaching and service requirements for promotion to associate professor with tenure*

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- do not fulfill all of the research requirements

Such faculty members may petition 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

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

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

In addition, as further specified by Faculty Rule [3335-6-02](#), assessment is in relation to specific assigned responsibilities with reasonable flexibility being exercised in order to balance, where the case requires, heavier responsibilities and commitment in one area against lighter ones in another. 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

Promotion to Assistant Clinical/Teaching Professor or Professional Practice Assistant Professor in the College of XXX requires that a faculty member have completed 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.

Promotion to Associate Clinical/Teaching Professor or Professional Practice Associate Professor in the College of XXX requires that a faculty member show convincing evidence of excellence as a teacher and a provider of effective service; have a documented high level of competence in professional practice; and display the potential for continuing a program of high-quality teaching and service relevant to the mission of the TIU. Specific criteria in teaching and

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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 in the College of XXX requires that a faculty member 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 the 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.

5 Research Faculty

Promotion to Research Associate Professor in the College of XXX requires excellence in scholarship. There is an expectation of a record of significant external support for research and a substantial probability that external support for research will continue. The claim that retention of the candidate will improve the overall scholarly quality and standing of the unit needs to be supported. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

Promotion to Research Professor in the College of XXX requires excellence in scholarship. There is an established record of significant external support for research and a substantial probability that external support for research will continue. The claim that promotion of the candidate will improve the overall scholarly quality and standing of the unit needs to be supported. Promotion will entail generation of a renewed contract. There is no presumption of a change in contract terms.

6 Associated Faculty

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.

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See *OAA Policies and Procedures Handbook* for additional instructions.

7 Regional Campus Faculty

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, TIUs 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, a TIU will nevertheless expect regional campus faculty to establish a program of high-quality scholarly activity.

In evaluating regional campus clinical/teaching/professional practice faculty, research faculty, and associated faculty for promotion, TIUs will use the same criteria as described above for the promotion of faculty in each of these categories.

B Procedures

The college's procedures for promotion and tenure and promotion reviews are fully consistent with those set forth in Faculty Rule [3335-6-04](#) and the Office Academic Affairs annually updated procedural guidelines for promotion and tenure reviews found in Volume 3 of the *Policies and Procedures Handbook*.

1 Tenure-Track, Clinical/Teaching/Professional Practice, and Research Faculty on the Columbus Campus

a Candidate Responsibilities

Candidates for promotion and tenure or promotion within the College of XXX 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 their 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 their TIU's 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](#). Candidates should not sign the Office of Academic Affairs Candidate Checklist without ascertaining that they have fully met the requirements set forth in the Office of Academic Affairs core dossier outline including, but not limited to, those highlighted on the checklist.

While a TIU's Promotion and Tenure Committee [*or eligible faculty*] will make reasonable efforts to check the dossier for accuracy and completeness, the candidate bears full responsibility for all parts of the dossier that are to be completed by him/her/them.

TIUs will require unit-appropriate documentation. It is the responsibility of the TIU to evaluate and verify this documentation.

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

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See OAA [Policies and Procedures Handbook](#) for additional instructions.

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.

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 their 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/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](#), 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 their TIU's 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, providing the reasons for the request. The TIU head decides whether removal is justified.

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See *OAA Policies and Procedures Handbook* for additional instructions.

b TIU Eligible Faculty Responsibilities

For TIUs within the College of XXX, the responsibilities of the members of the eligible faculty during promotion and tenure reviews 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.
- b) 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.

If a TIU does not have a Promotion and Tenure Committee but delegates responsibility for promotion and tenure reviews to the members of the eligible faculty, the responsibilities of the eligible faculty of that TIU will include those of the Promotion and Tenure Committee listed in the TIU-level Guideline Appointments, Promotion, and Tenure document, Section VI.B.1.b.

c TIU Heads' Responsibilities

The responsibilities of TIU heads in the College of XXX during promotion and tenure reviews 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. *[A 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](#) 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 unit head, and the candidate. (Also see External Evaluations below.)
- To review faculty with budgeted joint appointments. The TIU head from the joint appointment unit must provide a letter of evaluation to the primary TIU head. 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

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from the review.

- To attend the meetings of the eligible faculty at which promotion and tenure matters are discussed and respond to questions that are raised during the meeting. At the request of the eligible faculty, a 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 unit review process (1) of the recommendations by the eligible faculty and unit head; (2) of the availability for review of the written evaluations by the eligible faculty and unit head and (3) of the opportunity to submit written comments on the above material, within ten days from receipt of the letter from the unit head for inclusion in the dossier. The letter is accompanied by a form that the candidate returns to the unit 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 unit head's independent written evaluation and recommendation, to the head of the other tenure initiating unit by the date requested.

d College Promotion and Tenure Committee Responsibilities

- The College of XXX Promotion and Tenure Committee is comprised of X tenured professors appointed by the Dean. Appointees must be members of the Graduate faculty and hold a 50% or more appointment in a TIU of the college. With the exception of the associate dean for academic affairs, who will facilitate the meeting and serve as an ex-officio member of the committee, no administrative appointees are eligible to serve as committee members.
- Once the committee is constituted, the associate dean for academic affairs will appoint a Procedures Oversight Designee (POD) and at least one primary reader and one secondary reader for each case. It is expected that all panel members have examined all OAA-approved dossiers being discussed. A draft of the report outlining the case may be prepared by the primary reader in advance and serve as the basis for the discussion of each case.

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- The committee will review the materials provided by the TIUs for promotion and tenure consideration. These will be prepared in a manner spelled out by the TIU's Appointments, Promotion, and Tenure: Criteria and Procedures document.
- Once materials are submitted to the college for review, with the exception of questions regarding procedural errors and/or the availability of significant new information, no further consultation with TIU heads or committees on substantive matters should take place. This assures that the levels of review are independent.
- Any committee member from a candidate's TIU will be ineligible to participate in any discussion of the case, including procedures, policies, or culture of the TIU. Only the dossier material should be discussed and evaluated.
- Should questions arise with respect to procedural errors (those that reasonably could have affected the outcome), they should be addressed before the review continues. The error should be corrected at the level of the review at which it occurred. The case should be fully reconsidered from that point on. If internal letters have been generated at that level of review and beyond, they should be saved but not included in the dossier. The new written evaluations should note that reconsideration took place because of a procedural error and state the nature of that error. The comments process must be repeated for the new internal letters.
- Should there be significant new information, the record may be amended; however, all parties to the review process must review an amended record. If the information becomes available after a case has left the TIU, the college committee may return the case to the TIU.
- The associate dean for academic affairs will preside over the relevant committee's discussion of each case. The criteria to be applied are outlined above and require excellence in scholarship, teaching, and service. The associate dean for academic affairs will be responsible for preparing the written report of the committee's assessment and vote. Only "yes" and "no" votes on the recommendation to tenure and/or promote candidates are allowable; abstentions are not allowed among committee members.
- After the college committee completes its work, the associate dean for academic affairs shall advise the dean on tenure and promotion for each candidate. Following that consultation, the dean shall make a final recommendation in writing to the executive vice president and provost.
- Fourth-year reviews will follow the above procedures with one exception. The final decision with respect to reappointment will rest with the dean. There is no comments process following the final decision.

e Dean's Responsibilities

- Upon the receipt of a dossier from a TIU on a candidate for promotion and/or tenure, the dean will submit the dossier to the college promotion and tenure committee for review.
- The dean will consider the recommendations of the committee. The dean's decision shall be final with respect to reappointment and nonreappointment. Decisions with respect to promotion for tenure-track, clinical/teaching/professional practice, and research faculty shall

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See OAA [Policies and Procedures Handbook](#) for additional instructions.

be forwarded to the executive vice president and provost, who shall review the decision consistent with review procedures set forth in Faculty Rules [3335-6-03](#) and [3335-6-04](#). Any decision of the executive vice president and provost shall be final.

- Once the dean completes his/her/their letter to the executive vice president and provost, the dean will inform the candidate and the TIU head of the completion of the college-level review and of the availability of the reports. The candidate and TIU head will be provided with copies of those reports. University rules and OAA guidelines regarding the comments process will then be followed.
- When a promotion and tenure decision is negative, the dean must advise the candidate of his/her/their right to appeal and also of his/her/their final date of employment under the seven-year rule (if applicable).

2 Procedures for Associated Faculty on the Columbus Campus

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 that the 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), and does not proceed to the executive vice president and provost if the dean's recommendation is negative.

Positive recommendations from deans in colleges with TIUs likewise do not proceed to the executive vice president and provost. However, should a recommendation from a dean of a college without TIUs be positive, that decision shall proceed to the executive vice president and provost.

3 Procedures for Regional Campus Faculty

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 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

External evaluations of scholarly activity and research are obtained for all promotion reviews in which scholarship must be assessed. These include all tenure-track promotion and tenure or promotion reviews and all research faculty reappointment and promotion reviews. External evaluations are optional for clinical/teaching/practice faculty for the dimensions of teaching or service. If research and creative activity are an expectation of the position, then external letters are required. 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]*.

TIUs within this college will seek external evaluations predominately from evaluators in peer and aspirational peer programs that are clearly identified in the Appointments, Promotion, and Tenure document of each unit. Justification will be provided whenever a suggested evaluator is from a program not so specified.

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. TIUs will solicit evaluations only from professors with institutional affiliations predominately in the programs specified in their Appointments, Promotion, and Tenure document. 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.

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See OAA [Policies and Procedures Handbook](#) for additional instructions.

Since a 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](#) 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 TIUs in this college require that the dossier contain letters from evaluators suggested by the candidate.

TIUs will follow 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](#). A sample letter for clinical/teaching/professional practice faculty can be found [here](#).

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 unless the Office of Academic Affairs approves exclusion. 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

Only the candidate may appeal a negative tenure, promotion, or reappointment decision.

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/practice or research faculty, for securing a reappointment.

Faculty Rule [3335-6-05](#) sets forth general criteria for appeals of negative promotion and tenure decisions.

Appeals alleging improper evaluation are described in Faculty Rule [3335-5-05](#).

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

VIII Seventh-Year Reviews

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

IX Procedures for Student and Peer Evaluation of Teaching

A Student Evaluation of Teaching

Use of the Student Evaluation of Instruction (eSEI) is required in every course offered in the TIU's of this college. *[If TIU's use other evaluation tools instead of the eSEI, they should be described in this section.]* 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.

If TIUs require or recommend additional discursive evaluative instruments and/or processes for collecting them, these should be specified.

B Peer Evaluation of Teaching

TIU heads oversee their unit'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. Reasonable efforts are made to distribute service among the tenured faculty from year to year in order to support and encourage attention to the quality of teaching in the unit. 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* Volume 1, Chapter 2, 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 their APT documents are in accordance with these 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/associate clinical/teaching professors and nonprobationary professional practice assistant/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 two 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 two years with the goal of assessing teaching at all the levels of instruction to which the faculty member is assigned during the year of the review
- to review, upon the 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

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See OAA [Policies and Procedures Handbook](#) for additional instructions.

- 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](#).

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 committee 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.

For additional information on the peer review process, please contact the [Michael V. Drake Institute for Teaching and Learning](#) and the [Office of Distance Education and eLearning](#).

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See *OAA Policies and Procedures Handbook* for additional instructions.

The following list of hyperlinks appearing in Ohio State University Patterns of Administration and Appointments, Promotion, and Tenure Documents should not be included in governance documents. It is for information only.

Alphabetical List of Hyperlinks

Academic Rights and Responsibilities Reaffirmation: <https://oaa.osu.edu/rightsandresponsibilities.html>

American Association of University Professors' Statement on Professional Ethics

<http://www.aaup.org/AAUP/pubsres/policydocs/contents/statementonprofessionalethics.htm>

Anonymous Reporting Line: <https://secure.ethicspoint.com/domain/media/en/gui/7689/index.html>

Board of Trustees Rule 3335-23-05 (initiation and investigation of code violations):

<https://trustees.osu.edu/rules/code-of-student-conduct/3335-23-05.html>

Board of Trustees Rule 3335-23-15 (Committee on Academic Misconduct):

<https://trustees.osu.edu/code-student-conduct/3335-23-15>

Code of Student Conduct: <https://trustees.osu.edu/rules/code-of-student-conduct/>

Committee on Academic Misconduct: <https://oaa.osu.edu/coam.html>

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>

Faculty Rule 3335-3 (administration): <https://trustees.osu.edu/rules/University-rules/chapter-3335-3-administration.html>

Faculty Rule 3335-5 (governance): <https://trustees.osu.edu/rules/University-rules/chapter-3335-5-faculty-governance-and-committees.html>

Faculty Rule 3335-6 (tenure-track faculty appointments): <https://trustees.osu.edu/rules/University-rules/chapter-3335-6-rules-of-the-University-faculty-concerning-faculty-appointments-reappointments-promotion-and-tenure.html>

Faculty Rule 3335-7 (clinical/teaching/professional practice and research faculty appointments): <https://trustees.osu.edu/rules/University-rules/chapter-3335-7-rules-of-the-University-faculty-concerning-clinical/teaching/practice-faculty-appointment-reappointment-and-nonreappointment-and-promotion.html>

Faculty Rule 3335-8 (instruction): <https://trustees.osu.edu/rules/University-rules/chapter-3335-8-instruction.html>

Kirwan Institute for the Study of Race and Ethnicity: <http://kirwaninstitute.osu.edu/>

Michael V. Drake Institute for Teaching and Learning: <https://drakeinstitute.osu.edu/>

Office of Academic Affairs Governance Documents Webpage: <https://oaa.osu.edu/appointments-reappointments-promotion-and-tenure>

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See *OAA Policies and Procedures Handbook* for additional instructions.

Office of Academic Affairs *Policies and Procedures Handbook*: <https://oaa.osu.edu/policies-and-procedures-handbook>

Office of Distance Education and eLearning: <https://odee.osu.edu>

Office of Diversity and Inclusion: <https://odi.osu.edu/>

Office of Human Resources Employee and Labor Relations: <https://hr.osu.edu/services/elr/>

Office of Human Resources Employment Services: www.hr.osu.edu/

Office of Human Resources Policies and Forms: <https://hr.osu.edu/policies-forms>

Office of Institutional Equity: <https://equity.osu.edu/>

Office of University Compliance and Integrity: <https://compliance.osu.edu/concern-reporting.html>

Policy 6.27 (paid time off): <https://hr.osu.edu/public/documents/policy/policy627.pdf>

Policy 6.45 (unpaid leave): <https://hr.osu.edu/public/documents/policy/policy645.pdf>

Policy on Affirmative Action and Equal Employment Opportunity:
<https://policies.osu.edu/assets/policies/Policy-AAEEO.pdf>

Policy on Faculty Annual Review and Reappointment:
<https://oaa.osu.edu/sites/default/files/uploads/policies/Faculty-Annual-Review-and-Reappointment.pdf>

Policy on Faculty Appointments:
https://oaa.osu.edu/sites/default/files/links_files/facultyappointments_1.pdf

Policy on Faculty Compensation: <https://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>

Policy on Faculty Professional Leave: https://oaa.osu.edu/sites/default/files/links_files/Policy-FINAL-Faculty-Professional-Leave-20220601.pdf

Policy on Faculty Recruitment and Selection:
https://oaa.osu.edu/sites/default/files/links_files/facultyrecruitment.pdf

Policy on Nondiscrimination, Harassment, and Sexual Misconduct:
<https://policies.osu.edu/assets/policies/Policy-NDH-Sexual-Misconduct.pdf>

Policy on Outside Activities and Conflicts:
<https://policies.osu.edu/assets/policies/outside-activities-policy.pdf>

Policy on Special Assignment: <https://oaa.osu.edu/assets/files/documents/specialassignment.pdf>

Request for Absence Form: <https://workday.osu.edu/>

Rules of the University Faculty: <https://trustees.osu.edu/bylaws-and-rules/university-faculty-rules>

Sample Letters Requesting External Evaluation:
<https://oaa.osu.edu/assets/files/documents/Letter201.pdf> (for tenure-track and research faculty)

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See OAA [Policies and Procedures Handbook](#) for additional instructions.

<https://oaa.osu.edu/sites/default/files/uploads/handbooks/policies-and-procedures/samples/letters/Letter203.docx> (for clinical/teaching/professional practice faculty)

Samples of Teaching Criteria and Evidence:

https://oaa.osu.edu/sites/default/files/uploads/handbooks/policies-and-procedures/samples/Evidence-for-Criteria_6-7-18.pdf

SHIFT Framework:

<https://faculty.osu.edu/shift>

University of California Academic Personnel Policy:

https://facultydiversity.ucsd.edu/recruitment/C2D%20Guidelines_UCOP.pdf

University of Denver's College of Arts, Humanities, and Social Sciences DEI Committee Report:

<https://duvpfa.du.edu/2021/05/making-diversity-equity-and-inclusion-in-promotion-tenure-and-re-appointment-decisions-visible/>

Workday: <https://workday.osu.edu/>

COLLEGE APT GUIDELINE