

APPOINTMENTS, PROMOTION, AND TENURE DOCUMENT

Criteria and Procedures of the  
Department of Near Eastern Languages and Cultures

(Revised September 17, 2021)

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## TABLE OF CONTENTS

I. Preamble .....	p. 3
II. Department Mission .....	p. 3
III. Definitions .....	p. 4
A. Committee of the Eligible Faculty .....	p. 4
A1 Tenure-track Faculty.....	p. 4
A2 Teaching Faculty .....	p. 4
A3 Associated Faculty.....	p. 5
A4 Conflict of Interest.....	p. 5
A5 Minimum Composition.....	p. 5
B. Reappointment, Promotion, and Tenure Committees .....	p. 6
C. Quorum .....	p. 6
D. Recommendation from the Committee of the Eligible Faculty .....	p. 6
D1 Votes on Initial Appointment .....	p. 6
D2 Votes on Reappointment, Promotion and Tenure, Promotion, and Contract Renewal ...	p. 6
IV. Appointments .....	p. 6
A. Criteria.....	p. 7
B. Ranks and positions.....	p. 7
B1 Tenure-track Faculty.....	p. 7
B2 Teaching Faculty .....	p. 7
B3 Associated Faculty.....	p. 8
B4 Emeritus Faculty.....	p. 9
B5 Courtesy Appointments for Faculty .....	p. 9
C. Procedures .....	p. 10
C1 Tenure-track Faculty.....	p. 10
C2 Teaching Faculty .....	p. 12
C3 Transfer from the Tenure Track .....	P. 12
C4 Associated Faculty.....	p. 12
C5 Courtesy Appointments for Faculty .....	p. 13
V. Annual Performance and Merit Review Procedures.....	p. 13
A. Documentation .....	p. 13
B. Probationary Tenure-track Faculty .....	p. 14
C. Fourth-Year Review of Probationary Faculty .....	p. 16
D. Exclusion of Time from Probationary Period .....	p. 16
E. Tenured Faculty .....	p. 16
F. Teaching Faculty.....	p. 17
G. Associated Faculty .....	p. 17
H. Salary Recommendations.....	p. 17
VI. Promotion and Tenure and Promotion Reviews.....	p. 18
A. Criteria and Documentation that Support Promotion.....	p. 19
A1 Promotion to Associate Professor with Tenure .....	p. 19
A2 Promotion to Professor .....	p. 21
B. Teaching Faculty.....	p. 23

B1 Promotion to assistant professor of teaching .....	p. 23
B2 Promotion to associate professor of teaching .....	p. 23
B3 Promotion to professor of teaching .....	p. 23
C. Associated Faculty .....	p. 23
D. Procedures .....	p. 24
D1 Tenure-Track and Teaching Faculty.....	p. 24
D1a Candidate Responsibilities.....	p. 24
D1b Eligible Faculty Responsibilities .....	p. 28
D1c Department Chair Responsibilities .....	p. 30
D2 Procedures for Associated Faculty .....	p. 31
D3 External Evaluations.....	p. 31
VII. Appeals.....	p. 32
VIII. Seventh-Year Reviews.....	p. 32
IX. Procedures for Student and Peer Evaluation of Teaching .....	p. 33

## **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 department and its faculty are subject.

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

This document must be approved by the executive dean of the college or his or her designee and the Office of Academic Affairs before it may be implemented. It sets forth the department's mission and, in the context of that mission and the missions of the college and university, its criteria and procedures for faculty appointments and for faculty promotion, tenure and rewards, including salary increases. In approving this document, the dean and the Office of Academic Affairs accept the mission and criteria of the department and delegate to it the responsibility to apply high standards in evaluating current faculty and faculty candidates in relation to departmental 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 department and college; and to make negative recommendations when these are warranted in order to maintain and improve the quality of the faculty.

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

## **II. Department Mission**

Through teaching and research the Department of Near Eastern Languages and Cultures (NELC) promotes knowledge and understanding about the peoples of the Near East. The focus is on their languages and their cultures, including such topics as religions and scriptures, literary and scientific works, and law and society. The Near East is construed broadly and inclusively as the domain in which Afroasiatic, Iranian, Turkic, and Indo-Aryan languages have been used generally. In ordinary terms this means northern Africa, the Middle East, and South and Central Asia. The chronological scope of the department's interests run from prehistory to the present, bridging periods characterized today as ancient, medieval, and modern. The NELC department uses the opportunities presented by the available materials to study changing cultural traditions over long histories.

The methods of our study are diverse, including the broad range of approaches based in the humanities and social sciences, but the department is united by the principle that individuals, societies, and their products are understood best through the media of their own languages and that profound analysis of their cultures requires expertise in the language of the source material in any investigation.

The department offers Bachelors of Arts degrees and degree minors in Arabic, Hebrew, and Islamic Studies, and degree minors in Arabic, Hebrew, Persian, Turkish, and South Asian Studies. The NELC department maintains a graduate program offering Masters degrees and PhDs in Near Eastern Languages and Cultures. Undergraduate and graduate students are encouraged to develop the ability to approach the

Near East through multiple methods and disciplines and to attain the highest competency possible in the language or languages pursued in each case.

### **III. Definitions.**

#### **A. Committee of the Eligible Faculty.**

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

The department chair, the executive dean, divisional deans, 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, promotion and tenure, or contract renewal.

#### **A1. Tenure-track Faculty**

##### **Initial Appointment Reviews**

- For an appointment (hiring or appointment change from another faculty type) review of an assistant professor, the eligible faculty consists of all tenure-track faculty in the department.
- For an appointment (hiring or appointment change from another faculty type) review at senior rank (associate professor or professor), the eligible faculty consists of all tenure-track faculty in the department. A vote on the appropriateness of the proposed rank must then 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.

#### **A2. Teaching Faculty**

##### **Initial Appointment Reviews**

- For an appointment (hiring or appointment change from another faculty type) review of a teaching assistant professor, the eligible voting faculty consists of all tenure-track faculty in the department. All teaching faculty may participate, but they may not vote.
- For an appointment (hiring or appointment change from another faculty type) review at senior rank (teaching associate professor or professor), the eligible faculty consists of all tenure-track and all teaching faculty in the department. A vote on the appropriateness of the proposed rank must then be cast by all tenured faculty of equal or higher rank than the position requested.

##### **Reappointment, Contract Renewal, and Promotion Reviews**

- For the reappointment, contract renewal, and promotion reviews of teaching assistant professors, the eligible voting faculty consists of all tenured associate professors and professors. All nonprobationary /teaching associate professors and professors may participate but may not vote.
- For the reappointment, contract renewal, and promotion reviews of teaching associate professors, and the reappointment and contract renewal reviews of teaching professors, the eligible voting faculty consists of all tenured professors. All nonprobationary teaching professors may participate but may not vote.

### **A3. Associated Faculty**

#### **Initial Appointment, Reappointment, and Contract Renewal**

- Initial appointment (hiring or appointment change from another faculty type), reappointment, and contract renewal of associated faculty members are decided by the department chair in consultation with the relevant departmental Area Officers.

Initial appointments at senior rank require a vote by the eligible faculty (all tenured faculty of equal or higher rank than the position requested) and prior approval of the executive dean or designee.

#### **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, and lecturer titles.

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

The promotion of a lecturer to senior lecturer is decided by the department chair in consultation with the tenure-track faculty.

**A4. Conflict of Interest.** Conflicts of interest exclude otherwise eligible faculty from voting on a related matter. A conflict of interest exists when an eligible faculty member is related to a candidate or has a comparable close interpersonal relationship, has substantive financial ties with the candidate, is dependent in some way on the candidate's services, has a close professional relationship with the candidate (e.g. dissertation advisor), or has collaborated so extensively with the candidate that an objective review of the candidate's work is not possible. Generally, faculty members who have collaborated with a candidate on at least 50% of the candidate's published work since the last promotion will be expected to withdraw from a promotion or reappointment review of that candidate.

**A5. Minimum Composition.** A minimum of three eligible faculty members is required to conduct a vote. In the event that the department does not have at least three eligible faculty members who can undertake a review, the department chair, after consulting with the executive dean, will appoint a faculty member from another department within the college.

**B. Reappointment, Promotion, and Tenure Committees** consist of all available eligible faculty. All eligible faculty, as defined above, participate in the evaluation of other faculty. All available tenured faculty constitute the committee for candidates for promotion to the rank of associate professor and associate professor of teaching. All tenured professors constitute the committee for candidates for tenure. All professors constitute the committee for candidates for promotion to the rank of professor and professor of teaching.

**C. Quorum.** The quorum required to discuss and vote on all decisions for which a vote is called is two-thirds of the available eligible faculty not on an approved leave of absence. Faculty on approved leave are not considered for quorum unless they declare, in advance and in writing, their intent to participate in all proceedings for which they are eligible during the leave. A member of the eligible faculty on Special Assignment may be excluded from the count for the purposes of determining quorum only if the department chair has approved an off-campus assignment. Faculty members who recuse themselves because of a conflict of interest are not counted when determining quorum.

**D. Recommendation from the Committee of the Eligible Faculty.** In all votes taken on personnel matters only “yes” and “no” votes are counted. Abstentions are not votes. Eligible faculty members are strongly encouraged to participate fully in the review process by not abstaining from a vote on a personnel matter. Absentee ballots and proxy votes are not permitted.

**D.1. Votes on Initial Appointment.** A positive recommendation from the eligible faculty for appointment is secured when two-thirds of the votes cast are positive. In the case of a joint appointment, the department must seek input from a candidate’s joint-appointment TIU prior to his or her appointment.

**D.2. Votes on Reappointment, Promotion and Tenure, Promotion, and Contract Renewal.** A positive recommendation from the eligible faculty for reappointment, promotion and tenure, promotion, and contract renewal is secured when two-thirds of the votes cast are positive. In the case of a joint appointment, the department must seek input from a candidate’s joint-appointment TIU prior to his or her reappointment, promotion and/or tenure, or contract renewal.

#### **IV. Appointments**

##### **A. Criteria**

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

**B. Ranks and positions.** Specific criteria for particular positions as they become available in the department will be determined by a committee duly appointed by the Chair. New positions require the approval of the voting faculty and the Chair of the Department, and are subject to the approval of the Executive Dean of the College.

### **B.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 that of assistant professor. The department 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 department's eligible faculty, the department chair, 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.** A minimum requirement for appointment at or promotion to the rank of assistant professor or a higher rank is an earned doctorate or other terminal degree in a field of study relevant to department's mission and the language and culture areas represented within the Department. Evidence of potential for scholarly productivity, high-quality teaching, and high-quality service to the department 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. Review for tenure prior to the mandatory review year is possible when the Committee of Eligible Faculty determines such a review to be appropriate. The granting of prior service credit, which requires approval of the Office of Academic Affairs, may reduce the length of the probationary period, but is strongly discouraged as it cannot be revoked once granted except through an approved request to exclude time from the probationary period.

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

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

**B.2. Teaching Faculty.** The initial contract for teaching faculty must be for a period of five years and is probationary, with reappointment considered annually. Second and subsequent contracts for teaching assistant and associate professors must be for a period of at least three years and for no more than five years, at the discretion of the department chair. Second and subsequent contracts for teaching professors



must be for a period of at least three years and no more than eight years. There is also no presumption that subsequent appointments will be offered, regardless of performance. The terms of a contract may be re-negotiated at the time of reappointment. These extended appointments are not probationary, and the individual may only be terminated for cause (see rule [3335-5-04](#) of the Administrative Code) or financial exigency (see rule [3335-5-02.1](#) of the Administrative Code). Tenure is not granted to teaching faculty.

**Instructor of Teaching, NELC.** The department will normally make an appointment at the rank of instructor of teaching when the appointee has not completed the requirements for the terminal degree. The department will make every effort to avoid making such appointments. For purposes of language pedagogy, NELC recognizes the M.A. as an appropriate terminal degree. For all other purposes, the Ph.D. is considered the terminal degree. An appointment at the instructor level is limited to a three-year contract and may be limited to a shorter time at the discretion of the department. 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 contract period, a new contract will not be considered even if performance is otherwise adequate and the position itself will continue.

**Assistant Professor of Teaching, NELC.** An earned doctorate or other terminal degree in the relevant field or equivalent experience and the required licensure/certification in their specialty are the minimum requirements for appointment at the rank of assistant professor of teaching. For purposes of language pedagogy, NELC recognizes the M.A. as an appropriate terminal degree for the rank of assistant professor of teaching. Evidence of ability to teach is essential.

**Associate Professor of Teaching, NELC and Professor of Teaching, NELC.** Appointment at the rank of associate professor of teaching or professor of teaching requires that the individual have an earned doctorate in the relevant field or equivalent experience and the required licensure/certification in his/her specialty, and meets, at a minimum, the department's criteria in the areas teaching, professional practice and other service for promotion to the rank. These materials can include a combination of publications in academic journals or edited collections, conference presentations, authorship or co-authorship of pedagogical materials such as textbooks/websites (print or open access), and development of pedagogical materials for classroom use. Appointment at the rank of professor of teaching additionally requires production and dissemination of scholarly materials pertinent to pedagogy and/or professional practice.

### **B.3. Associated Faculty (i.e. non-tenure-track faculty)**

Associated faculty appointments may be as short as a couple of weeks to assist with a temporary project, a semester to teach one or more courses, or for up to three years when a longer appointment is useful for long-term planning and retention. Associated faculty may be reappointed.

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

**Lecturer.** Lecturers have teaching and the organization of pedagogy in a designated field as the main purpose of their position. 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 they have a Master's degree in a field appropriate to the subject matter to be taught and a significant record of service to the department. Senior lecturers have teaching and the organization of pedagogy in a designated field as the main purpose of their position. Senior lecturers are not eligible for tenure or promotion. The initial appointment for a senior lecturer should generally not exceed one year.

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

#### **B.4 Emeritus Faculty**

Emeritus faculty status is an honor given in recognition of sustained academic contributions to the university as described in Faculty Rule [3335-5-36](#). Full-time tenure track, teaching, 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 department chair outlining academic performance and citizenship. The Committee of Eligible faculty (tenured and nonprobationary teaching associate professors and professors) will review the application and make a recommendation to the department chair, who will decide upon the request, and if appropriate submit it to the executive dean or designee. 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.

#### **B.5 Courtesy Appointments for Faculty**

Occasionally the active academic involvement in the instruction of graduate students in the department by a tenure-track, clinical, or research faculty member from another department at Ohio State warrants appointment to the Graduate Faculty of the NELC graduate programs. Such faculty are appointed by the department's Graduate Studies Committee pending approval of the Chair. Courtesy Faculty may serve on advisory committees, exam committees, and dissertation committees for NELC graduate students without case-by-case approval. In special circumstances (for example, if no appropriate NELC faculty member is

available), the Graduate Studies Committee and Chair may approve a Courtesy Faculty member to serve as the main dissertation advisor for a NELC graduate student.

### C. Procedures

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

#### C.1. Tenure-track Faculty

A national search is required to ensure a diverse pool of highly qualified candidates for all tenure-track positions. Exceptions to this policy must be approved by the 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](#).

Searches for tenure-track faculty proceed as follows:

The executive dean of the college provides approval for the department to commence a search process. This approval may or may not be accompanied by constraints with regard to salary, rank, and field of expertise.

The department chair appoints a search committee consisting of three or more faculty members who reflect the field of expertise that is the focus of the search (if relevant) as well as other fields within the department. The chair may appoint one search committee member from the faculty of another department if that faculty member possesses relevant expertise complementary with that provided by NELC faculty. The Chair of NELC may serve as a member of the Search Committee.

Prior to any search, members of all search committees must undergo inclusive hiring practices training available through the Office of Diversity and Inclusion (<https://odi.osu.edu/>). Implicit bias training, such as that available through the [Kirwan Institute for the Study of Race and Ethnicity](#), is also required of all search committee members prior to any search

The search committee:

- appoints a Diversity Advocate who is responsible for providing leadership in assuring that vigorous efforts are made to achieve a diverse pool of qualified applicants.
- develops a search announcement for internal posting in the university Job Postings through the [Office of Human Resources](#) and external advertising, subject to the department chair's approval and in consultation with the departmental faculty. The announcement will be no more specific than is necessary to accomplish the goals of the search, since an offer cannot be made that is contrary to the content of the announcement with respect to rank, field, credentials, salary. In addition, timing for the receipt of applications will be stated as a preferred date, not a precise

closing date, in order to allow consideration of any applications that arrive before the conclusion of the search.

- develops and implements a plan for external advertising and direct solicitation of nominations and applications.
- makes available to the entire tenure-track faculty, in either electronic form or in hard copies, the dossiers of the candidates so that the tenure-track faculty can contribute their views on any or all of the candidates. The search committee should make materials available to the tenure-track faculty prior to the search-committee meeting to discuss candidates and with sufficient time for the tenure-track faculty to have meaningful input in the selection of candidates.
- screens applications and letters of recommendation and presents to the full faculty a summary of those applicants (usually three to five) judged worthy of interview. If the faculty agrees with this judgment, virtual or on-campus interviews are arranged by the search committee chair, assisted by the department office. A faculty member who does not agree must state clear reasons for reconsidering the list, and the department chair, in consultation with the faculty, determines the appropriate next steps (such as soliciting new applications, reviewing other applications already received, or canceling the search for the time being).

Virtual or on-campus interviews with candidates must include opportunities for interaction with faculty and other prospective colleague groups, including the search committee, graduate students, the department chair, and the executive dean or designee. In addition, all candidates make a presentation to the faculty and graduate students on their scholarship. Candidates may be asked to teach a class, either an actual class or a mock instructional situation. All candidates interviewing for a particular position must follow the same interview format.

Following completion of virtual/on-campus interviews, the Search Committee shall convene, deliberate, and rank order the candidates. The Chair shall convene a special meeting of the entire tenure-track faculty, at which the recommendations of the Search Committee will be presented and discussed. After due deliberation, those eligible faculty members who have reviewed the candidates' dossiers shall vote on the candidates in a confidential ballot. The candidate receiving two-thirds of the votes shall be recommended to the chair as the Department's choice for the position. If the top candidate receives more than half but less than two-thirds of the votes, the faculty will vote again on the single top candidate. If this candidate still receives less than two-thirds of the positive votes, the chair, in consultation with the executive dean or designee, will decide whether to make an offer to the top-ranked candidate on the basis of a simple majority or to end the search and begin again. If the chair decides to make an offer, she or he will write a letter of explanation of the circumstances to the faculty with a copy to be sent to the executive dean. A two thirds vote is normally expected before the chair can recommend the appointment to the dean.

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

The Chair of NELC and the Dean of the College shall be responsible for conducting all negotiations and contractual matters leading to the appointment.

Should the preferred candidate be unavailable to fill the position, the Department's second choice shall be recommended to the Chair, unless circumstances dictate that new procedures be instated.

At all times, the procedures shall be conducted in accordance with the dictates of academic freedom and integrity, and confidentiality in conformity with the provisions of the Ohio Public Records Act, the University rules of Equal Opportunity and Affirmative Action.

The department is advised to discuss potential appointment of a candidate requiring sponsorship for permanent residence or nonimmigrant work-authorized status with the Office of International Affairs. The university will not grant tenure unless an individual is a (1) U.S. citizen or national; (2) permanent resident ("green card" holder); (3) asylee or refugee; or (4) an individual otherwise described as a "protected individual" pursuant to Title 8 U.S. Code Section 1324b(a)(3)(b). The department will therefore be cautious in making such appointments and vigilant in seeking residency status for the appointee promptly and diligently.

### **C.2. Teaching Faculty**

Searches for teaching faculty generally proceed identically as for tenure-track faculty, with the exception that the candidate's presentation during the virtual or on-campus interview will address issues in teaching or professional teaching practice rather than scholarship. Exceptions to a national search require approval by the executive dean of the college.

### **C.3 Transfer from the Tenure Track**

Tenure-track faculty may transfer to a teaching appointment if appropriate circumstances exist. Tenure or tenure eligibility is lost upon transfer, and transfers must be approved by the department chair, the executive 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 teaching appointment to the tenure track are not permitted. Teaching faculty members may apply for tenure-track positions and compete in regular national searches for such positions.

### **C.4 Associated Faculty**

The appointment, review, and reappointment of all compensated associated faculty are decided by the department chair in consultation with the departmental Area Officers holding relevant expertise.

Appointment and reappointment of uncompensated adjunct or visiting faculty may be proposed by any faculty member in the department and are decided by the department chair in consultation with the department Advisory Committee.

Compensated associated appointments are generally made for a period of one year, unless a shorter or longer period is appropriate to the circumstances. All associated appointments expire at the end of the appointment term and must be formally renewed to be continued. Visiting appointments may be made for one term of up to three years or on an annual basis for up to three consecutive years.

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

### **C.5. Courtesy Appointments for Faculty**

Any department faculty member may propose a 0% FTE (courtesy) appointment for a tenure-track, teaching, or research faculty member from another Ohio State department. A proposal that describes the uncompensated academic service to this department justifying the appointment is considered at a regular faculty meeting. If the proposal is approved by the eligible faculty, the department chair extends an offer of appointment. The department chair 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**

Every faculty member must have an annual performance review. Reviews cover all activities at OSU for one calendar year (January through December). For untenured faculty eligible for future tenure, these reviews play a critical role in monitoring progress toward tenure, and will be conducted by a properly constituted committee of eligible faculty, which the department internally refers to as the Committee of Eligible Faculty (CEF), consisting of all available eligible faculty, or in other words tenured senior faculty not on approved leave. For all faculty the reviews serve as a basis for annual salary recommendations, for assisting faculty in developing and carrying out professional plans, and for calling attention to performance problems where they exist.

The department follows the requirements for the annual performance and merit review as set forth in the [Policy on Faculty Annual Review and Reappointment](#), which stipulates that such reviews must include a scheduled opportunity for a face-to-face meeting as well as a written assessment. According to the policy, the purposes of the review are to:

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

The annual performance and merit reviews of every faculty member are based on expected performance in teaching, and service as set forth in the department's guidelines on faculty duties and responsibilities; on any additional assignments and goals specific to the individual; and on progress toward promotion where relevant. Meritorious performance in teaching, scholarship, and service is assessed in accordance with the same criteria that form the basis for promotion decisions.

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

### **A. Documentation**

For their annual performance and merit review, faculty members must submit the following documents to the department chair in spring semester by a deadline set by the chair :

- 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*); appropriate forms for the latter will be made available through the chair
- updated CV, which will be made available to all faculty in an accessible place (*all faculty*); guidelines for CV format will be made available through the chair

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

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

**B. Probationary Tenure-track Faculty.** All tenure-track faculty are initially offered employment with the expectation that earning tenure is feasible for the newly appointed faculty member pending steady and effective research, teaching, and service. The department chair and senior faculty assiduously monitor the tenure-track faculty's progress toward that goal through annual reviews and mentoring. Nonrenewal of an appointment can be appropriate following any annual review, through the fifth-year review, if the inadequacy of the probationary faculty member's record and/or professional development should become apparent. It is misleading to probationary faculty members and a poor use of the time and efforts of all parties to the review process to have a full-fledged review for promotion and tenure when it had become apparent at an earlier time that a positive recommendation for promotion and tenure would be unlikely. At the time of appointment, probationary faculty members shall be provided with and retain all relevant documents detailing Department, College, and University promotion and tenure policies and criteria. If these documents are revised during the probationary period, probationary faculty members shall be provided with copies of the revised documents.

The participants in the annual departmental review of probationary tenure-track faculty are 1) the faculty member under review, 2) the Committee of Eligible Faculty (CEF) for probationary faculty, constituted of the tenured senior faculty, with a chair appointed by the department chair, and 3) the department chair.

The probationary faculty member will assemble his/her dossier in accordance with the appropriate format stipulated by the Office of Academic Affairs. Probationary faculty present their dossiers to the Chair by a date specified in the letter of notice. Sloppily prepared dossiers, dossiers that are either padded or lacking in essential information, and dossiers that contain large amounts of self-evaluation or unnecessary narrative impose added burdens on review committees and reflect badly on both the probationary faculty member and the Department. The CEF Chair will go over the dossier with the probationary faculty member for the following purposes:

- to determine that sufficient evidence has been assembled and that is in satisfactory form (see [OAA dossier outline](#)); to verify the accuracy of the probationary faculty member's listing of his/her published work and provide a statement that this has been accomplished to the Chair of the CEF (who will include it in the report of the CEF to the Chair of the Department);

- to advise the probationary faculty member and the Chair if corrections and/or further evidence is needed; and
- to screen the evidence submitted and advise the probationary faculty member and the Chair if some items should not be included.

The Department Chair, in the presence of the CEF Chair, will consult with the probationary faculty member after this review of the dossier has been completed. The faculty member will be shown the dossier, apprised of any additional material added, and invited to submit such additional material as is necessary to assist the CEF in making a well-informed assessment.

When the Committee of Eligible Faculty (CEF) and the probationary faculty member have determined that the evidence is complete, the Chair will make the dossier available to the members of the properly constituted CEF (see above).

It is the obligation of each eligible member of the properly constituted CEF to examine responsibly and thoroughly the contents of the dossier. The Chair of the Department shall take such measures as are reasonable, practicable, feasible, and collegial to encourage and monitor fulfillment of this obligation. After sufficient time has been allowed for the members of the CEF to examine the evidence, the Chair of the CEF will convene a meeting of the committee at which time the evidence will be discussed and a vote taken. The Chair of the Department may participate in the discussions but will not vote. Votes on personnel matters must be by confidential ballot. A two-thirds affirmative vote is necessary to establish a recommendation for renewal. The CEF Chair must submit a written report for each probationary faculty member to the Chair of the Department for inclusion in the dossier. This report is to include the committee's actual numerical vote and recommendation, an explanation of the recommendation (including the principal strengths and weaknesses of the case), and, if the vote was divided, a presentation of the differing viewpoints on the case.

The Chair of the Department shall write a letter to the probationary faculty member summarizing the assessment of the probationary faculty member's case and a decision about reappointment. Recommendations by the CEF will ordinarily be accepted unless they are not supported by the evidence presented that the probationary faculty member meets University, College, and Department standards (see Faculty Rule [3335-6](#) and Section VI.A, below). Should the Chair make an assessment and/or recommendation differing from that of the CEF, he or she will communicate in writing to the CEF the reason(s) why their assessment and/or recommendation was judged not to be supported by the evidence. In case of such a finding and before forwarding the review materials to the Executive Dean, the Chair will call a meeting of the CEF to explain further his/her decision and invite discussion.

The CEF chair and the department chair together meet with the faculty member under review to explain the outcome and to share their written evaluations.

If the department chair recommends renewal of the appointment, this recommendation is final. The department chair's annual review letter to the faculty member renews the probationary appointment for another year and includes advice on future plans and goals. The faculty member may then provide written comments on the review within ten days of receiving the department chair's letter. The department chair may respond to such comments in writing. The department chair's letter (along with the faculty member's comments, if received, and any written response to the comments) is forwarded to the executive dean of the college. In addition, the annual review letter becomes part of the cumulative dossier for promotion and tenure (along with faculty member's comments, if he or she chooses, and chair's responses).



If the chair does not recommend renewal of appointment, the Fourth-Year Review process is invoked (per Faculty Rule [3335-6-04](#)), whereby the complete dossier is forwarded to the college for review. Then the executive dean makes the final decision on renewal or nonrenewal of the probationary appointment.

If, during any review of a probationary faculty member not involving promotion and tenure, the decision of the Executive Dean is not to recommend that faculty member for reappointment, the probationary faculty member will be notified of this decision of non-renewal and the reasons for it in writing and will be provided with a final date of employment in accordance with the standards of notice set forth in Faculty Rule [3335-6-08](#).

**C. Fourth-Year Review of Probationary Faculty.** The purpose of the Fourth-Year Review is to offer a critical evaluation of progress towards tenure. During the fourth year of the probationary period the annual review follows the same procedures as the mandatory tenure review, with the exception that external evaluations are not required and that the executive dean (not the department chair) makes the final decision regarding renewal or nonrenewal of the probationary appointment.

External evaluations are solicited only when either the department chair or the eligible faculty determine that they are necessary to conduct the Fourth-Year Review. This may occur when the candidate's scholarship is in an emergent field, is interdisciplinary, or the eligible faculty do not feel otherwise capable of fully evaluating the scholarship without the assistance outside advice.

The CEF conducts a review of the candidate as in prior years. On completion of the review, the CEF votes by written ballot on whether to renew the probationary appointment. The chair of the CEF forwards a record of the vote and a written performance review to the department chair. The department chair conducts an independent assessment of performance and prepares a written evaluation that includes a recommendation on whether to renew the probationary appointment. At the conclusion of the department review, the formal comments process (per Faculty Rule [3335-6-04](#)) is followed and the case is forwarded to the college for review, regardless of whether the department chair recommends renewal or nonrenewal.

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

**E. Tenured Faculty.** Associate Professors and Professors are reviewed annually by the Chair in close consultation with the Chair's Advisory Committee (CAC), all of whom study the annual reports submitted by each tenured faculty member.

The annual review of professors is based on their having achieved sustained excellence in the discovery and dissemination of new knowledge relevant to the mission of the tenure initiating unit, as demonstrated by national and international recognition of their scholarship; ongoing excellence in teaching, including their leadership in graduate education in both teaching and mentoring students; and outstanding service to the department, the college, the university, and their profession, including their support for the professional development of assistant and associate professors. Professors are expected to be role models in their academic work, interaction with colleagues and students, and in the recruitment and retention of junior colleagues. As the highest ranking members of the faculty, the expectations for academic leadership and mentoring for professors exceed those for all other members of the faculty.

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

Each Member of the CAC will submit to the Chair an evaluation of the faculty members who have submitted materials for review.

The Department Chair prepares a written evaluation of the faculty member and meets with the faculty member to discuss his or her performance and future plans and goals. The faculty member may provide written comments on the evaluation for inclusion in his or her personnel file.

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

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

If the position will continue, a formal performance review for reappointment is necessary in the penultimate contract year to determine whether the faculty member will be offered a new contract. This review will proceed in the same manner as the Fourth-Year Review procedures for tenure-track faculty. There is no presumption of renewal of contract.

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

Compensated associated faculty members on a multiple year appointment are reviewed annually by the department chair, or designee. The department chair, or designee, prepares a written evaluation and meets with the faculty member to discuss his or her performance, future plans, and goals. The department chair's recommendation on reappointment is final and the faculty member will be notified of the decision in the Autumn semester of the final year of appointment.

**H. Salary Recommendations.** The Chair will make annual salary recommendations in accordance with the recommendations of the CAC and the performance evaluation of the faculty member, and submit them to the Divisional Dean of the Arts and Humanities. The Chair will also make available to the Divisional Dean the completed performance evaluation of the faculty member and any response from the faculty member to this evaluation. 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. The Divisional Dean may modify these recommendations.

As a general approach to formulating salary recommendations, the CAC will rank faculty based on continuing productivity (high, average, low, and unsatisfactory) in each of three categories (research, teaching, service), and also provide an overall evaluation (high, average, low, and unsatisfactory). The

CAC also considers market and internal equity issues. Salary increases should be based upon these considerations.

Faculty members who wish to discuss dissatisfaction with their salary increase with the department chair should be prepared to explain how their salary (rather than the increase) is inappropriately low, since increases are solely a means to the end of an optimal distribution of salaries.

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

Other rewards-such as Faculty Professional Leaves, Special Assignments, adjusted teaching duties for new faculty, provision with graduate research associates, College and University awards requiring departmental rank-ordering, etc., will be determined by the Chair of the Department in consultation with the CAC and with approval of the executive dean or designee as required by college or university policy.

## **VI. Promotion and Tenure and Promotion Reviews**

The criteria outlined below follow from and supplement those set forth in Faculty Rule [3335-6](#), which obtains in matters of reappointment, promotion and tenure, and promotion in this Department. These criteria are, by and large, applicable to tenured faculty members as well as probationary faculty members and, with appropriate adjustment of expectations, will obtain in reviews for promotion to professor. They are addressed to some of the concerns particularly relevant to the Department of NELC. In all cases each probationary faculty member under consideration for promotion and tenure and each tenured faculty member under review will be judged with respect to the proposed rank and duties, considering the record of his/her performance in:

- teaching;
- scholarship, pedagogical research, and creative work; and
- service to the Department, the College, the University, and the professional community, as well as public service related to his/her expertise and departmental citizenship. See explanation below B.1 Criteria, c. Service

Outstanding undergraduate and graduate teaching is vital to the Department's successful maintenance of a viable and coherent curriculum. Therefore, due consideration will be given to demonstrated teaching proficiency in all reappointment, promotion and tenure, and promotion decisions. One of the Department's primary objectives is to establish and sustain reputable graduate programs that will attract qualified students and assure them of a rigorous and exciting educational experience. Therefore, meritorious publication is a necessary condition for reappointment, promotion and tenure, and promotion. In addition, it is to be expected that senior faculty members of the Department achieve national and international recognition as scholars and contributors in their respective fields and that junior faculty members show promise and evidence of achieving such recognition.

Reasonable flexibility shall be exercised in balancing heavier commitments and responsibilities in one area against lighter commitments and responsibilities in another.

The Department seeks to foster an environment in which all faculty members, but especially probationary faculty, achieve an equitable allocation of time and effort among teaching, research, and service. The

probationary period passes quickly and the Department urges probationary faculty members to concentrate on those things that matter most for the attainment of promotion and tenure. These include excellence both in teaching in those areas noted to be the most important by the Department and in developing a focused program of research. The Department recognizes that probationary faculty should reasonably limit service. The probationary period is not the time for faculty members to voluntarily take on numerous committees and time-consuming professional roles that can detract from efforts to establish themselves as excellent teachers/scholars. On the other hand, the Department will not sanction avoidance of all service. Probationary faculty members will be expected to demonstrate their willingness and ability to be contributing members of the Department and also to the College, the University, and/or the profession. Tenured faculty members have a professional obligation to share in the administration of the Department, College, and University and to provide other kinds of professional service. In addition to high quality teaching and research, leadership in service roles is expected for promotion to professor. According to Faculty Rule [3335-6-02](#)(C), “promotion 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.”

It must be stressed, above all, “in all instances superior intellectual attainment, in accordance with the criteria set forth in the Faculty Rules and in this document, 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" (Faculty Rule [3335-6-02](#){D}).

## **A. Criteria and Documentation that Support Promotion**

### **A. 1. Promotion to Associate Professor with Tenure**

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

*The awarding of tenure and promotion to the rank of associate professor must be based on convincing evidence that the faculty member has achieved excellence as a teacher, as a scholar, and as one who provides effective service; and can be expected to continue a program of high-quality teaching, scholarship, and service relevant to the mission of the academic unit(s) to which the faculty member is assigned and to the university.*

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

The award of tenure is an acknowledgement of excellence and future potential for preeminence. It is therefore essential to evaluate and judge the probability that faculty, once tenured, will continue to develop professionally and contribute to the department’s academic mission at a high level for the duration of their time at the university.

Every candidate is held to a high standard of excellence in all aspects of performance. Above all, candidates are held to a very high standard of excellence in the areas central to their responsibilities. For example, if a candidate's primary teaching role is and will continue to be undergraduate teaching, then excellence in undergraduate teaching is required. A mediocre performance in this area would not be

adequately counterbalanced by excellent performance in another aspect of teaching that is a significantly smaller part of the individual's responsibilities.

Excellence in teaching, scholarship, 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](#).

## **Teaching**

Excellent teaching on all levels and in all appropriate areas is central to the aims of the Department. To assess the quality of teaching, the department depends on University SEIs, the department's own student qualitative course evaluation forms, and written peer evaluations. See Section IX, Procedures for Student and Peer Evaluation of Teaching.

Excellence in teaching may be demonstrated through success in developing student interests in the subject area(s), effectiveness in conveying to students the essentials of the subject(s) taught, and a willingness to demand of students' clear evidence of intellectual growth. In all appropriate classes—including language classes, whenever feasible—teachers should emphasize the necessity of clear and expressive writing, provide models for such writing through materials and readings made available to the class, insist uncompromisingly on competent writing from the students, and afford guidance, correction, and encouragement through meticulous, timely critical evaluation of students' written work.

In classes devoted more specifically to language teaching and learning or those devoted to critical and intensive study of original-language literary (and other) texts, teachers should be equally challenging in insisting on their students' improvement of the important skills involved and their growth in knowledge of the language(s) in general. Language teachers at every level should also be concerned with developing effective means and instruments (tests, exercises, recitations, reading and/or, writing assignments, etc.) for determining, measuring; and evaluating students' actual proficiency and progress in the language(s), as well as their mastery of the specific subject matter.

For faculty members whose responsibilities to a great extent involve program direction or multiple class course coordination, that aspect of their appointment must be weighted and evaluated with particular attention. Demonstration of excellence will be sought in such areas as the training and supervision of GTAs, the adaptation or development of materials used in the program or course in question, and/or success in gaining recognition for the program or course through national rankings, student recruitment and retention, or the attraction of outside funding.

Since evidence of successful graduate teaching and advising is important for promotion and tenure, and of particular importance for promotion to professor, excellence of faculty members in this area will be a matter of major concern. Wherever appropriate, attention should be given not only to a faculty member's involvement in graduate students' MA or PhD examinations or preparation of theses or dissertations, but also to his/her availability and effectiveness as a formal or informal graduate advisor. To the extent possible and feasible, the Department should also attach importance to the determinable progress and success of students under a faculty member's guidance and direction—both during and following their graduate careers, to evaluate the faculty member's contribution (as mentor, advisor, recommender, advocate, etc.) to that progress and success.

## **b. Scholarship**

No area of academic endeavor contributes as much as research does to the standing of the Department in the eyes of the College and its other units, of the University, and of the national and international academic community. Review committees for probationary faculty and tenured members, then, will place great emphasis on scholarly achievement and productivity. All candidates for tenure and promotion must demonstrate clear excellence in this area. Typically, a candidate for promotion to the rank of Associate Professor with Tenure will be expected to present a book published (or in production) by a scholarly press with a strong reputation as well as a number of refereed articles that demonstrate original and important scholarship in the field, preferably published in refereed journals. Recognition may also be given to works of translation. For candidates conducting studies in pedagogy, evidence of an active research program may also include textbooks and refereed articles that incorporate or present theoretical ideas or advances in pedagogy; it may also include innovative instructional software and other digital and technology-based instructional materials and systems. In certain subdisciplines in the Department, such as linguistics, the publication of several substantial articles may represent effort and achievement comparable to the publication of a book in other disciplines. All candidates must also show other evidence of scholarly production in the form of published articles in major refereed journals, presentations at scholarly meetings, and the gaining of or efforts to gain funding for research.

## **c. Service**

The CEF shall consider service to the Department, College, and University that the faculty member has been asked to perform, as well as that which he/she may have initiated. The criteria for evaluating such service, together with those for evaluating service to the community, are broadly defined in Faculty Rule [3335-6-02](#)(A). It should be added with emphasis that those who perform service in which the commitment of time is considerable, such as chairing a departmental, college, or university committee, serving as an undergraduate or graduate advisor, or service as director or coordinator of an instructional unit of a language program with little or no reduction in teaching load can reasonably expect that such service will receive due consideration. Any service obligations undertaken especially by probationary faculty members and submitted by them for evaluation under this rubric must be considered and discussed in their annual review. (See also Section D.1.a below, for standards of documentation of service activities.)

Probationary and tenured faculty members should also be held to a high standard of departmental citizenship. Departmental citizenship includes effective service on departmental committees, including meeting deadlines for completion of work charged to such committees; service on college and university committees appropriate to one's skills and within or beyond the department, etc. Poor departmental citizenship at best imposes additional service burdens on other faculty members and at worst may obstruct the Department's ability to function and may damage its reputation. Poor departmental citizenship is recognized in this Department as an appropriate factor in the evaluation process.

## **A.2. 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 department, college, and university.

a. Teaching. Excellent teaching on all levels and in all appropriate areas is central to the aims of the Department. To assess the quality of teaching, the department depends on University SEIs, the department's own student qualitative course evaluation forms, and written peer evaluations. Copies of complete sets of SEIs are retained in the department office. For promotion to professor, at least three written peer evaluations are required from the last five years, with one normally being written every other year.

Excellence in teaching may be demonstrated through success in developing student interests in the subject area(s), effectiveness in conveying to students the essentials of the subject(s) taught, and a willingness to demand of students' clear evidence of intellectual growth. Since evidence of successful graduate teaching and advising is of particular importance for promotion to professor, excellence of faculty members in this area will be a matter of major concern. Wherever appropriate, attention should be given not only to a faculty member's involvement in graduate students' M.A. or Ph.D. examinations or preparation of theses or dissertations, but also to his/her availability and effectiveness as a formal or informal graduate advisor. To the extent possible and feasible, the Department should also attach importance to the determinable progress and success of students under a faculty member's guidance and direction—both during and following their graduate careers—to evaluate the faculty member's contribution (as mentor, advisor, recommender, advocate, etc.) to that progress and success.

b. Scholarship. A candidate for promotion to the rank of Professor is expected to present substantial publication beyond that which earned promotion to the rank of Associate Professor. Typically, this will consist of one or more additional books published or in production and regular publication in refereed journals. The candidate will also be expected to demonstrate a substantial record of participation at conferences, including international conferences, where he or she will have presented papers. For

candidates in pedagogy, evidence of an active research program may also include instructional software as well as textbooks and refereed articles beyond that which earned promotion to the rank of Associate Professor. For candidates in sub-disciplines in the Department, such as linguistics, more weight may be attributed to a second series of substantive articles. Candidates must continue to show other evidence of additional scholarly productivity in the form of articles in major refereed journals, presentations at scholarly meetings, and the gaining of or efforts to gain outside funding for research. Finally, recognition may also be given to works of translation.

c. Service. The CEF shall consider service to the Department, College, and University that the faculty member has been asked to perform, as well as that which he/she may have initiated. The criteria for evaluating such service, together with those for evaluating service to the community, are broadly defined in Faculty Rule [3335-6-02](#)(A). Departmental citizenship includes effective service on departmental committees, service on college and university committees, and service beyond the department appropriate to the rank of professor at a major research institution.

## **B. Teaching Faculty**

**B.1. Promotion to assistant professor of teaching.** NELC requires that a faculty member has completed their doctoral or other terminal degree in the relevant field or equivalent experience, met the required licensure/certification in their specialty and be performing satisfactorily in teaching, professional practice, and service.

**B.2. Promotion to associate professor of teaching.** NELC requires that a faculty member hold a doctoral or other terminal degree in the relevant field or equivalent experience, 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 department. Specific criteria in teaching and service for promotion to associate professor of teaching are similar to those for promotion to associate professor with tenure.

**B.3. Promotion to professor of teaching.** NELC 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.

## **C. 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 faculty 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 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.

## **D. Procedures**

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

The review for tenure during the final year of a tenure-track faculty member's probationary period is mandatory and must take place. At the departmental level, it culminates in a vote of all tenured faculty by secret ballot. Faculty must be in attendance at the meeting either in person or through video/audio link in order to vote. A two-thirds affirmative vote of those present is necessary for a recommendation for tenure. Mandatory promotion and tenure reviews will normally be conducted during the Autumn Semester of the probationary faculty member's sixth year of probationary service.

All candidates for promotion and tenure are reviewed not only by CEF and the Chair of the Department, but also at the College and University levels, as directed in Faculty Rule [3335-6-04\(C\)](#).

Only the candidate may stop any review for promotion and tenure once external letters of evaluation have been sought (see D.3. of this Section, below). If the review process has moved beyond the Department, the Chair of the Department shall inform the Executive Dean or the Office of Academic Affairs, as relevant, of the candidate's withdrawal. Withdrawal from the mandatory tenure review during the final probationary year means that tenure will not be granted. The probationary faculty member who withdraws from such a review in progress must provide a written letter of resignation to the Chair of the Department in order to prevent or terminate the review. The letter must contain a statement by the faculty member acknowledging that the decision not to complete the review may not be revoked.

### **D.1. Tenure-Track and Teaching Faculty**

#### **D.1.a. Candidate Responsibilities**

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

- **Dossier**

Every candidate must submit a complete, accurate dossier fully consistent with Office of Academic Affairs guidelines. Candidates should not sign the Office of Academic Affairs Candidate Checklist without ascertaining that they have fully met the requirements set forth in the Office of Academic Affairs core dossier outline including, but not limited to, those highlighted on the checklist. While the CEF Chair makes reasonable efforts to check the dossier for accuracy and completeness, the candidate bears full responsibility for all parts of the dossier that are to be completed by him or her.

The time period for teaching documentation to be included in the dossier for probationary faculty is the start date to present. For tenured or nonprobationary faculty it is the date of last promotion or the last five years, whichever is less, to present.

The time period for scholarship 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 to present. There should be an increasing trajectory of significant scholarly outcomes over time.

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 to present.

### **Teaching Documentation.**

In some ways, teaching is more difficult to evaluate than research and service, and it is at times subject to a wider range of judgments than the other two categories. It is important that a varied body of informative and credible evaluative information be amassed that provides a basis for making informed judgments about teaching quality as well as for monitoring and improving the quality of instruction in the Department. A candidate's teaching should be evaluated, over a period of several Semesters. The candidate should also be advised to consult the annually disseminated OAA [Policies and Procedures Handbook](#), for a general idea of kinds of evidence admissible in dossier preparation. Evidence of excellence in teaching may be attested in the following areas:

- a. Student opinions and judgments appropriately documented (e.g., SEI forms and discursive evaluations) and accompanied by interpretive information. This data, confidentially obtained, should be presented for every class taught. Discursive evaluations are provided to each class for confidential completion during class time, with one student designated to collect and return the forms directly to the department office.

Copies of complete sets of SEIs are retained in each faculty member's dossier. Faculty may also solicit student reviews in other formats and arrange for their confidential completion and inclusion in the dossier.

- b. Written peer evaluations made by one designated faculty member who has visited one or both of the candidate's classes in each of two Semesters. This need not be the same reviewed for each class reviewed. In the case of peer reviews of tenured faculty members, the Department may rely on some teaching evaluations from professors outside the Department. As with extra-Departmental members of a properly constituted CEF these extra-departmental teaching evaluators will, as far as possible and usually on an ad hoc basis be appointed in consideration of the area(s) of concentration and subject matter of the course under evaluation. The Chair of the Department in consultation with the CAC will be responsible for selecting these outside evaluators. Peer reviewers will be given access to SEIs for previous offerings of the course (if available) as well as the current syllabus, test forms, etc., and will conduct at least one direct classroom observation. The peer reviewer gives the faculty member oral feedback and furnishes the Chair with a written evaluation which become part of the faculty member's dossier, as do the SEI forms for each course.

- c. Explanations by the candidate of special accomplishments in teaching or in the development of special materials. (Copies of syllabi or examinations may be included.) Whenever possible, these explanations should be supplemented by peer review (internal and external) of the materials in question, solicited by the Department.
- d. Evidence to support distinction in teaching emphasizing the criteria outlined above.
- e. Evidence of excellence in graduate teaching, advising, and advocacy as indicated by achievements, awards, and early professional successes of the candidate's students and advisees due to the candidate's direct or indirect guidance, influence, supervision, and support. (Such evidence might include graduate fellowships, honors, degrees awarded with distinction, pre-doctoral publications, post-doctoral fellowships, solid professional employment, etc.)
- f. Documentation for candidates responsible for program direction or multiple classes course coordination, especially such as is relevant to GTA supervision and maintenance of departmental and College standards. (The format and procedure for providing such documentation will be stipulated in detail in an appropriate departmental policy statement.)
- g. Any other information that the candidate may wish to submit to the Committee of Eligible Faculty (CEF) and/or any information which the committee deems pertinent.

### **Scholarship Documentation.**

In evaluating scholarly achievement, both quality and quantity should be considered, but special emphasis must be placed on quality.

When scholarly work still in manuscript form is likely to make a difference in the outcome of the case, the Chair will solicit evaluations from outside scholars with respect to the work. Just as there are varying forms of scholarly activity and varying results of research efforts, there must be varying criteria and patterns for the evaluation of such efforts. In all cases, the Committee of Eligible Faculty (CEF) shall consider both the evidence offered by the candidate and that solicited by its own members. The Committee shall look for evidence that the scholarly accomplishments of the candidate make a significant contribution to the field or that they indicate the candidate's research promise. Such evidence may comprise the following categories:

- a. Publications. The type and scope of each publication shall be considered. The Committee of Eligible Faculty (CEF) shall consider discussions and reviews of the work(s) being evaluated that have been published in scholarly journals and other serious organs and solicit critical appraisals from distinguished scholars working in the field at other universities. Books, monographs, critical editions, articles, etc., based on original research shall be accorded special importance as evidence of scholarly achievement and development. In general, monographs and papers that undergo considerable scrutiny before publication (e.g., by editorial boards of journals or anthology editors) will be more highly valued than those that do not.
- b. Other publications (not listed in order of importance):
  - (a) Textbooks, source books, readers, anthologies, contributions in the area of foreign language teaching and similar publications which are conceived primarily for university instruction shall be judged scholarly works.
  - (b) Translations and creative work shall be evaluated in the light of originality, depth, and pertinence to the academic mission of NELC.

- (c) Evaluation of reviews of scholarly works written for professional journals shall take into account the scholarship of the reviews and the type of the journal and quality
- c. Recognition shall be given for scholarly activity at international, national, and/or regional professional meetings, papers, formal participation in symposia, and official commentaries as discussant of the papers of others shall be appraised whenever possible both directly and by the members of the Committee of Eligible Faculty (CEF) and/or on the basis of opinions, oral and written, of scholars in the field.
- d. Importance shall be attached to scholarly recognition in the form of prizes, awards, grants, and fellowships, as well as to the invitations to delivery public lectures or to teach at other universities.
- e. Recognition in the form of requests to serve on editorial boards of scholarly journals, to chair sessions at professional meetings and conventions, or to serve on program committees for such meetings may be considered.
- f. Any other evidence that the candidate and the Committee of Eligible Faculty (CEF) believe pertinent to the candidate's development as a scholar may be considered.

### **Service Documentation.**

The faculty member's dossier for review should include complete written listings of department, college and university committee assignments held during the period of review, as well as listings of any positions held or other service activities or roles in professional organizations, with a timetable of meetings attended, and titles of any documents or other products prepared or under production in connection with those service roles. The faculty member should also list any public lectures given to organizations or in forums other than scholarly 'organizations or university bodies. Roles on editorial boards or as reviewers of candidates for academic employment, tenure, etc. may also be listed, as well as any consultancies or other advisory positions held in organizations which can reasonably be construed as relevant to the faculty member's professional identify or the university's mission as a public institution.

All extra-university service activities listed should identify clearly the organization served, in such a way that the accuracy of the listing can be independently checked by the appropriate review committee(s) at their discretion.

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

- Candidates must submit a copy of the APT document under which the candidate wishes to be reviewed. Candidates may submit the department's current APT document; or, alternatively, they may elect to be reviewed under either (a) the APT document that was in effect on their start date, or (b) the APT document that was in effect on the date of their last promotion, whichever of these two latter documents is the more recent. However, the current APT document must be used if the letter of offer or last promotion, whichever is more recent, was more than 10 years before April 1 of the review year. The APT document must be submitted when the dossier is submitted to the department.

- Candidates are responsible for reviewing the list of potential external evaluators developed by the department chair and the Committee of Eligible Faculty (CEF). The candidate may add no more than three additional names, but is not required to do so. The candidate may request the removal of no more than two names, providing the reasons for the request. The department chair decides whether removal is justified.

#### **D.1.b. Eligible Faculty Responsibilities**

The responsibilities of the Eligible Faculty are as follows:

- To review this document annually and to recommend proposed revisions to the faculty.
- To consider annually, in spring semester, requests from faculty members seeking a non-mandatory review in the following academic year and to decide whether it is appropriate for such a review to take place. A faculty member should address to the Chair his/her request for early consideration early in the academic year preceding the Autumn of the desired review and certainly no later than the end of the preceding Winter Semester.
  - The Chair will convene the CEF in regular or special session to consider the probationary faculty member's request for early consideration. Only professors on the committee may consider promotion review requests to the rank of professor. A two-thirds majority of those eligible to vote on a request must vote affirmatively for the review to proceed.
  - The committee bases its decision on assessment of the record as presented in the faculty member's CV and on a determination of the availability of all required documentation for a full review (student and peer evaluations of teaching). Lack of the required documentation is necessary and sufficient grounds on which to deny a non-mandatory review.
  - A tenured faculty member may be denied a formal promotion review under Faculty Rule [3335-6-04](#) for only one year. If the denial is based on lack of required documentation and the faculty member insists that the review go forward in the following year despite incomplete documentation, the individual should be advised that such a review is unlikely to be successful.
  - A decision by the committee to permit a review to take place in no way commits the eligible faculty, the department chair, or any other party to the review to making a positive recommendation during the review itself.
  - The probationary faculty member may withdraw from a non-mandatory tenure and promotion review process at any time.
  - The Chair of the Department is responsible for informing the candidate in writing of the Executive Vice President and Provost's final decision (if negative) or the recommendation to the Board of Trustees (if positive). If the final decision is negative, the probationary faculty member will be notified of this decision and of the reasons for it in writing, and the Chair and at least one other tenured faculty member of the Department will meet with his/her to discuss the areas in which improvement is needed.

- A negative decision in a non-mandatory promotion and tenure review process generally does not entail nonrenewal of an appointment. It may reasonably be assumed that evidence judged by the CEF and the Chair of the Department sufficient to put forth a probationary faculty member for a formal non-mandatory early promotion and tenure review, unless discredited by evidence produced during the review process itself, should be sufficient to secure the faculty member's reappointment. Nor should a negative decision, of itself, normally prejudice or adversely affect the outcome of the mandatory final promotion and tenure review.
- Annually, in late spring through early autumn semester, to provide administrative support for the promotion and tenure review process as described below.
  - **Late Spring:** Select from among its members a Procedures Oversight Designee who will serve in this role for the following year. The Procedures Oversight Designee cannot be the same individual who chairs the committee. The Procedures Oversight Designee's responsibilities are described in the Office of Academic Affairs annual procedural guidelines.
  - **Late Spring:** Suggest names of external evaluators to the department chair.
  - **Early Autumn:** Review candidates' dossiers for completeness, accuracy (including citations), and consistency with Office of Academic Affairs requirements; and work with candidates to assure that needed revisions are made in the dossier before the formal review process begins.
  - Meet with each candidate for clarification as necessary and to provide the candidate an opportunity to comment on his or her dossier. This meeting is not an occasion to debate the candidate's record.
  - Draft an analysis of the candidate's performance in teaching, scholarship and service to provide to the full eligible faculty with the dossier; and seek to clarify any inconsistent evidence in the case, where possible.
  - Revise the draft analysis of each case following the meeting of the full eligible faculty, to include the faculty vote and a summary of the faculty perspectives expressed during the meeting; and forward the completed written evaluation and recommendation to the TIU head.
  - Provide a written response, on behalf of the eligible faculty, to any candidate comments that warrant response, for inclusion in the dossier.
  - Provide a written evaluation and recommendation to the TIU head in the case of joint appointees from another tenure-initiating unit. The full eligible faculty does not vote on these cases since the TIU's recommendation must be provided to the other tenure-initiating unit substantially earlier than the committee begins meeting on this department's cases.
- To review thoroughly and objectively every candidate's dossier in advance of the meeting at which the candidate's case will be discussed.

- To attend all eligible faculty meetings except when circumstances beyond one's control prevent attendance; to participate in discussion of every case; and to vote. Voting in absentia is disallowed.

### D.1.c. Department Chair Responsibilities

The responsibilities of the department chair are as follows:

- To charge each member of the Eligible Faculty to conduct reviews free of bias and based on criteria.
- To determine whether a candidate is authorized to work in the United States and whether a candidate now, or in the future, will require sponsorship for an employment visa or immigration status. (The department must ensure that such questions are asked of all applicants in a non-discriminatory manner.)
  - **Late Spring Semester:** To solicit external evaluations from a list including names suggested by the Eligible Faculty, the department chair, and the candidate. (Also see External Evaluations below.)
  - To solicit an evaluation from a TIU head of any TIU in which the candidate has a joint appointment.
  - 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 remove any member of the eligible faculty from the review of a candidate when the member has a conflict of interest but does not voluntarily withdraw from the review.
  - To attend the meetings of the eligible faculty at which promotion and tenure matters are discussed and respond to questions raised during the meeting. At the request of the eligible faculty, the department chair 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 departmental review process:
    - of the recommendations by the eligible faculty and department chair
    - of the availability for review of the written evaluations by the eligible faculty and department chair

- of the opportunity to submit written comments on the above material, within ten calendar days from receipt of the letter from the department chair, for inclusion in the dossier. The letter is accompanied by a form that the candidate returns to the chair, indicating whether or not he or she expects to submit comments.
- To provide a written response to any candidate comments that warrant response for inclusion in the dossier.
- To forward the completed dossier to the college office by that office's deadline, except in the case of associated faculty for whom the department chair recommends against promotion. A negative recommendation by the department chair is final in such cases.
- To receive the 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 chair's independent written evaluation and recommendation, to the TIU head of the other tenure-initiating unit by the date requested.

## **D.2. Procedures for Associated Faculty**

Adjunct faculty and associated faculty with tenure-track titles 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 department chair's recommendation is negative, and does not proceed to the executive vice president and provost if the dean's recommendation is negative. Positive recommendations from the executive dean likewise do not proceed to the executive vice president and provost.

## **D.3. 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. External evaluations of scholarly activity and research are not obtained for teaching or associated faculty unless the faculty member has been involved in a significant amount of scholarship. The decision to seek external evaluations for a teaching or associated faculty member will be made by the department chair after consulting with the candidate and the chair of the Eligible Faculty Committee.

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

- Is written by a person highly qualified to judge the candidate's scholarship (or other performance, if relevant) who can give an "arms' length" evaluation of the research record and is not a close personal friend, research collaborator, or former academic advisor or post-doctoral mentor of the candidate. Qualifications are generally judged on the basis of the evaluator's expertise, record of accomplishments, and institutional affiliation. This department will only solicit evaluations from professors at institutions comparable to Ohio State. In the case of an assistant professor seeking promotion to associate professor with tenure, a minority of the evaluations may come from associate professors.
- Provides sufficient analysis of the candidate's performance to add information to the review. A letter's usefulness is defined as the extent to which the letter is analytical as opposed to



perfunctory. Under no circumstances will “usefulness” be defined by the perspective taken by an evaluator on the merits of the case.

Since the department 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 Committee of Eligible Faculty, the department chair, and the candidate. If the evaluators suggested by the candidate meet the criteria for credibility, a letter is requested from at least one of those persons. Faculty Rule [3335-6-04](#) requires that no more than half the external evaluation letters in the dossier be written by persons suggested by the candidate. In the event that the person(s) suggested by the candidate do not agree to write, neither the Office of Academic Affairs nor this department requires that the dossier contain letters from evaluators suggested by the candidate.

The department follows the Office of Academic Affairs suggested format for requesting external letters [for tenure-track faculty](#) and for requesting external letters [for teaching faculty](#).

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 department chair, who will decide what, if any, action is warranted (requesting permission from the Office of Academic Affairs to exclude that letter from the dossier). It is in the candidate's self-interest to assure that there is no ethical or procedural lapse, or the appearance of such a lapse, in the course of the review process.

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

## **VII. Appeals**

It is the policy of The Ohio State University to make decisions regarding the renewal of probationary appointments and promotion and tenure in accordance with the standards, criteria, policies, and procedures states in these rules, supplemented by additional written standards, criteria, policies, and procedures established by tenure initiating units and colleges.

If a candidate believes that a non-renewal decision or negative promotion and tenure decision has been made in violation of this policy and therefore alleges that it was made improperly, the candidate may appeal that decision. Procedures for appealing a decision based on an allegation of improper evaluation are described in Faculty Rule [3335-5-05](#).

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

In rare instances, a tenure-initiating unit may petition the Executive Dean to conduct a seventh-year review for an assistant professor who has been denied promotion and tenure. Both the eligible faculty of the unit and the Chair must approve proceeding with a petition for a seventh-year review. The petition must provide documentation of substantial new information regarding the candidate's performance that is germane to the reasons for the original negative decision. Petitions for seventh year reviews must be initiated before the beginning of the last year of employment because the seventh year review, if approved, would take place during the regular university review cycle of the assistant professor's seventh and last year of employment.

If the Executive Dean concurs with the tenure initiating unit's petition, the Executive Dean shall in turn petition the Executive Vice President and Provost for permission to conduct a seventh-year review. If the provost approves the request, a new review, will be conducted equivalent to the one that resulted in the non-renewal of the appointment. The conduct of a seventh year review does not presume a positive outcome. In addition, should the new review result in a negative decision, the faculty member's last day of employment is that stated in the letter of non-renewal issued following the original negative decision.

A faculty member may not request a seventh-year review, appeal the denial of a seventh-year review petition initiated by his/her tenure initiating unit, or appeal a negative decision following a seventh year review, since the faculty member has already been notified that tenure has been denied at the conclusion of the sixth year review. (Faculty Rule [3335-6-05](#).)

## **IX. Procedures for Student and Peer Evaluation of Teaching**

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

**Peer Evaluations of Teaching.** The Chair or the Chair's designee will ensure the regular evaluation of all tenured, tenure-track, and teaching faculty by Associate Professors or Professors, in order to meet the goals outlined below. The evaluators may be recruited for this task from other departments in the College. Peer evaluations entail examination of the syllabus and a classroom visit and will result in a substantial letter or memo to the Chair of NELC. The Chair will deposit a copy of this letter of evaluation in the faculty member's file.

Assistant Professors should have a minimum of five peer evaluations at the time of tenure review, typically one evaluation per year of teaching prior to tenure review.

Associate Professors should have a minimum of three peer evaluations from the five years preceding the onset of review for promotion to the rank of professor.

Professors do not require written peer evaluations but it is in each faculty member's interest to have peers visit class sessions and provide constructive formative advice on teaching and to maintain a steady and

consistent record of teaching quality in the form of written evaluations. These may be requested in assessment for various awards, grants, etc., and the Chair and the Chair's Advisory Committee may take them into consideration in the annual evaluation. Ideally, every Professor should undergo a formal Peer Evaluation of Teaching at least every five years, although this is not required.

The Chair of the department may call for the evaluation of the teaching of any faculty member at any time. Individual faculty members may request that peer evaluations be arranged.