



DEPARTMENT OF VETERINARY PREVENTIVE MEDICINE

The Ohio State University
APPOINTMENTS, PROMOTION and TENURE
POLICIES AND GUIDELINES

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APPOINTMENTS, REAPPOINTMENTS, PROMOTION AND TENURE

A. Preamble

This section of the *Patterns of Departmental Administration* is a supplement to Chapter 6 of the Rules of the University Faculty (Additional Rules Concerning Faculty Appointments, Reappointments, Promotion and Tenure), the Office of Academic Affairs procedural guidelines for promotion and tenure reviews, and any additional policies established by the College and the University. Should those rules and policies change, the Department shall follow those new rules and policies until such time as it can update this section of the document to reflect the changes. It reaffirms the Department's mission and, in the context of that mission and the missions of the College and University, it sets forth its criteria and procedures for faculty appointments, its criteria and procedures for faculty promotion, tenure, and reappointment in the case of regular clinical track faculty, and rewards including salary increases. In approving this section of the document the Dean and Executive Vice President and Provost accept the mission and criteria of the Department and delegate to it the responsibility to apply high standards in evaluating continuing faculty and candidates for positions in relation to its mission and criteria.

The faculty and the administration are bound by the principles articulated in the following *Faculty Rule: Rule 3335-6-01* General considerations.

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

In accordance with a policy of equality of opportunity, decisions concerning appointment, reappointment, and promotion and tenure shall be free of discrimination as to race, creed, religion, national origin, age, sex, disability, Vietnam-era veteran status, or sexual orientation.

B. Department Mission

Refer to Section II of the *Patterns of Departmental Administration* (pages 5-6 of this document).

C. Appointments

1. University criteria for tenure track faculty appointments

- ! *Faculty Rule 3335-6-02 Criteria for appointment, reappointment, and promotion and tenure:*

The Ohio State University has as its stated mission “*the attainment of international distinction in education, scholarship, and public service.*”.....

Appointment decisions for regular faculty positions, as defined in rule 3335-5-19 of the Administrative Code, must be based on criteria that reflect strong potential to attain tenure and advance through the faculty ranks. 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 the relevant field of study or possession of equivalent experience. Appointments at the rank of Instructor should normally only be made when the offered appointment is that of Assistant Professor but the appointee has not completed the required terminal degree at the onset of the appointment.

- ! *Faculty Rule 3335-6-03 Probationary service, duration of appointments for regular tenure track faculty:*

An appointment to the rank of Instructor is always probationary and may not exceed three years. An Instructor must be approved for promotion to Assistant Professor by the beginning of the third year of appointment or the appointment will not be renewed beyond the end of the third year. When an Instructor is promoted to the rank of Assistant Professor, prior service credit will be granted for time spent as an Instructor unless the faculty member indicates in writing at the time of

the promotion that he or she does not wish such credit. This written request must be forwarded to the Office of Academic Affairs through the Dean of the College so that tenure records may be adjusted accordingly.

An appointment to the rank of Assistant Professor is always probationary and may not exceed six years, including prior service credit. An Assistant Professor is reviewed for promotion and tenure no later than the sixth year of appointment as an Assistant Professor and informed by the end of the sixth year as to whether promotion and tenure will be granted at the beginning of the seventh year.

An appointment as Professor or Associate Professor will generally entail tenure. However, a probationary period not to exceed four years may be granted by the Office of Academic Affairs upon petition of the tenure initiating unit and College. For the petition to be approved, a compelling rationale must be provided regarding why appointment at a senior rank is appropriate but tenure is not. All appointments to the rank of Associate Professor or Professor require prior approval of the Executive Vice President and Provost. Sections 2.1 and 2.1.1 of the OAA Policies and Procedures Handbook provide guidelines for appointments at the rank of Professor or Associate Professor with or without tenure. Departmental procedure for assignment of rank in this situation will be the consensus of the Chair and the Dean with approval by a majority of the departmental P&T Committee.

2. University criteria for regular clinical track faculty appointments:
 - Faculty Rule 3335-7 Regular Clinical Track (RCT) faculty.

The titles of RCT faculty in the Department of Veterinary Preventive Medicine (VPM) are Professor of Clinical VPM, Associate Professor of Clinical VPM, Assistant Professor of Clinical VPM and Instructor of Clinical VPM. RCT faculty appointments are fixed term contract appointments that do not entail tenure. Individuals in this track are expected to contribute to all aspects of the academic mission of the Department of Veterinary Preventive Medicine, but primary emphasis will be on animal care and clinical teaching activities. As such, RCT faculty will not have sufficient protected time to achieve the necessary requirements for tenure within the probationary period. RCT faculty may not participate in the promotion and tenure reviews of tenure-track faculty. RCT Faculty may participate in the review process of another RCT Faculty member provided that they are above the rank of the candidate being considered for reappointment/promotion. RCT may comprise no more than 40% of the total regular faculty in the Department.

a. Appointment criteria

Initial appointments, or transfer, to the RCT faculty will be made for individuals with the following experience or credentials:

- (1) They are strict or geographic full-time faculty members in the Department of Veterinary Preventive Medicine, an academic unit which is authorized to make regular clinical faculty appointments (Faculty Rule 3335-7)
- (2) They engage in activities which consist primarily of patient care and clinical teaching and supervision.
- (3) They have the appropriate educational background and credentials to engage in the activities outlined in paragraph (a)(2) of this rule. Formal requisite: D.V.M. degree or equivalent qualification.
- (4) They are essential to the continuing mission of the College of Veterinary Medicine as determined by the Department Chair, dean of the college, and executive vice president and provost.
- (5) Candidates for an initial appointment as an Instructor or Assistant Professor of Clinical VPM must meet criteria outlined in items (1) to (4) above, and must demonstrate promise of developing and maintaining excellence in the delivery of clinical care and in teaching. Whether the initial appointment is as an Instructor, or as an Assistant Professor, of Clinical VPM will be dependent upon qualifications and experience. The candidate should demonstrate the potential for scholarship and service, and an ability to progress through the ranks.
- (6) Candidates for an initial appointment as Associate Professor of Clinical VPM must meet criteria outlined in items (1) to (4) above, and must have achieved Board certification in their area of clinical specialization. The candidate must provide evidence of developing and maintaining excellence in the delivery of clinical care, evidence of teaching excellence, evidence of scholarship, and demonstrated potential for provision of effective service, and an ability to progress through the ranks.
- (7) Candidates for an initial appointment as Professor of Clinical VPM must meet criteria outlined in items (1) to (4) above, and must have achieved Board certification in their area of clinical

specialization. The candidate must provide evidence of having maintained a sustained record of excellence in the delivery of clinical care and in teaching. There must be evidence of a body of scholarship that is recognized by peers, and the candidate must have demonstrated leadership in service.

- (8) Appointments at the rank of Associate Professor, or Professor, of Clinical VPM require the prior approval of the Office of Academic Affairs.

b. Terms of appointment.

- (1) The initial appointment of a person to a RCT faculty position is always probationary. Probationary appointments may be for a period of three, four, or five years, and faculty members on such appointments shall be reviewed annually. By the end of each probationary year the probationary RCT faculty member will be informed as to whether he or she will be reappointed for the following year. The university does not assume any continuing obligation to renew the appointment of a probationary RCT faculty member during the probationary period. Non-renewal may be based upon such factors as an assessment of inadequate performance or insufficient development, or on any one of a number of academic, financial, or policy reasons, but must be the result of formal annual review in accord with review procedures established by the Department of Veterinary Preventive Medicine in accord Faculty Rule 3335-7-08 of the Administrative Code. The non-renewal of an appointment in and of itself, however, should not carry with it the implication of either incompetence or misconduct on the part of the faculty member.
- (2) During the second (3 yr), third (4 yr), or fourth (5 yr) year of the initial appointment (probationary period), a formal review will be conducted. The faculty member will be informed as to whether a new contract (for an additional term of three, four, or five years) will be extended at the conclusion of the probationary contract period. There is no presumption that a new contract will be extended. In addition, the terms of a contract may be negotiated at the time of reappointment. A contract may only be renegotiated during a contract period with the voluntary consent of the faculty member.
- (3) If subsequent appointments are made, they will be made for periods of three, four, or five years. A formal review will be

conducted in the penultimate year of each three, four, or five-year term and the faculty member will be informed if the appointment is to be renewed after the third, fourth, or fifth year for another three, four, or five-year term. If a new contract is not extended, the final year of the current contract is a terminal year of employment. Termination of employment during a three, four, or five-year term, other than during the probationary period, shall be for reasons of cause (Faculty Rules 3335-5-04 of the Administrative Code) or financial exigency (Faculty Rule 3335-5-02.1 of the Administrative Code) and the termination decision for either of these reasons shall result from procedures established by faculty rules.

- (4) All appointments will be based upon criteria established by the Department of Veterinary Preventive Medicine (in accordance with Faculty Rule 3335-7 of the Administrative Code), approved by the dean of the college, and the executive vice president and provost.
- (5) The standards of notice set forth in rule 3335-6-08 of the Administrative Code apply to RCT faculty if the appointment is not renewed.

c. Transfers

It is generally expected that the needs of the academic unit and the career goals of the prospective faculty member will result in meshing of need, expectation, responsibility, and expertise to allow a long-term appointment to either the regular tenure track or RCT faculty. Should a transfer be considered appropriate, the Department must abide by the following:

- (1) The process of transfer from the regular tenure track to the RCT faculty is initiated only upon the written request of the faculty member. A recommendation for transfer must indicate clear evidence of how the individual's career goals and activities have changed.
- (2) An individual appointed to a tenure-eligible position as an instructor or assistant professor requesting transfer to the RCT faculty must do so no later than the beginning of the fourth year of service or after tenure has been granted. Transfer of a tenured faculty member to the RCT faculty requires resignation of the tenured position - tenure is lost.

An individual from outside the university appointed to a tenure-eligible position as an associate professor requesting transfer to the RCT faculty must do so no later than the beginning of the second year of service, or after tenure has been granted.

- (3) Transfers of RCT faculty to tenure track positions are NOT permitted. However, an RCT faculty member may apply for an advertised tenure-track position, but must compete in a regular national search for such a position.
- (4) All transfers must be approved by the department appointments, promotions and tenure committee, the department chair, the dean of the college, and the executive vice president and provost.
- (5) Only one transfer to RCT faculty will be approved during an individual's period of employment at The Ohio State University.

3. Departmental criteria for auxiliary faculty appointments

Auxiliary faculty as defined in *Faculty Rule 3335-5-19* are persons with adjunct titles, visiting titles, and lecturer titles; also Professors, Associate Professors, Assistant Professors, and Instructors who serve on appointments with less than fifty per cent service to the University. Persons with regular tenure track faculty titles may not hold auxiliary titles. Persons holding auxiliary titles are not eligible for tenure, may not vote at any level of governance, and may not participate in promotion and tenure matters. Nominations for appointment, with documentation outlining the nominee's contribution to the Department's mission must be made to the Auxiliary Faculty Committee by a regular faculty member. Upon favorable review by the Committee the nomination will be submitted to the Department's regular faculty for a vote. If a majority of faculty votes to recommend the appointment, the nomination will be forwarded to the Chair. If in agreement, the Chair will submit the nomination to the DPTC to assign rank and then the nomination will be forwarded to the Dean. All auxiliary faculty will be reviewed annually by the Auxiliary Faculty Committee regarding individual contributions to the Department. Recommendations regarding reappointment will be made to the Chair. There will be no automatic reappointments.

- a. The titles of Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Professor, and Adjunct Instructor shall be used to confer faculty status on individuals who have credentials

comparable to regular faculty of equivalent rank, who provide significant uncompensated (no salary) service to the instructional and/or research programs of the University and who need a faculty title to perform that service. Significant service would include teaching in one or more courses, advising graduate students or serving on graduate committees, and serving as a co-investigator on a research project. Such individuals may be either non-university employees or University employees compensated on a non-instructional budget. Procedures for the promotion of adjunct faculty members shall be the same as for promotion of regular faculty.

- b. The titles of Visiting Professor, Visiting Associate Professor, Visiting Assistant Professor, and Visiting Instructor shall be used to confer faculty status on individuals on leave from other academic institutions and temporary faculty who have credentials comparable to regular faculty of equivalent rank. These individuals spend a limited period of time on formal appointment while in residence at this institution for the purposes of participating in the instructional and research programs of the University. Visiting appointments in Veterinary Preventive Medicine are made in the same manner as are Adjunct appointments. Reappointments cannot exceed three continuous academic years of service.
 - c. The auxiliary titles of Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor shall be used to confer faculty status on individuals who have credentials comparable to regular or regular clinical faculty of equivalent rank, who provide compensated (salaried) service to the instructional and/or research programs of the University and who need a faculty title to perform that service. Significant service would include teaching in one or more courses or serving as a co-investigator on a research project. Procedures for promotion of auxiliary clinical faculty shall be the same as promotion of regular faculty.
4. Departmental criteria for courtesy appointments
 - a. Courtesy appointments (no salary) are not a specified category by the University rules. Courtesy appointments may be made of any regular University faculty from other tenure-initiating units whose substantial contribution in teaching or whose academic interests enhance the mission of the Department. These appointments are made in the same manner as are adjunct appointments. Continuation of the courtesy appointment should reflect ongoing contributions. Faculty with courtesy appointments will have no

participation in governance at the Departmental level, but may vote on matters when serving on ad hoc Departmental committees. Unlike auxiliary appointments, courtesy appointments do not require formal annual review. Titles assigned to courtesy appointments must mirror those held in their major University appointments.

5. Procedures for appointing tenure-track faculty

The Chair (coordinated with Associate Chair for faculty located at Wooster) will appoint an ad hoc Faculty Search Committee (FSC). The FSC will be composed of faculty from diverse backgrounds both within and outside the Department in order to provide a variety of perspectives, as well as sensitivity to affirmative action issues. The Department Chair will appoint one member of the FSC as its Chair. At its first meeting the committee will designate one member to be the Affirmative Action Designee. This individual should evaluate all steps of the search process in terms of the goals and principles of affirmative action, including seeing to it that the position is widely advertised and that the search committee does not engage in discriminatory practices. Nonetheless, each member of a search committee will become an advocate for affirmative action and nondiscrimination.

Among other initial considerations of the FSC will be the development of a position description based on the guidelines provided by the Chair (coordinated with Associate Chair for faculty located at Wooster). The position description should identify the functions of the position including the required and desired qualifications that correspond with the essential job functions. Position description criteria should address the desired type of training and experience of applicants along with the quality, importance, and impact of accomplishments to date in teaching, research, and service; and indicators of potential to work collegially with faculty to advance the Departments mission and goals. Since the search will be conducted in a national arena, vigorous efforts will be made to submit advertisements in appropriate national and local publications and to identify individuals, institutions and agencies to receive position announcements. In organizing the search process, time lines should be developed including application deadlines, interview schedules and target dates for submitting recommendations.

As the search process reaches its final stage the FSC should have created a diverse pool of applicants, reviewed and evaluated all external letters of recommendation, and identified the strengths and concerns of all candidates. The FSC will have arranged for on-site interviews for those under serious consideration, completed all necessary

documentation on the search, and recommended candidates for final selection by the Chair (coordinated with Associate Chair for faculty at Wooster), with approval by the Dean of the College (Vice-President for Agricultural Administration, Directors of OSU-Extension, OARDC, and ULAR will also be included in the approval process when appointments are partially funded by these entities).

All offers at the Associate Professor and Professor ranks, with or without tenure, and all offers of prior service credit require the prior approval of the Office of Academic Affairs. Offers to foreign nationals require prior consultation with the Office of International Affairs.

6. Procedures for appointing regular clinical track (RCT) faculty

Procedures for appointment of RCT faculty will be the same as described in 5 above.

7. Procedures for appointing auxiliary faculty

Nominations for an auxiliary appointment, complete with documentation outlining the nominees' contribution to the Department's mission must be made to the Auxiliary Faculty Committee by a regular faculty member. Upon favorable review, the nomination is submitted to the Department's faculty for a vote. If a majority of faculty favors the appointment, the nomination is forwarded to the Chair. If in agreement, the Chair will submit the nomination to the Dean. Candidates must have credentials comparable to regular faculty of equivalent rank. All auxiliary faculty will be evaluated annually by the Auxiliary Faculty Committee. Recommendations regarding reappointment will be made to the Chair who will forward such recommendations to the Dean.

8. Procedures for appointing courtesy and emeritus faculty

Faculty from other tenure-initiating units in the University may be considered for no-salary courtesy appointments. Nominations with supporting documentation may be made by any regular faculty member to the Auxiliary Faculty Committee. The Committee may then submit the nomination to the regular faculty. If there is a positive vote the nomination will be submitted to the Chair, who if in agreement will submit the nomination to the Dean.

Retired regular faculty members who meet the criteria established under C. 4 above and who still expect to make valuable contributions to the Department may be recommended for emeritus status.

Requests for emeritus status should be directed to the Chair and should include a short statement of justification from the Department, with approval by the College and the Office of Academic Affairs.

Emeritus faculty is provided with an Emeritus parking decal by the Board of Trustees and is issued an annual University ID card validation sticker. Office and laboratory space is provided at the discretion of the Department.

D. Annual Reviews

1. University procedures for annual review of probationary tenure track faculty

! Probationary Service, Duration of Appointments for Regular Faculty (*Faculty Rule 3335-6-03*)

At the time of appointment, probationary faculty members shall be provided with all pertinent documents detailing tenure initiating unit, 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.

During a probationary period a faculty member shall be reviewed annually in accordance with this rule and with policies of the tenure initiating unit, College and University. The annual review should encompass the faculty member's performance in teaching, in scholarship, and in service; as well as evidence of continuing development. The involvement of tenure initiating unit faculty in annual reviews is strongly encouraged. External evaluations of the faculty member's work, required for tenure and promotion reviews, may be obtained for any annual review if judged appropriate by the faculty review body or tenure initiating unit Chair. The tenure initiating unit Chair shall inform probationary faculty members at the time of initial appointment, and in a timely fashion each year thereafter, when the annual review will take place and provide a copy of the Office of Academic Affairs dossier outline to be completed by the faculty member in reporting accomplishments to date. At the completion of the review the tenure initiating unit Chair shall provide the faculty member and the Dean of the College with a written assessment of the faculty member's performance and professional development. The assessment should include both strengths and weaknesses, as appropriate. If the Chair's recommendation is to reappoint the faculty member to another

probationary year of service, that recommendation shall be final. A recommendation from the Chair to not reappoint the faculty member to another probationary year requires a review that follows fourth year review procedures of this rule and the Dean shall make the final decision in the matter. All annual review letters to date shall become a part of a faculty member's dossier for subsequent annual reviews during the probationary period, including the review for promotion and tenure.

The fourth year review of probationary faculty shall follow the same process as the review for tenure and promotion at the tenure initiating unit and College levels with the exception that solicitation of external letters of evaluation will not be required by the tenure initiating unit. The Department of Veterinary Preventive Medicine does not require these external letters. Renewal of the appointment of a probationary Assistant Professor for the fifth year requires the approval of the Dean of the College. Before reaching a negative decision or a decision contrary to the tenure initiating unit's recommendation, the Dean must consult with the College promotion and tenure committee.

Probationary appointments may be terminated during any probationary year because of inadequate performance or inadequate professional development. At any time other than the fourth year review or mandatory review for tenure a nonrenewal decision must be based on the results of a formal performance review conducted in accord with fourth year review procedures. Notification on nonrenewal must be consistent with the standards of notice set forth in Rule 3335-47-08 of the Administrative Code.

! Exclusion of time from probationary periods (*Faculty Rule 3335-6-03*)

Units will notify OAA within one year of the birth of a child or the adoption of a child under age six of a probationary faculty member. One year will be excluded automatically from the probationary period unless a nonrenewal notice has been issued. Requests to decline a one-year exclusion under Faculty Rule 3335-6-03 (D) (2) must be submitted on the Declination of Exclusion of Service Time from Tenure Probationary Period form.

Annually every unit should remind its probationary faculty (other than those who have received nonrenewal notices) of Faculty Rule 3335-6-03 (D) (2). Under this rule the maximum time that may be excluded from the probationary period is three years of service, except in extraordinary circumstances. Applications to exclude time under this rule must be submitted on the Request for Exclusion of

Service Time from the Tenure Probationary Period form. Requests to exclude time under Section (D) (2) require, in addition to the form, the following items:

- unit promotion & tenure committee review

- documentation of the adverse event leading to the request including, if not self-evident, why the adverse event was beyond the faculty member's control and how it interfered with productivity

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- documentation of the faculty member's productivity to date

The adverse events providing the basis for the request must be clearly beyond those experienced by most probationary faculty. For example, most faculty who conduct laboratory-based research must purchase equipment, obtain various kinds of approvals (drug licenses or animal research protocols), and obtain funding before they can begin their research. To the extent that such delays are normal, they do not constitute a basis for an exclusion of time from the probationary period. The unit may postpone consideration of a request to exclude time due to an adverse event that occurs early in the probationary period, when such postponement is reasonable given the circumstances, in order to see whether or not productivity will return to the expected level after that event. As stated in Faculty Rule 3335-6-03, an exclusion of time from the probationary period in no way limits the right of the university to terminate a probationary appointment prior to the time of the mandatory review for promotion and tenure, should circumstances warrant such action. An exclusion of time results in a revised mandatory review year for promotion and tenure. Faculty members who have had time excluded from the probationary period may undergo P&T review prior to the revised mandatory review year, should the unit faculty judge such a review to be appropriate. Such action is at the discretion of the unit faculty, not the probationary faculty member. Should a negative decision result from a P&T review that occurs prior to the revised mandatory review year, this decision will not result in nonrenewal of the probationary appointment. The faculty member still has the option of undergoing P&T review in the revised mandatory review year.

2. Departmental procedures for annual review of probationary tenure-track faculty

The purpose of the annual review for probationary tenure-track

faculty is to assist in developing and carrying out professional plans, to discuss accomplishments, to identify performance problems should they exist, and to serve as a basis for annual salary recommendations. It is a critical component in monitoring progress toward tenure of probationary faculty. A meeting will be scheduled at a mutually convenient time prior to April 30. For all departmental faculty located at Wooster the meeting will occur with the Chair and Associate Chair.

The deadline for submission of the Annual Report to the Chair (and Associate Chair for faculty located at Wooster) by probationary tenure-track faculty is January 21. The Annual Report will consist of the Complete Dossier Outline in the format provided by the Office of Academic Affairs (OAA), current curriculum vitae, summary of student- and peer-evaluations of teaching, reprints of publications from the previous year, and a statement summarizing goals and plans for the next year. Prior to the faculty member's meeting with the Chair (and Associate Chair for faculty located at Wooster), the DPTC will review annual reports of all probationary faculty. A written evaluation summarizing this review will be submitted to the Chair.

In the case of probationary faculty members undergoing fourth-year review, the deadline for submission of the Annual Report described above is July 1. The Chair will provide a copy of the annual review documents to the DPTC for presentation to the eligible faculty for their evaluation. External letters of evaluation for the fourth-year review of probationary faculty usually will not be solicited. The DPTC Chair will schedule a meeting of the DPTC (and eligible faculty as appropriate; Associate Professors in the Department) in which the DPTC members will lead a discussion of the strengths and weaknesses of the probationary faculty member undergoing fourth-year review. The DPTC members will summarize the discussions and prepare a written assessment of the strengths and weaknesses of the candidates considering their major appointment areas. In accord with University Rules, following review by the DPTC and Chair there will be a comments process available to the probationary faculty member. The case is then sent to the College P&T Committee and Dean. The Dean is the final decision-maker on fourth year reviews or on any case where the Department has recommended nonrenewal of a probationary appointment.

Written feedback from the annual review meeting with the Chair (and Associate Chair where appropriate) will be provided in the form of a letter from the Chair to the probationary faculty member summarizing areas of accomplishment during the past year and areas requiring additional attention during the next academic year. The faculty person

may respond in writing to this letter and both documents will be placed in the faculty person's personnel file.

3. Departmental procedures for annual review of tenured faculty

The purpose of the annual review for tenured faculty is to assist in developing and carrying out professional plans, to discuss accomplishments, to identify performance problems should they exist, and to serve as a basis for annual salary recommendations. By February 1st of each year all tenured faculty will submit an Annual Report to the Chair (and Associate Chair for faculty located at Wooster). Annual reviews of all tenured faculty must be completed by April 30.

The Annual Report for tenured faculty below the rank of Professor will consist of the Complete Dossier Outline in the format provided by the Office of Academic Affairs (OAA), current curriculum vitae, summary of student- and peer-evaluations of teaching, reprints of publications from the past year, critiques, and a statement summarizing goals and plans for the next year. Faculty at the rank of Professor may substitute, if more convenient, the outline Documentation Items for Annual Faculty Report for Professors (see Appendix A) for the OAA Complete Dossier Outline, along with the additional items mentioned above.

A meeting will be scheduled at a mutually convenient time for the faculty person and Chair (and Associate Chair for all departmental faculty located at Wooster) to discuss the contents of the Annual Report. For all tenured faculty, written feedback will be provided in the form of a letter summarizing areas of accomplishment during the past year and areas requiring additional attention during the next academic year. A copy of the annual review letter will be included in the personnel file of the faculty person. The faculty person may respond in writing to this letter and both documents will be placed in the faculty person's personnel file.

Faculty on leave of absence or SRA will be requested by mail to complete a similar set of annual review documents. If at all possible, discussions on professional accomplishments during the year and areas requiring additional attention will be conducted with faculty on leave by phone in order to provide equal opportunity for merit salary increases.

4. Departmental procedures for annual review of probationary regular clinical track (RCT) faculty are based on Faculty Rule 3335- 6 - 03, and the Office of Academic Affairs Policies and Procedures Handbook.

An annual written performance review that looks both backward

and forward is mandated for every probationary RCT faculty member. The purposes of the annual review are as follows:

- ! Assist probationary RCT faculty in improving professional productivity through candid and constructive feedback, and through the development of professional development plans that meet the joint needs of the Department and the faculty member. It is a critical component in monitoring progress during the probationary period.
- ! Establish the goals against which probationary RCT faculty performance will be assessed in the foreseeable future.
- ! Document probationary RCT faculty performance in the achievement of stated goals in order to determine salary increases and other resource allocations, progress towards promotion, and, in the event of poor performance, the need for remedial steps.
- ! Serve as a basis for annual salary recommendations.

A meeting will be scheduled at a mutually convenient time to provide opportunity for the probationary RCT faculty person and the Department Chair to discuss the contents of the Annual Report previously submitted by the faculty member. In the case of probationary RCT faculty located at Wooster, the Chair and the Associate Chair will conduct the annual review.

The deadline for submission of the Annual Report from the probationary RCT faculty is January 21. The Annual Report will consist of the Complete Dossier Outline in the format provided by the Office of Academic Affairs (OAA), a current curriculum vitae, a summary of student- and peer-evaluations of teaching, reprints of publications from the previous year, and a statement summarizing goals and plans for the next year. Prior to the faculty member's meeting with the Chair, the Departmental P&T Committee will review annual reports of all probationary RCT faculty. A written evaluation summarizing this review will be submitted to the Chair.

Written feedback from the annual review meeting with the Chair (and Associate Chair for faculty located at Wooster) will be provided in the form of a letter from the Chair to the probationary RCT faculty member summarizing areas of accomplishment during the past year and areas requiring additional attention during the next academic year. The letter will include a statement informing the probationary RCT faculty member

of the right to review his or her primary personnel file and to submit for inclusion in the file a written comment on any material contained therein. The letter will conclude with a statement informing the probationary RCT faculty member of the review outcome. A copy of the annual review letter will be included in the personnel file of the faculty person. The faculty person may respond in writing to this letter and both documents are placed in the faculty person's personnel file.

A necessary component of the annual review of probationary RCT faculty is to determine whether the probationary appointment will be continued for another probationary year. A positive decision for reappointment to another probationary year by the reappointment-initiating unit's Head (Department Chair) is final. The reappointment-initiating unit's Head's letter to the candidate is copied to the Dean of the College. Positive reappointment letters to another probationary year are NOT copied to the Office of Academic Affairs. A negative decision for reappointment to another probationary year by the reappointment-initiating unit's Head (Department Chair) must be approved at the College level. A negative decision by the Dean is final. The Report of Non-renewal of Probationary Appointment of RCT faculty must be submitted to the Office of Academic Affairs, along with a copy of the non-renewal letter to the faculty member, by June 1 of the year in which the non-renewal decision occurs.

Faculty on sabbatical leave of absence or assigned off-campus research duty will be requested by mail to complete a similar set of annual review documents. If at all possible, discussions on professional accomplishments during the year and areas requiring additional attention will be conducted with faculty on leave by phone in order to provide equal opportunity for merit increases in salary.

5. Departmental procedures for annual review of reappointed regular clinical track (RCT) faculty.

The purpose and procedures followed will be consistent with the review procedures established for tenure-track faculty (D-3), including those set forth in Faculty Rules 3335-6-03 and 3335-6-04 of the Administrative Code, with the following exceptions:

- (A) The college Dean's decision shall be final with respect to reappointment and non-reappointment, and with respect to denial of promotion.
- (B) External evaluations are optional. The Department of Veterinary Preventive Medicine does not require external review letters during RCT annual reviews.

D3. Departmental procedures for annual review of tenured faculty

The purpose of the annual review for tenured faculty is to assist in developing and carrying out professional plans, to discuss accomplishments, to identify performance problems should they exist, and to serve as a basis for annual salary recommendations. By February 1st of each year all tenured faculty will submit an Annual Report to the Chair (and Associate Chair for faculty located at Wooster). Annual reviews of all tenured faculty must be completed by April 30.

The Annual Report for tenured faculty below the rank of Professor will consist of the the Annual Report Form as directed by the College of Veterinary Medicine Dean (or the Annual Report form as directed by the Director of OARDC in Wooster) and a statement summarizing goals and plans for the next year. Faculty at the rank of Professor may substitute, if more convenient, the Annual Report Form as directed by the College of Veterinary Medicine Dean (or the Annual Report form as directed by the Director of OARDC in Wooster) along with the additional items mentioned above.

A meeting will be scheduled at a mutually convenient time for the faculty person and Chair (and Associate Chair for all departmental faculty located at Wooster) to discuss the contents of the Annual Report. For all tenured faculty, written feedback will be provided in the form of a letter summarizing areas of accomplishment during the past year and areas requiring additional attention during the next academic year. A copy of the annual review letter will be included in the personnel file of the faculty person. The faculty person may respond in writing to this letter and both documents will be placed in the faculty person's personnel file.

Faculty on leave of absence or SRA will be requested by mail to complete a similar set of annual review documents. If at all possible, discussions on professional accomplishments during the year and areas requiring additional attention will be conducted with faculty on leave by phone in order to provide equal opportunity for merit salary increases.

E. Merit Salary Increases and Other Rewards

In evaluating a faculty member's accomplishments for merit salary increases, emphasis will vary depending on the nature of the individual faculty person's appointment. Thus, under most circumstances, if some faculty are to receive above average merit salary increases to reward outstanding productivity in

their assigned duties then other less productive faculty, by necessity, will receive below average or no merit increase.

1. Procedures for merit salary increases and other rewards

Recommendations for faculty merit salary increases including identified strengths and weaknesses are submitted annually to the Office of the Dean of the College of Veterinary Medicine. In the case of faculty with joint appointments, (ie OSU-Extension, OARDC, or ULAR), recommendations also are made to the Directors of OSU Extension, OARDC and ULAR, respectively. These recommendations are based primarily upon the Chair's (and Associate Chair for faculty located at Wooster) evaluation of each faculty member's productivity as documented in the annual review process; however, consideration will be given to the past several years' performance, the appropriateness of the salary to the faculty person's overall record, and the importance of their contributions to the Departmental mission.

The Chair's recommendation (and Associate Chair for faculty located at Wooster) for each faculty member's salary increase is given to the Dean's/Vice-President, Director's Office and categorized either as Exceeds expectations (high merit increase), Met expectations (intermediate to low merit increase), or Failed to meet expectations (no merit increase). The exact percentage of increase is determined by the Dean's and/or Director's Office within published University annual guidelines for merit and equity increases. Letters indicating the approved salary figure as of 1 October, percent time appointment, and academic quarters of the appointment usually are distributed to faculty during the same month.

2. Documentation of accomplishments for basis of merit salary increases and other rewards

Merit salary increases will be determined from an evaluation of the Faculty Annual Report document (either the OAA Complete Dossier Outline or Documentation Items for Annual Faculty Report [Professor only]), current curriculum vitae, reprints of scholarly work, student- and peer-reviews of teaching (professional, graduate, extension), submitted intra- and extramural research grant proposals with reviewer's critique received during the year, and a statement summarizing goals and plans for the next year. Optional items of documentation in determining merit salary increases could include: self-assessment by the faculty member and documentation of specific strategies for improvements in teaching and research, frequency with which the candidate's work is cited by others, evaluation of the extent to which pedagogical materials

developed by the faculty person have been adopted by other faculty at OSU and at other peer-institutions of higher education, assessment of the success of former graduate students and postdoctoral fellows, and written evaluations by peer faculty and clientele of the quality of clinical service. Recognition for salary increases will be given to research or other scholarly work which is published (i.e. publicly disseminated and peer-evaluated) or officially accepted for publication.

3. Categories

a. Exceeded expectations

High salary increase. This category of increase is awarded to faculty who are very productive and make major contributions to the teaching (professional, graduate, extension), research, and service (professional and clinical) missions of the Department within the context of their appointment. Examples of accomplishments usually will include some combination of the following: Excellent student and peer-evaluations of teaching (professional, graduate, extension) and graduate/post-doctoral student advisement; publication record in high-quality journals in the person's field of specialization or professional interest; receipt of competitive research grants from local, and national or international sources; excellent research/scholarship productivity over a sustained period; awards or honors that recognize excellence in teaching, research or service; leadership role in national professional organizations or in committees of University, College, and Departmental governance; invited presentations at national and international meetings; leadership role in the development of new innovative approaches to teaching; invited service on grant review panels of governmental funding agencies and private foundations; selection to serve as editor or on the editorial boards of respected scientific journals; among others.

b. Met expectations

(i) Intermediate salary increase. This category of increase is awarded to accomplished teachers who have received good student and peer-evaluations (professional, graduate, extension), have good to very good research/scholarship productivity over a sustained period, and have made important contributions to the service missions of the Department, College, or University within the context of their appointment. These are valuable faculty members who have contributed continuously to the attainment of the mission and goals of the Department.

(ii) Low salary increase. This category of increase is awarded to faculty whose productivity is adequate but who have made no special

contributions to the mission and goals of the Department in teaching (professional, graduate, extension), research, and service within the context of their appointment. Evaluation of the annual review documents of these faculty usually will reveal a combination of the following: modest publication/scholarship record; acceptable teaching evaluations; absence of new innovative approaches to teaching; limited service on grant review panels and as journal editor or appointment to editorial boards of scientific journals; lack of leadership role in national professional organizations or committees of University, College, or Departmental governance; absence of honors or awards that recognize accomplishments in teaching, research or service.

c. Failed to meet expectations

No merit salary increase. No salary increase is assigned to faculty who make minimal academic contributions to the mission and goals of the Department in teaching, research, and service. These individuals will receive across-the-board salary increases if mandated by OSU budget guidelines.

F. Reviews For Promotion And Tenure And For Promotion

According to *Faculty Rule 3335-6-02 (D)*: In evaluating the candidate's qualifications in teaching, scholarship, and service, reasonable flexibility shall be exercised, balancing, where the case requires, heavier commitments and responsibilities in one area against lighter commitments and responsibilities in another. In addition, as the University enters new fields of endeavor, including interdisciplinary endeavors, and places new emphases on its continuing activities, instances will arise in which the proper work of faculty members may depart from established academic patterns. In such cases care must be taken to apply the criteria with sufficient flexibility. In all instances superior intellectual attainment, in accordance with the criteria set forth in these rules, is an essential qualification for promotion to tenured positions. Clearly, insistence upon this standard for continuing members of the faculty is necessary for maintenance and enhancement of the quality of the University as an institution dedicated to the discovery and transmission of knowledge.

General criteria

The Department of Veterinary Preventive Medicine values and rewards excellence in the performance of assigned responsibilities with regard to teaching research and service. All faculty are expected to demonstrate continued intellectual engagement. The Department recognizes and values a wide spectrum of types of scholarship that are necessary in order to fulfill its

mission. The faculty activities of teaching, scholarship, outreach and extension, and service are vital university functions and provide a framework around which individual faculty build their assigned programs. Faculty efforts become a vehicle for demonstrating scholarship when: (1) they create something that did not exist before; (2) they are validated by peers and by external sources, and (3) they exemplify one or more of the forms of discovery, integration, transformation, or application.

The following list (no rank order implied) represents the varying types of scholarship that the Department values (adapted from Boyer, 1994; Kolb, 1980).

- Discovery - the pursuit of the unknown; the investigative advancement of knowledge.
- Integration - the interpretation and synthesis of new insights; extending the knowledge of original research; drawing together across disciplines and fitting specialized knowledge into larger intellectual patterns for broader, more comprehensive understanding.
- Transformation - the transformation of an individual or group through the extension and transmission of knowledge; developing meaning and understanding within the learner.
- Application - the application of knowledge to consequential societal problems; learning from practice.

The assessment of scholarship emphasizes the importance of validation. Evaluators for Promotion and Tenure, and for Promotion will assess productivity in the area of scholarship based on evidence of discovery, integration, transformation, and application.

Tenure track faculty with OARDC and OSUE appointments shall be recognized with attendant rights and privileges of tenure, as well as potential for appointment and promotion to assistant professor, associate professor, and professor. The diverse nature and percentages of appointments (i.e. teaching, research and other forms of scholarship, extension and service) within the Department and changes in responsibilities during employment necessitate that evaluations be on an individual basis appropriate for the individual's appointment.

In carrying out responsibilities in teaching, research and other forms of scholarship, extension, and service each faculty member is expected to contribute to the department's role as a community of scholars and to promote collaborative efforts and advances. Each faculty member is expected to contribute to the academic life of the department (participation in seminars, faculty and committee meetings, etc.) and to be responsive to public inquiries so as to project a positive image of the Department, College

and University and to demonstrate collegiality toward peers, staff and students.

Furthermore all faculty are expected to strive for self improvement and to correct deficiencies identified in their annual reviews in their performance in teaching, scholarship or service. They are encouraged to participate in professional, university and college self-development activities such as seminars, workshops, continuing educational activities and teaching enrichment programs.

1. Criteria for promotion to rank of Associate Professor with tenure

According to *Faculty Rule 3335-6-02 (C)*: 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 will not be awarded below the rank of Associate Professor (*Faculty Rule 3335-6-02 (B)*).

To be recommended for promotion and tenure in the Department, faculty must demonstrate evidence of excellence in teaching, scholarship and service - with flexibility exercised according to each faculty member's respective major appointment [*Faculty Rule 3335-6-02(C)*]. The nature and extent of contribution will be commensurate with assigned responsibilities and the amount of time allocated for each activity. There should be a high degree of confidence that the candidate will continue to develop professionally.

a. Teaching Assignments

(1) On-campus instruction for formal academic credit

The Department has a major commitment to professional and graduate instruction in veterinary preventive medicine and public health and to the advising of graduate students (including MS, MPH and PhD students) and postgraduate trainees. Contributions to the teaching program will be weighted based upon the faculty member's appointment. Examples of activities that are included under the Department teaching mission are (but not limited to): Lecturing (Classroom Instruction), Laboratory/Demonstration, Field Experience/Clinical Rotations, Small Group Instruction, Seminars, Preparation Time (lectures, exams, course implementation),

Grading examinations, Office hours for students, Graduate Student Advising (MS, MPH and PhD), Resident Advising, Professional Student Advising, Post-graduate supervision, Team-leader duties, Course Implementation, Teaching Team Duties, Development of Curricula, and Self-improvement. For faculty with a primary research appointment, advising and service on graduate student advisory committees (MS, MPH and PhD), including membership on general examination committees, can serve to fulfill the primary portion of their teaching obligations to the department.

When evaluating quality of teaching the DPTC considers that excellence will be demonstrated by high-level accomplishment for most of the following measures of teaching (both credit generating and outreach instruction): Mastery of the subject matter; Continuous growth in subject matter knowledge (self improvement); Ability to organize and communicate class material with logic, conviction, and enthusiasm; Objectivity; Contributions to curricula or program development, (e.g. Teaching team duties); Creativity in course or program development, methods of presentation and incorporation of new materials and ideas (e.g. computer programs, videos); Capacity to enhance student's awareness of the relationship between subjects studied, important problems, and other fields of knowledge.

Criteria for evaluation of the quality of 'on-campus instruction' will include (but not be limited to) College, University teaching awards; attraction of outstanding professional, graduate or post-doctoral trainees (demonstrated by competitive scholarships awarded) and attainment of notable professional success (awards and honors, post-graduate achievements and recognition) by the trainees of the candidate; student or alumni evaluations of teaching performance; peer and professional evaluation of teaching performance by faculty or other professionals based upon course or seminar visitations and critiques, critical review of syllabi, and critique of examinations. Student evaluations are an important component of the evaluation process and should be administered in a fair and independent manner to effectively evaluate the course. Peer, professional, and student evaluations must be obtained independent of the faculty member (see *Appendix B*).

(2) Outreach Education

In addition to on-campus instruction in formal courses for credit, the Department values Extension and other activities of outreach education directed toward off-campus

students/animal industry and other groups as well as to the general public. In particular, faculty with formal academic appointments in OSUE should be involved in planned educational efforts directed in program areas that include plans for implementation and evaluation. Contributions to the Extension and outreach teaching program will be weighted based upon the faculty member's appointment.

The DPTC considers the following when evaluating the quality of Extension and outreach education: a reputation with the public, constituency groups, and among peers as effective disseminators of knowledge; documented demand by off-campus students and groups for continuing education; evidence of identification of high priority Extension and outreach programs complete with plans for implementation; evidence of addressing industry problems or needs; evidence of having established rapport with Extension colleagues, industry leaders, practicing veterinarians and the general public through effective public relations and the dissemination of up-to-date, accurate information; extension teaching awards; Extension specialists must show evidence of communication of subject matter in creative and effective means including but not limited to lectures, meetings, workshops, mass media, ongoing schools, seminars, and published materials; development of teaching materials/aids that can be used by other educators; writing non-peer reviewed popular articles designed primarily to communicate timely subject matter, including results from scientific publications; evidence of consultation with existing and potential individuals and constituent groups (producers, veterinary practitioners, industry and agribusiness personnel, agricultural leaders, public health and regulatory officials, and other researchers and educators) regarding problem identification of ongoing and emerging needs.

Within the department, individual faculty with formal appointments in OSUE have a diverse audience ranging from livestock producers, 4-H youth, practicing veterinarians, regulatory officials, other agricultural industry personnel, and the general public. Thus, evaluation of Extension teaching will require a variety of methods. Based upon the individual faculty member's appointment and program area, peer and student evaluations from a reasonable array of peers and students will be sought on a regular basis. It is not

reasonable, nor is it expected, that students evaluate every presentation by every faculty member. The expectations for formal evaluations by peers and students will be established through discussion with the department chair at the annual review. Periodically the Chair will also solicit evaluations from an array of peers and students. Standardized forms available from OSUE will be used where appropriate.

b. Scholarship

Scholarship is an essential mission of the Department (see General Criteria). Creative scholarship leads to professional growth and national recognition of faculty and also results in more innovative teaching by keeping the faculty member current in relationship to new knowledge in his/her discipline. It also attracts outstanding graduate and post-graduate students to the Department. Faculty scholarship should support the research mission of the Department which is the discovery of knowledge leading to the development of methods to prevent disease, maximize sustainability, productivity and efficiency and promote health in human and animal populations.

Scholarship includes (but is not limited to) experimental design, writing of research and training grants, contracts, data analysis; writing for publication (research papers, review articles, book chapters, symposia articles); direction of research centers and central support facilities; research or other scholarly presentations at local, regional, national and international meetings; preparation of annual and final reports on contracts and grants; professional development; and initiating and maintaining collaborative research arrangements. It also includes serving as editor/reviewer for a journal, and serving on federal grant study sections and panels of experts, among others.

Demonstration of scholarship in teaching is not synonymous with evidence of excellent teaching evaluations. The scholarship of teaching should encompass all aspects of teaching (vision, design, enactment, outcomes, and analysis). It should be documented and critically peer reviewed. Publications on teaching methodology in peer-reviewed journals, and peer adoption of new teaching aids (e.g. videos, computerization) or syllabi are examples of scholarship in the field of teaching (Shulman, in *The Course Portfolio*, 1998).

The Department acknowledges that many types of scholarship are

important in order to fulfill the mission. Development of an original, independent research program (commensurate with a faculty member's appointment) is expected. Research endeavors should be progressive, cohesive, and focused in specific areas. The value of the scholarship generated from research may be independent of the funding source, or the level of funding. However, the scholarship itself remains as a key factor that is evaluated in the P&T process and is essential for advancement of faculty. There is no intention to discourage or devalue applied, clinical, or minimally funded research and/or creative works. Research productivity is assessed primarily by the quality and quantity of scholarly publications in peer-reviewed scientific journals.

Excellence in scholarship is indicated by the validation of the candidates' work by his/her peers. Criteria for evaluation of the quality of scholarship will include (but not limited to): evidence of scientific competency and achievements by achieving diplomate status in the faculty member's specialty area or field, or receiving local or national awards for scholarly accomplishments; the ability to attract and sustain funding for his/her research and graduate training programs; publication/acceptance in peer-reviewed scientific journals; publication/acceptance of peer-reviewed reviews, proceedings, abstracts, and Extension bulletins; publication/acceptance of books, book chapters, and lay publications; patents and computer software programs. Local, national and international recognition of an individual's scholarly reputation is also demonstrated by invitations to present his/her research findings at local, national and international professional meetings.

Scholarly excellence is also demonstrated by the ability to attract funding for support of research and graduate training programs as assessed by receipt of competitive funding from national research funding agencies (e.g. USDA, NIH, EPA, NSF, etc.), national foundations or associations (e.g. AVMA, ACVS, AAHA, swine, poultry, dairy and beef associations) or state or local funding agencies and commodity groups, and university sources. Also considered is non-competitive funding from industry, breed associations, gifts, contracts, etc.

c. Service

All faculty members are expected to contribute to the governance of their TIU, the College, and the University. Participation in service by faculty is

essential to meet the overall Departmental mission; however, faculty will not be granted tenure and/or promotion based only upon accomplishments in service. When a faculty member shows special ability in service it should be part of the consideration during tenure review, but such ability will not relieve the faculty member of demonstrating excellence in teaching and scholarship. Service will assume different forms including: 1) administrative and committee service to the Department, College, and University; 2) professional and diagnostic support services in support of University teaching and research programs; 3) professional expertise to public and private entities beyond the University in the form of consultation, continuing education, advising student organizations, participation in national committees; 4) serving the profession through such activities as an officer on the board of a professional organization, and/or participation in organizing a symposium; and 5) Extension personnel serving in specific roles in the community, such as commodity groups, community development groups, youth support groups, etc.

Evidence of outstanding service accomplishments include appointments to editorial boards and as referees for professional journals; leadership in major professional societies; appointments to state, local or national or industry task forces and advisory committees; and appointments to grant review bodies or study sections of federal agencies and private foundations or associations.

2. Criteria for promotion to rank of Professor (tenure track)

According to *Faculty Rule 3335-6-02 (C)*: 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.

a. Teaching

A documented record (as outlined in *Section VIII-F-1a*) of continued excellence in teaching and advising of professional, graduate (including MS, MPH and PhD) or post-graduate students and the supervision to completion of thesis/dissertation research. For faculty with an Extension appointment, a national reputation in outreach education should be documented by invitations to speak and conduct seminars/workshops at national association or clientele meetings and by development of innovative teaching materials and methods. Achievement of high quality graduate student advisement should be documented by awards and other

recognitions received by the faculty member's graduate students and by the post-graduate success of the faculty member's students.

b. Scholarship

A sustained significant body of focused, independent or interdisciplinary scholarship that is recognized nationally or internationally as evidenced by publications in national/international peer-reviewed scientific journals, and by an established research program with sustained funding support.

For faculty with appointments in Extension, peer-reviewed, published review articles and extension bulletins having a national impact should also be considered as scholarly activities.

National/International recognition of scholarship should be documented and evaluated as outlined in *Section VIII-F-1b*.

c. Service

A leadership role in Department, College or University committees, or professional societies and committees is expected (see *Section VIII-F-1c*). Also important is appointment as editor or reviewer of scientific journals and appointment to review bodies and study sections of government agencies, private foundations or professional associations.

3. Criteria for reappointment and promotion of regular clinical (RCT) faculty

a. General Criteria

Faculty Rule 3335- 6- 04 (Office of Academic Affairs) details the Promotion and Tenure review procedures.

It is important to recognize that some aspects of the overall mission of the Department of Veterinary Preventive Medicine may be best served by members of the RCT faculty who have a predominant emphasis on clinical care of animals and associated teaching. As such, these RCT Faculty will have less intense activity in the areas of scholarship and service than would be expected of Regular Tenure Track Faculty.

The primary responsibility of RCT faculty is patient care and teaching. For reappointment or promotion at any rank, candidates must demonstrate excellence in teaching and exemplary performance in the area of patient care and professional practice.

Candidates for promotion from Assistant Professor of Clinical VPM to Associate Professor of Clinical VPM must achieve Board Certification in their area of clinical specialization. In addition, for promotion in rank, it is expected that the candidate will establish an area of scholarly activity (e.g. curriculum development, clinical research, clinically oriented educational publications). For promotion in rank, it is expected that the candidate will contribute to the existing body of knowledge in their field of expertise (e.g., through case reports and review journal articles, book chapters, computer programs) and to the educational needs of other professionals (e.g., active participation in continuing education programs with publication of papers in relevant proceedings).

Since RCT Faculty may have variability in their source of funding and in their responsibilities to the university, the evaluation process must take these weighted commitments and responsibilities into consideration. Thus, it is essential that the Chair ensure that a description of the RCT faculty member's specific responsibilities are included as part of the dossier. Activities considered important by the Department of Veterinary Preventive Medicine for promotion of RCT Faculty are presented below. Faculty members are strongly encouraged not to view these as set criteria for automatic promotion, but as activities that are important to the Department, College, and University. A portfolio documenting these activities can then be used by the Departmental P&T Committee and the Department Chair to assess the contribution and merit of a member of the RCT Faculty in the evaluation process for promotion. If the dossier is approved at the Departmental level (DPTC and eligible Tenure Track Faculty, and RCT Faculty above the rank of the candidate being considered for reappointment/promotion, and Chair), the RCT Faculty member being evaluated will receive Departmental support in advancing the application to the College and University promotion and tenure committees. Various criteria (e.g. number of courses taught, extent of animal care responsibilities, service, scholarly activity) used in evaluation for promotion will be based on each individual's responsibilities. These activities should be in the best interest of the Department, College and University.

- b. Specific considerations for reappointment/advancement in rank in the regular clinical track (RCT) faculty.

- (1) Teaching:

- Teaching, in a wide variety of formats, comprises a significant

portion of the RCT Faculty member's responsibilities. Excellence in teaching is required for advancement in the College of Veterinary Medicine and the University. Promotion in rank within the regular clinical track is no exception to this principle. The responsibility for quality teaching rests with each faculty member. This component of the career pathway is essential for consideration for reappointment and/or promotion in rank. It is accurate to say that there is no consensus on the list of critical ingredients that make up good teaching. This is particularly true for clinical teaching, i.e., teaching of higher order cognitive and problem-solving skills.

Regular clinical faculty may demonstrate excellence in professional and graduate teaching at the pre- and post-doctoral level in a variety of settings. Most RCT faculty have a major teaching commitment, typically working in two or more of the following settings and usually involving teaching combined with animal care responsibilities: active clinical teaching; small-group teaching; didactic teaching; and preparation of educational materials. The following points are considered in evaluation of teaching and its effectiveness: knowledge of subject; maintaining currency of material about subjects taught; ability to develop and organize subject material and present it with logic and conviction; and a capacity to interact effectively with students in order to motivate, stimulate, and inspire them to learn and inquire.

Documentation of such activities could include: leadership role in an instructional unit; peer and student documentation of teaching abilities and effectiveness; an active role in Continuing Veterinary Medical Education; receipt of honors and awards for teaching; and the development of new courses and instructional materials. The administration of assessment tools (student and peer evaluations) must not be under the control of the faculty member being evaluated.

Peer evaluation (see b-2) of teaching is necessary to achieve a reliable, valid, and integrated understanding of the RCT faculty member's overall performance. Information from students may be useful in judging the coherence and clarity of presentations, acquisition of knowledge and skills, and stimulation of interest. The method of evaluation of teaching may vary according to the type of instructional setting:

! Classroom

- ! Small-group
- ! Continuing education
- ! Clinical practice

A comprehensive peer evaluation (see b-2) should include those aspects of clinical teaching that students can't evaluate. Probationary RCT faculty in their initial three, four or five-year term should have a peer review of clinical teaching and clinical service performed annually. Non-probationary RCT faculty who aspire to promotion should have a similar peer review performed regularly (at least every two years) to provide a meaningful body of evidence to support their merit for promotion. Senior RCT faculty should have a similar peer review at least every five years, and more often if the previous review recommended that significant improvements were warranted.

Additional documentation of teaching excellence includes nomination for and/or receipt of teaching awards; presentation of teaching methods at national meetings; materials related to development of courses, lectures, workshops; and evidence of acceptance of materials beyond the candidate's own teaching activities (eg. inclusion of material in books; requests for use by other faculty members; requests for material by practitioners and professional associations). A candidate's self-evaluation of teaching, if provided as evidence of teaching quality, should include a statement of the candidate's approach to and goals for teaching, self-assessment, and interpretation of students' and peers' evaluations. Specific measures taken to improve the RCT faculty member's teaching effectiveness should also be documented, and appropriately evaluated.

(2) Animal Care/Professional Practice:

The development of the RCT Faculty member's clinical practice, and subsequent delivery of excellent animal care, is a vital and substantial component of the candidate's responsibilities. Regular clinical track faculty must demonstrate excellence in professional practice as assessed by a peer review system which includes evaluation by faculty and clientele where appropriate. Exemplary clinical practice is required for promotion in rank. Flexible criteria and various approaches for documentation of excellence in animal care by the RCT faculty member are appropriate because of the

diverse areas of expertise of clinical track faculty. Since the productivity of each RCT faculty member will vary depending on teaching assignments, service responsibilities, and practice type (species focus), the Department Chair must quantify each RCT faculty member's responsibilities before the evaluation process is initiated. Examples of acceptable documentation of the candidate's commitment to excellent animal care could include:

- board certification or recertification
- ! honors, awards, or formal recognition of excellent clinical service by various professional societies, organizations or corporate bodies at the local, state, national or international level.
- ! peer review of clinical performance or care (recognized professionals in or outside of academia who are competent in the candidate's field of service may participate as reviewers).
- verification that the RCT Faculty member communicates clearly and effectively with clients and animal care staff (client satisfaction surveys).
- ! verification that the RCT Faculty member is punctual, courteous, and conducts themselves in a professional manner (client satisfaction surveys).
- ! documented positive outcomes (eg. increased farm productivity; improved animal welfare).
- ! published clinical case reports detailing excellent animal care.

Peer review of a RCT faculty member's clinical service **and animal care** will be performed by a two-member ad-hoc committee (Peer Review Committee) comprised of a tenured faculty member from the Department of Veterinary Preventive Medicine, and either a faculty member from the Department of Veterinary Clinical Sciences (Food Animal Section), a Clinical Adjunct Professor from the Department of Veterinary Preventive Medicine, a retired faculty member with relevant clinical experience, or an invited professional who has expertise in the care of laboratory animals - as the primary duties of the RCT faculty member dictate. The RCT faculty member should provide the Peer Review Committee with a written description of his/her philosophy of clinical service. The committee will meet as necessary, and will prepare a written **report that evaluates the standard of clinical service and animal care**. The Peer Review Committee may solicit letters

supporting the faculty member's clinical service and animal care from former students (alumni) that have been suggested by the RCT faculty member. Documentation in continuing education instruction may include indications of usage of continuing education program material by participants in their own practice sites. An annual report should be submitted to the Department Chair, and copied to the RCT faculty member.

The appropriate individuals who are encompassed by the word 'clients' will vary with the job description of the RCT faculty member. For example: Individuals assigned to the Ohio Department of Rehabilitation and Corrections (ODRC) should seek evaluations from ODRC administrators, farm managers, and senior ODRC employees. Individuals assigned to Laboratory Animal Care should regard the research faculty that they serve as being their clients.

Generally, for promotion in rank, a candidate should provide documentation of quality of animal care in several of the above categories.

(3) Scholarly Activity:

Scholarship may be defined to include the possession, application, and advancement of a body of knowledge gained through research, study, and learning. Although scholarly activity comprises a smaller proportion of responsibilities than teaching and clinical practice, RCT faculty are still expected to contribute to the existing body of knowledge and its dissemination. Honors and awards for excellence in research or scholarship would be exceptional. Appropriate scholarly contributions that advance the discipline may include facilitating research or support/collaboration of other colleagues' research (applied or basic); primary or co-authored publications; invited or peer-reviewed presentations of scholarly activity at local, state or national professional organizations; collaborator on research grants or contracts; industrial and commodity group funding support; original observations/experiences (e.g., case reports); published critical reviews of the literature; documented solutions to clinical problems; book chapters; clinically oriented presentations at national/international conferences with accompanying manuscript in the proceedings; development and publication of educational materials; and course development.

(4) Professional and Public Service:

This area of professional responsibility reflects the candidate's service to the profession, the public, the community, the College, and the University. The following examples may be considered in evaluating and documenting professional and public service contributions: professional office(s) held (local, state, and national); participation in professional societies and organizations; participation in academic committees; activity and effectiveness as an advisor to students or student organizations; service as an editor or reviewer for publications; consultation activities to other institutions, organizations and industry; program leader or director; public relations activity; fund raising; public and community appearances; articles and columns for lay publications. Consideration should be given to faculty at practice sites (with animal care responsibilities), and the effect of these responsibilities on their availability for campus-based service. Professional expertise provided as compensated outside professional service alone is insufficient to satisfy the service criterion.

- c. General Departmental criteria for reappointment and/or promotion to Assistant Professor of Clinical Veterinary Preventive Medicine - RCT (regular clinical track).

Reappointment to, or promotion from, Instructor of Clinical Veterinary Preventive Medicine to Assistant Professor of Clinical Veterinary Preventive Medicine can be recommended at any time following the probationary period as an Instructor of Clinical Veterinary Preventive Medicine. Reappointment may be based upon such factors as an assessment of adequate performance and sufficient development consistent with rank of Assistant Professor of Clinical Veterinary Preventive Medicine. Appointees, and candidates for promotion to the rank of Assistant Professor of Clinical Veterinary Preventive Medicine should have: the appropriate educational background and credentials to perform duties which consist primarily of teaching and patient care; demonstrated excellence in teaching and patient care; and suitable progress [board eligibility] toward board certification in an appropriate clinical area or other demonstrable scholarly activities. The Department of Veterinary Preventive Medicine may recommend the promotion of an Instructor of Clinical Veterinary Preventive Medicine to the rank of an Assistant Professor of Clinical Veterinary Preventive Medicine at any time up to the end of

the ninth year. An individual who is not promoted by the end of nine years will be reviewed by the chair and dean and the DPTC of the Department of Veterinary Preventive Medicine to determine if continued employment is warranted. All recommendations will be reviewed by the DPTC of the Department of Veterinary Preventive Medicine, the College Promotion and Tenure Committee and the Office of Academic Affairs.

- d. General Departmental criteria for reappointment and/or promotion to Associate Professor of Clinical Veterinary Preventive Medicine - RCT (regular clinical track).

Reappointment to, or promotion from, Assistant Professor of Clinical Veterinary Preventive Medicine to Associate Professor of Clinical Veterinary Preventive Medicine can be recommended at any time following the second, third, or fourth-year review of a three, four, or five-year term as an Assistant Professor of Clinical Veterinary Preventive Medicine. Reappointment may be based upon such factors as an assessment of adequate performance and sufficient development consistent with the rank of Associate Professor of Clinical Veterinary Preventive Medicine. Appointees and candidates for promotion to the rank of Associate Professor of Clinical Veterinary Preventive Medicine must have: the appropriate educational background and credentials to perform duties which consist primarily of teaching and patient care; demonstrated excellence in teaching and patient care; demonstrated clinical practice maintenance and development; board certification in an appropriate clinical specialty; and demonstrated exemplary performance in professional/public service and scholarship within the constraints imposed by the RCT faculty member's teaching and clinical duties. The Department of Veterinary Preventive Medicine may recommend the promotion of an Assistant Professor of Clinical Veterinary Preventive Medicine to the rank of Associate Professor of Clinical Veterinary Preventive Medicine at any time up to the end of the ninth year. An individual who is not promoted by the end of nine years will be reviewed by the chair and dean and the DPTC of the Department of Veterinary Preventive Medicine to determine if continued employment is warranted. All recommendations will be reviewed by the DPTC of the Department of Veterinary Preventive Medicine, the College Promotion and Tenure Committee and the Office of Academic Affairs.

- e. General Departmental criteria for reappointment and/or promotion to Professor of Clinical Veterinary Preventive Medicine (regular clinical track)

Reappointment to or promotion from Associate Professor of Clinical Veterinary Preventive Medicine to Professor of Clinical Veterinary Preventive Medicine can be recommended at any time.

Reappointment may be based upon such factors as an assessment of adequate performance and sufficient development consistent with the rank of Professor of Clinical Veterinary Preventive Medicine. Appointees and candidates for promotion to the rank of Professor of Clinical Veterinary Preventive Medicine must have: the appropriate educational background and credentials to perform duties which consist primarily of teaching and patient care; demonstrated excellence in teaching and patient care; demonstrated clinical practice maintenance and development; board certification in an appropriate clinical specialty; and demonstrated exemplary performance and national reputation in both scholarship and professional/public service within the constraints imposed by the RCT faculty member's teaching and clinical duties. The candidate must have made scholarly contributions to the existing body of knowledge in his or her area of expertise, and these must be recognized by peers as having advanced the discipline. The candidate must have also assumed a leadership role in professional/public service.

4. Procedures for Tenure Track Appointments

- a. General Considerations: *Faculty Rule 3335-6-04* Promotion and tenure review procedures
 - (1) In consultation with Office of Academic Affairs (OAA) rules committee or its designee, OAA shall develop and promulgate procedural guidelines for promotion and tenure reviews to supplement chapter 47 of the *Rules of the University Faculty*. These guidelines shall include a dossier outline to be used for the documentation of accomplishments by all candidates to be viewed for promotion and tenure and by all probationary faculty for annual reviews. The guidelines shall also include general information about the review process at the College and University level, information about any legal considerations affecting promotion and tenure evaluations, examples of criteria by which candidates for promotion and tenure are evaluated, and other information intended to assist academic units in carrying out reviews.
 - (2) All candidates for promotion and tenure are reviewed by the DPTC and eligible faculty and by the Chair of their tenure-

initiating unit. Candidates will also be reviewed at the College and University levels. The tenure-initiating unit Chair is responsible for informing the candidate in writing of the Executive Vice President and Provost's final decision (if negative) or recommendation to the Board of Trustees (if positive).

- (3) The review for tenure during the final year of a probationary period is mandatory and must take place.

A faculty member may ask to be considered for non-mandatory promotion and tenure review or for promotion review at any time; however, the Department Chair and DPTC may decline to put forth a faculty member for formal non-mandatory promotion and tenure review or promotion review if the candidate's accomplishments are judged not to warrant such review. The Chair and DPTC may not deny a tenured faculty member a formal review for promotion more than three consecutive years.

- (4) Only the candidate may stop any review for promotion and tenure once external letters of evaluation have been sought. The candidate may withdraw from review at any stage of the process by so informing the tenure-initiating unit Chair in writing. If the review process has moved beyond the tenure-initiating unit, the tenure-initiating unit Chair shall inform the Dean or the Executive Vice President and Provost, 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.

b. Departmental review procedures

- (1) Initiation of the promotion and tenure or promotion process:

Faculty members will be considered for promotion and/or awarding of academic tenure according to the review schedule provided by the OAA unless initiated earlier by the candidate or the Departmental Chair. Candidates wishing to initiate the process must inform the Departmental Chair in writing no later than July 1. Candidates will have been provided with the OAA promotion and tenure guidelines and an updated copy of this document at the time of their appointment.

- (2) Submission of the dossier by the candidates:

The candidate shall have primary responsibility for preparing, according to Office of Academic Affairs guidelines, a dossier documenting his or her accomplishments.

It is the Departmental Chair's responsibility to work with the candidate in order to prepare and organize the promotion and tenure dossier according to OAA guidelines. The Departmental Chair will assist the candidate by soliciting peer evaluations of teaching and will verify in writing the publication and grant record in the dossier. It is the candidate's responsibility to assemble and maintain documentation for any data relative to teaching, research, and service referenced in the dossier for fourth-year review, promotion and tenure, or promotion. The dossier, excluding external letters of evaluation must be available to the DPTC and eligible Faculty by September 15.

Prior to this date and submission of the dossier to the DPTC and eligible faculty, the Procedures Oversight Designee should review each dossier according to the OAA Checklist to assure compliance with Department, College & University policies.

(3) External letters of evaluation

The Departmental Chair, in consultation with the DPTC members (and Associate Chair for faculty with $\geq 50\%$ OARDC appointment), is responsible for requesting external letters of evaluation and letters from supervisors from other Units at this University in which the candidate has appointment or substantial professional involvement, whether compensated or not. These requests should be completed by July 15. The choice of the external reviewers should be based on the candidate's focus of scholarship as documented in his/her curriculum vitae. The external reviewers must be Associate Professors or professors at peer academic or scientific research institutions or be individuals who, by the nature of their scholarship, can judge critically the scholarly activities of the candidate. Scholars external to the University from whom letters of evaluation are requested should include some persons selected from a list submitted by the candidate (not to exceed half the names) and some scholars not included on the list provided by the candidate. Generally, there should be a minimum of six external letters of evaluation in the final

dossier fewer than half of which should be names provided by the candidate. Should the faculty member have an Extension appointment (≥ 0.3 FTE), external review letters should also be requested from several (up to 6) Extension professionals at other academic institutions at either the Associate or Professor level. These letters must be received by September 15. Letters received after that date will be placed in the candidate's personnel file but not in the dossier unless agreed to by the DPTC members. A list of the individuals from whom letters were requested and all letters received become part of the dossier. Only external letters of evaluation requested by this procedure are to be included in the dossier. External reviewers must not have a close familial or similar relationship, mentor, or advisor to, or close collaborator with, the candidate under review.

- (4) Protocols and policies governing the review process
 - (a) The DPTC members (described in item 2, p 9) will present the case of a candidate for promotion and tenure to the eligible faculty for consideration and for preparing a report for the department Chair providing the eligible faculty's assessment of quality and effectiveness of teaching, quality and significance of scholarship, and quality and effectiveness of service. With the exception noted below, eligible faculty are RTT of higher rank than the candidate excluding the Department Chair, the Dean and Assistant and Associate Deans of the College, the Executive Vice President and Provost and the President. For promotion reviews of RTT associate professors, eligible faculty are members of the DPTC consisting of RTT Professors excluding the Department Chair, the Dean and Assistant and Associate Deans of the College, the Executive Vice President and Provost, and the President. Also excluded from deliberations are previous major Professor to the candidate; and faculty who are related to the candidate by means of family, business activities external to the University, or in some other capacity that they feel will prevent them from being objective in their decision.
 - (b) The chair of the DPTC shall schedule and chair a meeting of DPTC and eligible faculty to evaluate candidates after September 15, but prior to the October 31 report deadline. The meeting will be announced sufficiently in advance to permit faculty to adjust their schedules so

they can attend and attendance is expected barring unavoidable conflicts. A quorum for issues requiring a vote will be 75% of the membership of the DPTC and 66% of the eligible faculty (associate professors). Evaluations are performed as prescribed by *Rules of the University Faculty* and in accordance with criteria indicated in this document, at the time of the fourth-year annual review, for promotion and tenure, and for promotion. The members of the DPTC will present the cases for each candidate to the eligible faculty who shall discuss and review the candidate's dossier describing strengths, weaknesses and accomplishments in teaching, scholarship and service and shall vote on the candidate.

Only those eligible faculty in attendance may participate in a vote by secret ballot on the candidate. All decisions and recommendations require a simple majority vote. The Departmental Chair is responsible for making available to the DPTC and eligible faculty the core dossier, including external letters of evaluation by September 15. The DPTC chair and members will summarize and prepare a written report of the assessment of the candidate's principal strengths, weaknesses and accomplishments including numerical results of the vote on the candidate. This report should reflect both majority and minority views with appropriate balance and emphasis in accordance with the vote of the committee. All members of the DPTC and eligible faculty who participated in the vote will be eligible to sign the report. This report is forwarded to the Departmental Chair by October 31 and placed in the dossier.

- (5) The Chair shall prepare a separate written assessment of the case and recommendation to the Dean by November 15 for inclusion in the dossier. As soon as the faculty report and Chair's letter have been completed, the candidate should be notified in writing of the completion of the tenure-initiating unit review and of the availability of these reports. The candidate may request a copy of these reports. The candidate may provide the department Chair with written comments on the department review for inclusion in the dossier within ten calendar days of notification of the completion of the review. The DPTC and/or Chair may provide written responses to the candidate's comments for inclusion in the dossier. Only one

iteration of comments on the Departmental level review is permitted.

- (6) The Department Chair shall forward the dossier with all internal and external evaluations, candidate comments on the tenure-initiating unit review and DPTC and/or Chair responses to those comments, if any, to the Dean of the College by December 1.
- (7) Major review of this portion of the document should take place every four years corresponding to appointment/re-appointment of the Departmental Chair.
- (8) Deadlines for completion of activities

Initiation of the promotion and tenure, promotion, reappointment and/or fourth-year review process	June 1
Request for external letters of evaluation	July 15
Dossier due to procedural oversight designee	Aug. 15
Completed dossier with external letters	Sept. 15
Final DPTC and eligible faculty evaluation and recommendation	Oct. 31
Department Chair's evaluation and recommendation	Nov. 15
Candidate's response option	Nov. 25
Department iteration option	Nov. 30
Submission to College	Dec. 1
Annual report of probationary tenure-track faculty	Jan. 21
Completion of annual reviews of tenured faculty	April 30

If the required documentation is not provided by the September 15 deadline, dossiers of candidates not under mandatory review will be considered incomplete and will be returned to the faculty member without being considered further within the review period. If an incomplete dossier is from a candidate for mandatory review for promotion and

tenure or reappointment (regular clinical track), it will be reviewed but missing documentation will be considered as a deficiency.

The Department's Promotion and Tenure Committee and eligible faculty will meet during the week before Autumn quarter classes begin.

5. Procedures for reappointment of regular clinical track (RCT) faculty

The reappointment of a RCT faculty member follows annual review by the Department Chair (and Associate Chair for faculty with >50% OARDC appointment), with the assistance of the Departmental P&T Committee (DPTC). Eligible tenure track faculty, and clinical track faculty above the rank of the candidate being considered for reappointment, are involved in the review process.

There is no presumption of reappointment at the end of a given contract period. No later than the beginning of a faculty member's penultimate contract year, a determination should be made as to whether the position (regardless of who fills it) will continue. If the position will not continue, the faculty member should be so informed, subject to the relevant standards of notice set forth in Faculty Rule 3335-6-08. In this situation a review is not appropriate.

If the position will continue, the faculty member must undergo formal review in the penultimate contract year so that the Department may determine whether it is appropriate to renew that individual's contract to fill that position. The review will follow the same procedures as a review for promotion in rank.

- a. During the second, third or fourth year of the initial three, four or five-year appointment, a formal review will be conducted by the DPTC, the Chair, the College P & T Committee and the Dean. The faculty member will be informed if the appointment is to be renewed for an additional term of three, four or five years.
- b. If subsequent appointments are made, they will be made for periods of three, four or five years. A formal review will be conducted in the second, third or fourth year of each three, four or five-year term and the faculty member will be informed if the appointment is to be renewed after the third, fourth, or fifth year for another three, four or five-year term. Termination of employment during a three, four, or five-year term, other

than during the probationary period, shall be for reasons of cause or financial exigency, and shall result from procedures established by faculty rules.

- c. All appointments will be based upon criteria established by the Department of Veterinary Preventive Medicine, approved by the Dean of the College, the Executive Vice President and Provost. As stated in the preceding section, a formal review is conducted during the second, third or fourth year of service followed by a notification of reappointment prior to the third, fourth or fifth year of service. General criteria for reappointment and promotion in rank are described herein. A recommendation from the Department will be one of the following:
- (1) Reappointment for a period of three, four or five years, with promotion recommendation,
OR
 - (2) Reappoint for a period of three, four or five years at the existing rank,
OR
 - (3) Nonrenewal after the third, fourth or fifth year of service of current term of appointment.

Positive recommendations for contract renewal, and promotion recommendations are forwarded to the College Promotion and Tenure Committee and the Dean for approval. A positive decision for contract renewal by the Dean is final. A "cover sheet" only (Record of Review for Reappointment) should be submitted to the Office of Academic Affairs. Positive decisions to reappoint RCT faculty to a new contract term will be approved by the Office of Academic Affairs without review, and forwarded to the Board of Trustees for final approval.

6. Nonrenewal of regular clinical track appointments

Appropriate written notice of non-reappointment should be accorded all faculty in a timely fashion, according to University rules. A negative review with a decision for non-renewal of an RCT contract must be approved at both the TIU and College level. A negative decision by the Dean is final. The Report of Non-renewal of Probationary Appointment of RCT faculty must be submitted to the Office of Academic Affairs, along with a copy of the non-renewal letter to the faculty member, by June 1 of the year in which the non-renewal decision occurs.

Nonrenewal may be based upon such factors as an assessment of inadequate performance or insufficient development, or on any one of a number of academic, financial, or policy reasons, but must be the result of formal annual review in accord with review procedures established by the appropriate academic unit of the appointee in accord with paragraph (B) (3) of rule 3335-3-35 of the Administrative Code. The nonrenewal of an appointment in and of itself, however, should not carry with it the implication of either incompetence or misconduct on the part of the faculty member. If the appointment is not renewed, standards of notice must be in accordance with rule 3335-6-08 of the Administrative Code.

7. Documentation

Dossiers must be prepared with guidance from the Chair (and Associate Chair for faculty located at Wooster) according to the Office of Academic Affairs Procedural Guidelines for Promotion and Tenure Review and must be complete by the specified deadline to be considered by the DPTC. Classroom, clinical and extension teaching quality should be evaluated by students, alumni, or clientele, as appropriate, and peers for each course or major seminar/workshop offered as required by University guidelines, and college or extension-approved evaluative report forms included. See Section F.1.a,b,c, pages 38-41 for details of documentation of teaching, scholarship, and service.

G. Appeals of Decisions for Promotion and Tenure and for Promotion

Faculty Rule 3335-6-05. Criteria and procedures for appeals of negative promotion and tenure decisions and appointment non-renewals and for seventh-year reviews.

1. 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 stated 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 nonrenewal 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* of the Administrative Code.

H. Seventh-year Reviews

Faculty Rule 3335-6-05 Criteria and procedures for appeals of negative promotion and tenure decisions and appointment non-renewals and for seventh-year reviews.

1. Seventh-year reviews. Every effort should be made to consider new information about a candidate's performance before a final decision is made. In rare instances, a tenure-initiating unit may petition the 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 Dean concurs with the tenure-initiating unit's petition, the Dean shall in turn petition the Executive Vice President and Provost for permission to conduct a seventh-year review. If the Executive Vice President and Provost approves the request, a new review will be conducted equivalent to the one that resulted in the nonrenewal 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 nonrenewal issued following the original negative decision.

A faculty member may not request a seventh-year review, appeal the denial of the seventh-year review petition initiated by his or 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.