

THE OHIO STATE UNIVERSITY

APPOINTMENTS, PROMOTION AND TENURE

Criteria and Procedures for the
Department of Spanish and Portuguese

Revised, May & June 2005

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II. PREAMBLE

This document is a supplement to Chapter 6 of the Rules of the University Faculty (Additional Rules Concerning Faculty Appointments, Reappointments, Promotion and Tenure; cf. <http://trustees.osu.edu/rules6/ru6index.html>), the Office of Academic Affairs procedural guidelines for promotion and tenure reviews (cf. http://oaa.osu.edu/handbook/xi_ptannual.html), and any additional policies established by the college and the University (cf. in particular <http://trustees.osu.edu/rules5/ru5-03.html> on appointments and tenure, and <http://trustees.osu.edu/rules5/ru5-05.html> on faculty complaints about tenure, promotion, and renewal decisions). Should those rules and policies change, the department shall follow those new rules until such time as it can update this document to reflect the changes. In addition, this document must be reviewed, and either reaffirmed or revised, at least every four years on appointment or reappointment of the department chair.

This document has been approved by the dean of the college and the provost of the University. It sets forth the department's mission and, in the context of that mission and the missions of the college and University, its criteria and procedures for faculty appointments, and its criteria and procedures for faculty promotion, tenure, and rewards, including salary increases. In approving this document the dean 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 following principles as articulated in Faculty Rule 3335-6-01:

- a. 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) for fiscal or programmatic reasons 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 the 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.

- b. 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.

III. DEPARTMENT MISSION

The mission of the Department of Spanish and Portuguese is to engage in activities appropriate for achieving local, national, and international excellence in research, instruction, and public service in its areas of specialization. These specializations centrally include Spanish, Portuguese, Luso-Brazilian, Latin American, and U.S. Latino/a languages, linguistics, and literary and cultural studies. The activities the Department engages in to achieve its mission comprise, but are not limited to:

- (a) appointing qualified faculty;
- (b) supporting innovative research in language pedagogy, linguistics, literary history and criticism, critical theory. and cultural studies;
- (c) offering courses and major and minor programs leading to degrees at the B.A. level in Spanish and in Portuguese;
- (d) offering M.A. and Ph.D. programs of distinction in Hispanic linguistics, Spanish and Latin American literatures and cultures;
- (e) offering effective instruction in Spanish and Portuguese and other languages pertinent to the mission of the department;
- (f) sponsoring scholarly and cultural activities such as periodic appointments of visiting scholars, guest lectures by distinguished speakers, conferences, colloquia, and a variety of discussion groups in order to create a stimulating atmosphere of intellectual exchange;
- (g) encouraging inter-disciplinary research and the association of faculty and students from the department with other units on campus and groups in the wider community who share related interests and concerns.

IV. APPOINTMENTS

A. Criteria: Tenure Track Faculty

1. General Considerations

When judging a candidate's qualifications in teaching, research, and service for possible appointment, the primary concern always will be to determine whether or not the highest standards of professional performance have been met. In the department of Spanish and Portuguese some faculty members may primarily be engaged in language instruction, others, in the teaching of literature, linguistics, or culture. The nature of teaching, research

and service among faculty members will thus vary. In addition, as The Ohio State University enters new fields of endeavor, including interdisciplinary investigation and education, and places new emphases on its continuing activities, instances may arise in which the proper work of prospective faculty members may depart from established academic patterns. In all these cases, care and reasonable flexibility must be exercised in evaluating candidates with varied interests, commitments and responsibilities according to relevant criteria. At the same time, consideration should be given to the candidate's academic standing in relation to others in his/her field. All appointment decisions are based on the faculty's judgment that the appointee possesses strong potential to attain tenure and advance through the faculty ranks (cf. VII.A, B, C).

To be recommended for appointment as an assistant professor, a candidate must have completed all requirements for the degree of Ph.D. (or equivalent) and begun a promising program of research. Recommendation for appointment of a candidate 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. Appointment 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 (see faculty rule 3335-6-02 (C)).

2. *Probation*

- a. No faculty member attains tenure automatically. It may be acquired either in the original appointment to the regular faculty rank of associate professor or professor or upon promotion from within the University to the rank of associate professor, or following a successful probationary period at the rank of associate professor or professor (as specified in faculty rule 3335-6-03 of the Administrative Code). In accordance with faculty rule 3335-6-02, tenure will not be awarded below the rank of associate professor.
- b. Probationary periods are established for regular faculty members. During a probationary period a faculty member does not have tenure and is considered for reappointment annually. An initial appointment as professor or associate professor will generally entail tenure. In extraordinary circumstances a probationary period not to exceed four years may be granted by the Office of Academic Affairs upon petition of the department of Spanish and Portuguese and the College of Humanities. For the petition to be approved, a compelling rationale must be provided why appointment at a senior rank is appropriate but tenure is not. An initial appointment to the rank of assistant professor is always probationary. Probationary appointments for assistant professors may not exceed six years. An assistant professor is reviewed for promotion and tenure no later than the sixth year of appointment as an assistant professor. Probationary associate professors and professors are reviewed for tenure no later than the last probationary year as specified in the letter of offer.

- c. Appointments at the rank of instructor are only made by the Department of Spanish and Portuguese when the offered appointment is that of assistant professor but the appointee has not completed the required degree (Ph.D. or equivalent) at the onset of the appointment. 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.
- d. Tenure and promotion may be granted at any time during the probationary period when the faculty member's record of achievement merits tenure and promotion. Similarly, a probationary appointee may be terminated at any time subject to the notice provisions of faculty rule 3335-6-08.
- e. Probationary faculty members will be informed by the end of the last year of the probationary period as to whether tenure will be granted. If tenure has not been granted, the candidate will be offered a one-year terminal appointment.

3. *Teaching*

Effective teaching is an important criterion for all appointments. In judging teaching, considerations such as the following should be taken into account: the candidate's command of his/her subject; the candidate's ability to organize and communicate the subject matter effectively and to bring in new perspectives in consonance with state-of-the-art research; the candidate's ability to stimulate students' interest and curiosity; the candidate's ability to challenge the students intellectually and to inspire them to their best effort; and the candidate's willingness to help and guide students, whether it be inside or outside the classroom.

To be recommended for appointment as assistant professor a candidate should consistently have demonstrated effective teaching in previous positions, or show substantial promise for fulfilling the criteria of expectation. To be recommended for appointment at the senior ranks candidates must meet the criteria for promotion to those ranks within the department as described in Sections VII.A and VII.B, below. The ways in which those criteria may be documented are described in Section VII.E.

4. *Research*

Research is an essential activity of the department, and any candidate for appointment must demonstrate clear distinction in this area. Given the diverse interests and responsibilities of the members of the department, the type and results of this activity may vary. Some research may emphasize the generation or reinterpretation of knowledge; other research may introduce new approaches or apply existing approaches to a new body of material; still other research may emphasize pedagogical concerns that incorporate theoretical advances in instruction and/or language acquisition. Still other recognized work could consist of such activities as translation, editing scholarly publications, or compiling critical

bibliographies. In all instances, the basic criterion is the quality and significance of the scholarly activity as an innovating contribution of relevance to the candidate's and the department's fields.

To be recommended for appointment as an assistant professor, a candidate must have completed all requirements for the degree of Ph.D. (or equivalent), and begun a promising program of research. To be recommended for appointment at the senior ranks, candidates must meet the criteria concerning research for promotion to those ranks within the department as described in Sections VII.A. and VII.B, below. The ways in which those criteria may be documented are described in Section VII.E.

5. *Service*

Service at other institutions, which may often be distant from The Ohio State University, is difficult to evaluate, and thus candidates for initial appointment, especially at the junior level, may not always be judged on the basis of the service component of their record. Since more experienced candidates, especially for a senior appointment, do have a record of professional service, such service, as documented in appropriate ways, should be taken into account by the search committee for its quality and significance.

B. Criteria: Regional Campus Faculty

As the mission of the regional campuses emphasizes undergraduate instruction, regional campus criteria for appointment at the rank of Assistant Professor, Associate Professor, or Professor are similar to those for Columbus campus faculty, but give relatively greater emphasis at each rank to teaching experience and quality.

C. Criteria: Auxiliary Faculty

1. *Lecturers*

To be recommended for appointment as a lecturer, a candidate will have completed, at minimum, all requirements for the degree of M.A. (or the equivalent). When judging a candidate's qualifications, effective teaching at the elementary and intermediate levels of language instruction will be the basic criterion. In making an evaluation, considerations such as the following should be taken into account: the candidate's command of his/her subject; the candidate's ability to organize and communicate the subject matter effectively; the candidate's ability to stimulate students' interest and curiosity; the candidate's ability to challenge the students intellectually and to inspire them to their best effort; the candidate's willingness to help and guide students, whether it be in the classroom or without. The means used to appraise quality of teaching are consistent with those used to evaluate candidates for appointment as assistant professor. Appointments as lecturer are for one quarter at a time, and reappointment will be based on performance and departmental need.

2. *Senior Lecturers*

To be recommended for appointment as a senior lecturer a candidate must have completed all requirements for the degree of Ph.D. (or the equivalent). When judging a candidate's qualifications, effective teaching at the elementary and intermediate levels of language

instruction will be the basic criterion, but the search committee will also consider the quality and quantity of scholarly achievement pertinent to his/her teaching assignment, as well as, when appropriate, professional service at other institutions. In making an evaluation of the candidate's teaching, the same considerations stipulated in the previous paragraph for lecturers should apply. The means used to appraise quality of teaching are consistent with those used to evaluate candidates for appointment as assistant professor. Appointments as senior lecturer are for one year at a time, and reappointment will be based on performance in his/her assigned duties and departmental need. Appointees will be notified by March 1 whether or not their appointment is to be continued for the following academic year.

3. Visiting Faculty

Based on programmatic needs the department may find it appropriate to appoint visiting faculty for a limited period of time. A visiting appointment at a junior rank will normally be for the purpose of filling a temporary vacancy on the faculty with a highly qualified candidate. At a senior rank, especially for a professor, the visiting appointment is intended to add the temporary instructional and scholarly services of a preeminent scholar to the departmental roster, thereby providing a significant stimulus to the intellectual atmosphere of the department in one or more of its programs. The ranks of Visiting Faculty are the same as the ranks of regular faculty (assistant professor, associate professor, and professor) and the criteria of evaluation are the same as those for regular faculty of the same rank. These criteria will also serve as the basis for evaluating a visiting faculty member under consideration for reappointment. Visiting appointments will be made for no more than one year at a time and require formal annual review if they are to be continued. The review procedures are the same as those for probationary regular faculty of appropriate rank (see section V.A). No visiting appointment may exceed three continuous years.

4. Adjunct Faculty

Based on programmatic needs, the department may find it appropriate to offer an adjunct appointment. The criteria and means used in evaluating candidates for these appointments will be the same as those employed in offering regular appointment to candidates of equivalent rank. Adjunct appointments are for no more than one year at a time and require formal annual review if they are to be continued.

D. Criteria: Courtesy Appointments for Regular Faculty

Based on programmatic needs, the department may find it appropriate to offer a no salary joint appointment to a faculty member employed by another tenure-initiating unit. Each appointment is based on the expectation of the appointee's substantial involvement in the department. The goal of extending a courtesy appointment is to enhance the scholarly and instructional level of the department through the formal collaboration by faculty members of high academic standards in the activities of the Department of Spanish and Portuguese. Continuation of the appointment will depend on the faculty member's ongoing contributions to the mission of the department. The criteria and means used in evaluating candidates for courtesy appointments will be the same as those employed in offering regular appointment to candidates of equivalent rank. Unlike auxiliary appointments,

courtesy appointments do not require formal annual review, but they can be reviewed whenever one of the parties sees the need for such a reassessment.

E. Procedures: Tenure Track Faculty

1. Search

- a. Every appointment to the tenure track faculty in the Department of Spanish and Portuguese results from a nation-wide search. A vigorous effort will always be made to ensure a diverse pool of highly qualified candidates.
- b. Once the need for an appointment in a certain area has been agreed upon by the departmental council and the chair, and approved by the dean of the college of Humanities, the search begins with the constitution of a search committee.
- c. Search committees are appointed by the department chair, and consist of a representative group of no fewer than three faculty members of tenured-eligible rank, one of whom is designated the committee chair, plus one graduate student with full voting rights (see departmental Pattern of Administration, VI.B.2.c.1). All committees will have an Affirmative Action Advocate, appointed by the department chair. The Affirmative Action Advocate's responsibility is to be a strong voice on the committee for assuring that a diverse pool of qualified applicants is sought and to assure that consideration of applications does not include comments or assumptions that could bias consideration of applicants that bring diversity to the pool. The Affirmative Action Advocate will vote on the merits of cases like other committee members.
- d. In close consultation with the department chair, search committees write an appropriate job description for the opening and, with the participation and advice of the departmental council, seek out and identify strong candidates for the position.
- e. Centers or other interested units in the college are expected to participate in the hiring of faculty who might be affiliated with those units. When new faculty positions in areas of special interest to a particular unit are announced by the department that unit will be invited to become actively involved in the hiring process. If and when the search progresses to the stage of on-campus visits (see below), all candidates will meet with the unit chair or director and other relevant faculty.

2. Evaluation of Candidates

- a. Once a short list of candidates has been agreed upon by the search committee, and approved by the department chair, the search committee may, if deemed appropriate, proceed to a preliminary interview of those candidates, either at a relevant professional meeting or over the phone.
- b. Those candidates agreed upon by the search committee to be the best of those under consideration are invited to Columbus by the chair of the search committee for an on-campus interview with the approval of the department chair. At least one of the candidates invited for an on-campus interview should contribute to the diversity profile of the department. If the search committee judges that in the pool of candidates there is no qualified person specifically contributing to the diversity of the unit, it will explain

to the departmental council its efforts to attract a diverse pool of applicants and will describe the pool of applicants and of finalists before the departmental council's vote on inviting the finalists to campus.

- c. The interview will usually consist of some kind of public presentation, interviews with the department chair and all those faculty and students who are able to meet with the candidate, and interviews with interested colleagues in other units and relevant members of the college and University administration.

3. *Search Recommendation*

- a. Following the on-campus visits of all the candidates for the open position, the members of the search committee will canvas the members of the departmental council for their views, deliberate, and then make a recommendation to the council.
- b. The departmental council may either accept, modify, or reject the recommendation of the search committee. In turn, the departmental council makes a recommendation to the department chair who then makes his or her recommendation in a report to the dean of the College of Humanities.
- c. An affirmative recommendation to appoint a candidate requires a two-thirds majority of those eligible to vote, present, and who vote yes or no on the matter.
- d. All offers at the associate professor and professor ranks, with or without tenure, and all offers entailing 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 Education.
- e. In the event that the recommendation of the chair differs from that of the departmental council, the chair shall also take note of this fact in his/her report to the dean. The chair shall also explain in writing to the members of the council the reasons for his or her rejection of the council's recommendation.

F. Procedures: Regional Campus Faculty

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

Candidates are interviewed by, at a minimum, the regional campus dean, department chair, departmental Promotion and Tenure Committee, and regional campus search committee. The regional campus may have additional requirements for the search not specified in this document. A decision to make an offer requires agreement by the department chair and regional campus dean. Until agreement is reached, negotiations with the candidate may not begin, and the letter of offer must be signed by the department chair and the regional campus dean.

G. Procedures: Auxiliary Faculty*1. Lecturers*

- a. Every appointment to the auxiliary faculty as a lecturer in the department of Spanish and Portuguese results from a careful examination of candidates' credentials that they have submitted requesting a teaching position. Decisions concerning possible employment of these candidates shall be free of discrimination as to race, creed, religion, national origin, age, sex, disability, Vietnam-era status, or sexual orientation.
- b. Once the need for an appointment of a lecturer has been agreed upon by the chair, language program director, academic program director, and/or supervisory staff, the candidates will be asked to supply letters of reference and evaluations made by other faculty members, former employers, and/or students. The language program directors will then proceed to a preliminary interview of those candidates over the phone. Whenever possible, the local candidates will be invited for an on-campus interview. Offers will be made after careful examination of the candidates' credentials and interview reports.
- c. Responsibility for hiring lecturers rests with the chair who acts on recommendations made by the program directors and/or supervisory staff.

2. Senior Lecturers

- a. Every appointment to the auxiliary faculty as a senior lecturer in the department of Spanish and Portuguese results from a nationwide search. A vigorous effort will always be made to ensure a diverse pool of highly qualified candidates.
- b. Once the need for an appointment as a senior lecturer has been established by the chair in consultation with the departmental council. The chair will appoint a search committee which will normally be chaired by the vice chair. The search committee will write an appropriate job description for the opening and will seek out and identify strong candidates for the position.
- c. Once a short list of candidates has been agreed upon by the search committee, and approved by the department chair, the search committee may, if deemed appropriate, proceed to a preliminary interview of those candidates over the phone. Following the preliminary interview of all of the candidates for the open position, the members of the search committee will make a recommendation to the department chair who will decide on the matter after consultation with the faculty. All offers to foreign nationals require prior consultation with the Office of International Education.

3. Visiting Faculty

- a. The procedures followed in the appointment of visiting junior faculty are consonant with the procedures followed in the appointment of regular faculty (see section D, above), with the exception that the candidates may, or may not, be asked for an on-campus visit. In the absence of an on-campus visit, the evaluation of the candidates will be based on the materials gathered by the search committee and on phone interviews.

- b. The procedures followed in the appointment of visiting senior faculty may or may not be same as those followed in the appointment of visiting junior faculty. On occasion, the appointment of a distinguished visiting senior professor will proceed from a nomination made from within the department, especially if the term of the appointment is for a shorter period of time than one year. In the latter event, the faculty member making the nomination is responsible for gathering appropriate materials for a dossier that is then made available for consideration by the members of the departmental council. Once the members of the council have had the opportunity to examine the dossier, they meet to discuss the nomination, vote, and make a recommendation to the chair who, in turn, makes a recommendation to the dean.

4. Adjunct Faculty

Appointments of adjunct faculty proceed in a manner similar to that of regular faculty. Once the need for a particular adjunct faculty member has been identified by the department, and approved by the chair and the dean, a dossier is gathered and the candidate is invited to meet with the various members of the department and to make a public presentation. After the presentation, and in cognizance of the pertinent dossier, the members of the departmental council meet to discuss the case, and to make a recommendation to the chair who, in turn, makes a recommendation to the dean.

H. Procedures: Courtesy Appointments for Regular Faculty

Courtesy appointments for members of the regular faculty belonging to other tenure initiating units on campus proceed in a manner similar to that of adjunct faculty. Once the request has been made, or the opportunity has arisen, for making a courtesy faculty appointment by the department, a dossier is gathered and the candidate is invited to meet with the various members of the department and to make a public presentation. After the presentation, and after all members of the council have had the opportunity to examine the dossier, the latter meet to discuss the case, and to make a recommendation to the chair who, in turn, makes a recommendation to the dean.

V. ANNUAL REVIEWS

A. Procedures for Annual Reviews: Probationary Faculty

1. General

- a. At the time of appointment, probationary faculty members shall be provided with all pertinent documents detailing the promotion and tenure policies and criteria of the department, college, and University. If these documents are revised during the probationary period, probationary faculty shall be provided with copies of the revised documents.
- b. During a probationary period a faculty member shall be reviewed annually in accordance with this rule and with the policies of the department, college, and university. The annual review shall encompass the faculty member's performance and

continuing development in teaching, in scholarship, and in service. External evaluations of the faculty member's work, required for tenure and promotion reviews, may be obtained for any review if judged appropriate by the review committee or the department chair.

2. Criteria and Standards for Research and Teaching

In the area of teaching and research, the criteria are basically the same as those that apply to new appointments, as described in section IV.A, above. For a positive annual review the standard in teaching is sustained quality of formal classroom instruction as documented in student (S.E.I.) and peer evaluation reports. In addition a faculty member is expected to have contributed to curricular development and maintenance of a current teaching program, as well as being involved in graduate advising and examinations commensurate with the probationary faculty member's exposure to graduate teaching. In research, a positive annual review requires demonstrated growth of quality scholarly publication leading toward a cumulative record appropriate for the eventual consideration of promotion and/or tenure. The record will also include active conference participation and a beginning or expanding involvement in the professional field. The expectations in terms of quality and significance of instructional contributions, and also quantity of research results are directly correlated with a probationary faculty member's rank. A rough measure can be obtained by applying the criteria and standards defined for promotion to associate professor and to professor in sections VII.A, B below and distributing them over incremental annual contributions. The different ways in which teaching and research may be documented are described in section VII.E, below.

3. Criteria and Standards for Service

A faculty member in the department of Spanish and Portuguese is expected to perform administrative service to the department, the college, the University, the academic world, and/or the community. To be recommended for a positive annual review, an assistant professor should have demonstrated willingness and ability to perform significant and effective service on behalf of the department. Service shall be evaluated according to departmental standards of competence and effectiveness as applied to the service assignments he or she has been asked to perform. To be recommended for positive annual review, probationary associate professors and professors are expected to have made significant contributions in the area of service commensurate with their rank. In all cases, service should be evaluated in light of the faculty member's total academic activities. For the various ways in which service may be documented, see section VII.E, below.

4. Procedures

- a. Annual reviews of probationary faculty will be conducted early in the Spring quarter of each year. For special circumstances governing the fourth-year review of assistant professors, see paragraph 7, below. An annual review leading to a negative recommendation must also have followed the fourth-year review process. The department chair shall inform all candidates in timely fashion when the review will take place and provide them with a copy of the Office of Academic Affairs dossier outline to be completed by the faculty member in reporting accomplishments to date, and any

other documents needed, including an outline of their activities and accomplishments of the previous year as well as a statement of future plans and goals, and an updated curriculum vitae. Following the outline, candidates will then provide appropriate professional materials for review to the chair who will make them available to the appropriate review committee. All documentation should follow the models and standards established by the department. Following the annual review, copies of all current faculty CV's will be made available in an accessible location in the department where any faculty member may review them.

- b. The annual review of a faculty member affiliated with a center or another department will include, when relevant, consideration of that faculty member's teaching, research, and service that pertain to this unit. The unit director or chair (or representative) will be asked by the department chair to provide a written evaluation of the candidate's contributions to the mission of this unit.
- c. The annual review committee for probationary assistant professors will consist of the tenured associate professors and professors of the department. The annual review committee for probationary associate professors will consist of the tenured professors of the department, as will the review committee of the probationary professors. At the discretion of the chair, a faculty member from the review committee may be charged with introducing the case to the assembled review committee, but without making a recommendation. Each review committee will be chaired by the department chair, who may participate in its deliberations but who may not vote. All committees will have a Procedures Oversight Designee, appointed by the department chair, whose responsibility is to see that the proceedings are carried out in a highly professional manner, and, in particular, that they are free of inappropriate comments or assumptions that could bias the review. The Procedures Oversight Designee should be a senior faculty member committed to diversity. Since the designee is not an advocate for particular faculty members, he or she is expected to vote on the merits of cases like other committee members.
- d. After each member of the committee has read and carefully considered the materials submitted by the candidate, the review committee will meet to deliberate, vote, and make a recommendation to the chair regarding the renewal or non-renewal of the probationary faculty member's contract. A recommendation is considered to be positive when it receives two thirds of the yes or no votes cast. Abstentions are not votes. The vote will be taken by written, confidential ballot. Neither absentee nor proxy votes will be allowed. Committee members who cannot be present may, however, prior to the meeting, provide the chair with a written statement containing their evaluation of the faculty member(s) under review to be considered by the assembled committee in its deliberations.
- e. After receiving the recommendation of the review committee, the department chair will inform the committee of the action he or she intends to take regarding the recommendation. If there is a discrepancy, the department chair will explain to the review committee in writing the reasons for his or her departure from the committee's recommendation.

5. *Assessment*

- a. At the completion of the review, the department chair will provide the faculty member and the dean of the college with a written assessment of the faculty member's performance and professional development. It is expected that this assessment will be both constructive and candid and that it will include both strengths and weaknesses, since the review process is conceived as a means to be supportive and helpful to untenured faculty. When appropriate, it will honestly and clearly communicate aspects of performance that need improvement if the candidate is to make acceptable progress. Where the committee's assessment differs from the department chair's, the latter is responsible for formulating a coherent evaluation to provide the faculty member useful and constructive guidance reflecting the divergent points of view as far as possible. The assessment letter will always include a reminder that, according to faculty rule 3335-5-04, all faculty members have the right to review the contents of their personnel file. The contents of the chair's letter will subsequently be discussed with the candidate in a conference to be arranged at their mutual convenience. At least one other tenured faculty member, in particular the designated mentor of the probationary faculty member if feasible, shall be present at this conference.
- b. 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. Candidates shall have the right to respond in writing to all letters of assessment, and their responses shall also become a part of the permanent dossier.
- c. If the letter of assessment is to contain a recommendation for non-renewal, the review process must follow the stipulations for fourth year reviews (see paragraph 7 below). If both the department and the dean agree on non-renewal, the appointment of the faculty member will not be continued beyond the period specified in paragraph 10, below. Faculty members whose contracts have not been renewed may appeal this decision according to the procedures outlined in section VIII, below.

6. *Regional Campus Reviews*

- a. Regional campus faculty shall first be reviewed by the faculty and dean and director on the appropriate campus using procedures established on each campus. This review shall focus primarily on the faculty member's contributions in teaching and service, which are the areas of greatest weight in the evaluation of regional campus faculty (cf. section VII.C, below). The dean and the director shall forward the report of the regional campus faculty containing his/her recommendation to the candidate and to the chair of the department. The Columbus campus review shall proceed as described above in section V.A.4.5. This review focuses primarily on the candidate's scholarly work, but considers all aspects of the record. At the completion of the Columbus campus review, the department chair will provide the faculty member, the dean of the college, and the regional campus dean with a written assessment of the faculty member's performance and professional development.
- b. It is important that the regional campuses and the department work cooperatively to time reviews so that the sequential interaction described above may take place. It is also important for the chair of the department and the dean of the regional campus to be

alert to any developing discrepancy between the quality of teaching and service on the one hand and the quality and quantity of scholarly work on the other, in order to minimize the possibility that the regional campus and the department may disagree on a tenure recommendation. When such discrepancies become apparent, the regional campus dean should explore means of addressing this problem with the faculty member and the chair of the department as appropriate.

7. *Fourth Year Review*

The fourth-year review of probationary faculty takes place early in the Spring quarter of their fourth year of applicable probationary time. It shall follow the same process as the review for tenure and promotion (see section VII, below) with two exceptions: external letters of evaluation may or may not be solicited by the department; and review by the college promotion and tenure committee shall be optional in all cases where both the department and the dean of the college approve the renewal of the appointment. Renewal of the appointment of a probationary assistant professor for the fifth year requires the approval of the dean of the college. At the conclusion of the department review, the formal comments process (per Faculty Rule 3335-6-04) is followed and the case is forwarded to the college for review, regardless of whether the department chair recommends renewal or nonrenewal. Before reaching a negative decision or a decision contrary to the department's recommendation, the dean must consult with the college tenure and promotion committee.

8. *Exclusion of Time from Probationary Periods (cf. IV.A.2, above)*

- a. An untenured regular faculty member may exclude time from the probationary period in increments of one year to reflect the care giving responsibilities associated with the birth of a child or adoption of a child under age six. Requests to exclude time from the probationary period for this reason must be made within the year following the birth or adoption and prior to the beginning of the year in which the mandatory review for tenure must occur. The maximum amount of time that can be excluded from the probationary period for the birth of a child or adoption of a child under age six is one year. Requests to exclude time from the probationary period made under the terms of this paragraph must be submitted to the chair of the department for forwarding to the dean and to the Office of Academic Affairs. Such requests will be approved unless they are prohibited by virtue of the circumstances cited below.
- b. An untenured faculty member may also apply to exclude time from the probationary period in increments of one year because of personal illness, care of a seriously ill or injured person, an unpaid leave of absence, or factors beyond the faculty member's control that hinder the performance of the usual range of duties associated with being a successful university faculty member, i.e., teaching, research, and service. Requests to exclude time from the probationary period made under the terms of this paragraph must be submitted to the chair of the department. Requests shall be reviewed by an appropriate body of the tenured faculty, which shall advise the department chair regarding their appropriateness. Such requests require approval by the department chair, dean, and provost. A request to exclude time from the probationary period for any of these reasons must be made prior to the beginning of the year in which the mandatory review for tenure must occur. The extent to which the event leading to the

request was beyond the faculty member's control, the extent to which it interfered with the faculty member's ability to be productive, and the faculty member's accomplishments up to the time of the request will be considered in the review of the request.

- c. A request to exclude time from the probationary period for any reason will not be granted after a non-renewal notice has been issued nor will previously approved requests to exclude time from the probationary period in any way limit the department's right not to renew a probationary appointment.
- d. The maximum amount of time that can be excluded from the probationary period for any reason or combination of reasons is two years for an assistant professor (including time spent as an instructor) and one year for an associate professor or professor except in extraordinary circumstances. Exceptions require the approval of the department chair, dean, and provost.
- e. Faculty members will be reviewed annually during their probationary periods regardless of whether time is excluded during that period for any of the above reasons, unless their absence from campus during an excluded period makes conduct of such a review impractical.
- f. For purposes of performance reviews of probationary faculty, the length of the probationary period is the actual number of years of employment at this university less any years of service excluded from the probationary period under the terms of this rule. Expectations of productivity during the probationary period cannot be increased as a consequence of time granted under the terms of this rule.
- g. Probationary regular faculty on less than full-time service for part or all of their probationary period may request an extension of the probationary period. The extension must be requested prior to the beginning of the year in which the normally scheduled mandatory review for tenure would take place and requires approval of the department chair, dean, and provost. The extension shall be for an integral number of years based on the principle that the usual probationary period represents full-time service. The maximum permissible extension of a probationary period under this paragraph is one year for a probationary instructor, three years for a probationary assistant professor (including time spent at the rank of instructor) and one year for a probationary associate professor or professor.

9. Service Credit

Service credit of up to three years may be granted for prior work experience at the time of initial appointment and requires the approval of the department chair, dean, and provost. Prior service credit shortens a probationary period by the amount of the credit and once granted cannot be revoked except through an approved request to exclude time from the probationary period. Prior service credit will not be granted for employment in any auxiliary title (such as adjunct, visiting, or lecturer), special title (such as graduate associate), or part-time position (implying less than 50 percent service).

10. Termination of Probationary Appointments

- a. Probationary appointments may be terminated for inadequacies in performance or professional development, or for fiscal or programmatic reasons.
- b. When non-renewal results from the faculty member's inadequacies in performance or professional development, it is based upon a regular annual review following fourth-year procedures (see section V.A. above) or mandatory review for tenure (see section VII, below). These procedures include the formal comments process (per Faculty Rule 3335-6-04).
- c. When non-renewal is based on fiscal or programmatic reasons, the faculty member must be advised that such non-renewal is a possibility and formal notice must be provided as soon as possible after the need for non-renewal is established. Non-renewal of a probationary appointment for fiscal or programmatic reasons does not entail a performance review and requires the prior approval of the provost. Because hiring decisions should be based on informed assumptions regarding the future availability of resources and of programmatic needs, approval of such non-renewals will be based on the extent to which convincing evidence is provided that the fiscal or programmatic reasons for the non-renewal could not be anticipated when the appointment was made and are expected to be long-lasting.
- d. Decisions affecting the non-renewal of a probationary appointment may not be arbitrary or capricious or carried out in violation of a faculty member's right to academic freedom. Faculty rule 3335-5-05 (cf. the web page <http://trustees.osu.edu/rules5/ru5-05.html>) provides a procedural mechanism under which an aggrieved probationary faculty member can challenge a non-renewal decision believed to have been improper. In that instance, however, the burden of proof is on the probationary faculty member to establish that the non-renewal decision was improper (see also faculty rule 3335-6-05 (<http://trustees.osu.edu/rules6/ru6-05.html>)).
- e. In cases of non-renewal of an appointment, the department and university will, insofar as possible, observe the following standards of notice:
 - i. not later than March first of the first academic year of probationary service, if the appointment expires at the end of that year; or if a one-year appointment expires during an academic year, at least three months in advance of its expiration;
 - ii. not later than December fifteenth of the second academic year of probationary service, if the appointment expires at the end of that year, or, if an appointment expires during the second academic year, at least six months in advance of its expiration; and
 - iii. at least twelve months before the expiration of an appointment after two or more years in the institution.

These standards of notice need not apply in cases of termination for cause. In the event of a decision resulting in non-renewal, the chair shall notify the faculty member in writing of that decision and the reasons for it.

B. Procedures for Annual Review: Tenured Faculty

1. Like probationary faculty, tenured faculty are reviewed annually to assess their contributions to the department and the profession and their continuing professional development in the areas of teaching, research, and service. The standards and criteria for these reviews are basically the same as those that apply to probationary appointees of equivalent rank, as described in section V.A, above, with the appropriate upward adjustments in the expectation of the significance and distinction of overall contributions associated with the senior ranks
2. Prior to the time of the annual review, which will normally take place during the Spring Quarter, tenured faculty will be asked by the chair to submit an annual report containing a written record of accomplishments in instruction, research or other scholarly activity, and service for the year preceding the annual review, along with a statement of future goals and plans, an updated curriculum vitae, and all other relevant materials. All documentation should follow the models and standards established by the department. These materials will then be made available to the senior promotion committee consisting of all tenured professors in the department for conducting the review. Following the annual review, copies of all current faculty CV's will be made available in an accessible location in the department where any faculty member may review them.
3. The annual review of a faculty member affiliated with another department or center will include, when relevant, consideration of that faculty member's teaching, research, and service that pertain to this additional unit. The unit chair or director (or representative) will be asked by the department chair to provide a written evaluation of the candidate's contributions to the mission of the center.
4. The review of an individual associate professor is conducted by the tenured professors of the department who, as the senior promotion committee, make a recommendation to the chair on the candidate's accomplishments in the areas of teaching research, and service. The review of the tenured professors is conducted by the chair of the department.
5. Upon the conclusion of each review, the department chair shall prepare a report, summarizing the results of the review and containing whatever recommendations the review committee and/or chair may have to enable the faculty member to remain productive. The report should include a reminder that, according to faculty rule 3335-5-04, all faculty members have the right to review the contents of their personnel file. When completed, the report shall be forwarded promptly to the faculty member. The faculty member may then, if he or she so desires, request a meeting with the chair to discuss the contents of the report. A meeting of the chair and the faculty member to discuss the faculty member's performance is required if either one requests such a meeting. Following the meeting, the faculty member may, if he or she so desires, submit a written response for inclusion in the permanent file.

C. Procedures for Annual Review: Tenured Faculty at Regional Campuses

The annual review of tenured faculty on the regional campuses should follow the process described in paragraph 6.a of section A, above. The departmental review should follow the process described in paragraphs 1-5 of the present section B.

VI. MERIT SALARY INCREASES AND OTHER REWARDS

A. Criteria

1. General

- a. The determination of salary increases or other rewards centers on the period under review but shall not be based on performance during the preceding year alone. The faculty member's entire record, esteem in the profession, importance to the department, University, and the like shall also be considered.
- b. Those faculty who are highly productive in significant research, consistent in high quality teaching and in effective service will merit the greatest reward. However, to fulfill its mission the department must, from time to time, impose a higher than average burden of teaching and/or service responsibilities on particular faculty. The salary criteria must be sufficiently flexible to permit a wide range of assignments and reward excellence when a faculty member's balance of activities in the three areas of research, teaching, and service supports the departmental mission. The effective enhancement of the college and University mission through quality interdisciplinary efforts, service on college and University committees and the like shall also be considered when evaluating a faculty member's performance for the purpose of salary and other rewards.
- c. In specific cases, special attainment goals may be set for an individual faculty member to benefit his or her professional development while enhancing the departmental mission and respecting budgetary and other departmental needs and constraints. Such goals can be set at the time of discussing the results of an annual review, for periods of one year or more. Such an agreement will then become part of the annual review letter, to be taken into consideration at the next annual review and merit increase determination. The specific deviations of an individual goal contract refer to the standard of the category of "regular" mentioned in paragraph 2 below.

2. Categories of Evaluation

- a. The underlying principle guiding the determination of merit salary increases is to establish three categories of performance evaluation following the results of the individual faculty member's annual review and his or her overall standing in the field:
 - a) appropriate according to regular expectations, b) superior performance compared to the norm, and c) inferior performance compared to the norm. For exceptionally high merit a top tier within the superior category can be invoked, while a particularly disappointing performance may lead to a special zero level of merit attribution.

- b. A “regular” performance in the year under review implies effective teaching results that demonstrate attention to, and improvement in, those areas, if any, that had previously been cited as needing betterment; effective service as assigned; and a body of qualitatively good research, showing progress, development, innovation of analysis, and having documentable impact on the field. A somewhat lower performance in one branch of scholarly activity, instruction, or service may be compensated by higher results in the other area(s). However, overall teaching quality should not significantly fall below the effective level; scholarly activities may not be absent or marginal; and service cannot have been absent or abandoned.
- c. A “superior” evaluation implies documentable excellence in at least one of the three areas, distinctly surpassing the “regular” level, while the other two remain at a “regular” level. An “exceptional” subcategory refers to truly outstanding performance in two or three of the component fields of activity (scholarly pursuits, instruction, and service).
- d. The category of “inferior” obtains for a performance where one of the areas is clearly lacking compared to the “regular” level, and where there is no effective compensation in the other areas. The rare evaluation of “deficient” shall apply in cases where the faculty member has not submitted appropriate information for evaluation, or where two or three areas of activity have been judged to be “inferior” for the year evaluated.

B. Procedures

1. Recommendations regarding salary increases for the following year are made by the chair of the department to the dean of the college of Humanities. The chair is advised in this matter by the Advisory Committee of the department which centrally includes in its deliberations the results of the appropriately constituted faculty annual review committees (see sections V.A and V.B, above). The Advisory Committee focuses its attention on the faculty member’s contributions during the period under review in the areas of actual publications and scholarly activities, teaching, and service provided, but also provides feedback to the chair on the broader criteria of excellence, contributions to the department, and equity considerations. As noted, there is a distinction between the scope of the annual review which focuses on the previous year’s work and that of the salary merit adjustment process which considers both the results of the annual review and the larger criteria discussed in the section above. Both the annual review and, whenever possible, the opportunity for faculty response to the annual review (see above, paragraphs V.A.5.b and V.B.6) shall have occurred before the Advisory Committee begins its deliberations on salary merit adjustments.
2. The three basic categories of “superior”, “regular”, and “inferior”, as well as the two extreme categories of “exceptional” and “deficient” shall be differentiated in terms of merit increase in a gradation appropriate to produce clear differentiations in merit salary increases and a strong incentive to produce work worthy of superior or exceptional recognition. While the eventual attribution of dollar values to these five categories is in part conditioned by a percentage value of the faculty member’s current year salary, there will be a correction applied in the case of any salaries below or above a median band of all departmental salaries. The salaries falling below this band will

receive a dollar amount revised upward from a pure percentage base if they fall in the evaluation category of “regular”, “superior”, or “exceptional”. Those above the median band will receive a dollar amount revised downward from a pure percentage base if they fall in the evaluation categories of “regular”, “inferior”, or “deficient”. The aim of this correction is the proactive avoidance of salary compression unrelated to individual merit, while maintaining full competitiveness for meritorious performance to gain the highest salary merit increases in relation to the current salary level. For purposes of assuring salary equity in relation to a faculty member’s overall standing in the field, the department chair may reserve up to 10% of the annual merit increase funds for special recognition. All salary recommendations formulated in relative and absolute terms according to this plan are subject to the chair’s revision and comprehensive adjustments for equity and excellence before being sent to the dean as departmental recommendations for the annual departmental merit salary adjustments.

C. Documentation

As noted in paragraph V.A.4, above, probationary faculty record their previous year’s performance for the purpose of annual review on documents that follow the promotion and tenure dossier outline prepared by the Office of Academic Affairs. As noted above in paragraph V.B.2, tenured faculty record their previous year’s performance for the purpose of annual review on a form provided by the department and on an updated curriculum vitae. In addition, all faculty members will also submit a written report of accomplishments in instruction, research or other scholarly activity, and service for the year preceding the annual review, along with an indication of future goals and plans, as well as an updated complete CV. To ensure uniform evaluations, all faculty members will be required to document their contributions using the guidelines and standards established by the department. The Advisory Committee’s evaluation for salary recommendation will be based on these annual review documents.

VII. REVIEWS FOR PROMOTION AND TENURE, AND FOR PROMOTION

A. Criteria: Promotion to Rank of Associate Professor With Tenure

1. General Considerations

Cf. the relevant web pages at <http://trustees.osu.edu/rules6/ru6-04.html> for procedures and <http://trustees.osu.edu/rules6/ru6-02.html> for criteria.

- a. According to faculty rule 3335-6-02, tenure at the Ohio State University will not be awarded below the rank of associate professor. The same faculty rule states that 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.

- b. Faculty rule 3335-6-02 further stipulates that 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. While it is recognized that some faculty are stronger in one area than another, there must always be a balance between the two core areas of teaching and research. Extraordinary teaching cannot compensate for a poor record in publication, and extraordinary scholarship cannot compensate for poor teaching. 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 the maintenance and enhancement of the quality of the university as an institution dedicated to the discovery and transmission of knowledge.
- c. Thus, although criteria will vary according to the particular responsibilities of each faculty member, every candidate will be held to a standard of excellence in all aspects of performance. Above all, candidates will be held to a very high standard of performance in the areas that are central to their responsibilities. The pattern of performance across the probationary period shall yield a high degree of confidence that the candidate will continue to develop professionally in the areas that are central to his or her responsibilities and in ways relevant to the departmental mission in the University.

2. *Teaching*

Excellence in teaching is a requisite for promotion within the department. In judging teaching, considerations such as the following will be taken into account: the faculty member's command of his/her subject; the faculty member's ability to organize and communicate the subject matter effectively and to bring in new perspectives in consonance with state-of-the-art research; the faculty member's ability to stimulate students' interest and curiosity; the faculty member's ability to challenge the students intellectually and to inspire them to their best effort; the faculty member's insistence in all appropriate circumstances on clear and effective writing; and the faculty member's willingness to help and guide students, whether it be in the classroom or without. As an example of the latter, special mention should be made of advising, which is an important function of all faculty members and which often, as when directing theses or dissertations, requires a notable commitment of time. Active collaboration in course and program development is also expected of each faculty member.

To be recommended for promotion to associate professor with tenure a faculty member should have shown continued growth as a teacher and consistently have demonstrated a high standard of quality in his/her areas of responsibility, both in direct teaching activities and in advising, mentoring and program development.

3. *Research*

No area of academic endeavor contributes as much as does research to the standing afforded the department both within the university and within the larger academic community. Thus, review committees at all levels of the university place great emphasis on scholarly achievement and productivity, and all candidates for promotion must demonstrate clear distinction in this area. Given the diverse interests and responsibilities of members of the department, the type and results of this activity may vary. Some research may emphasize the generation or reinterpretation of knowledge; other research may introduce new approaches or apply existing approaches to a new body of material; still other research may emphasize pedagogical concerns that incorporate theoretical advances in instruction and/or language acquisition or apply technology in innovative and creative ways. Still other recognized work could consist of such activities as translation, editing scholarly publications, or compiling bibliographies. Just as there are varying forms of scholarly activity and varying results of research efforts, there must be varying criteria and patterns for the evaluation of such efforts. In certain areas of research within the department, the publication of a series of extensive articles may represent work and accomplishment comparable to the publication of a book in another. Specifically, for recommending an assistant professor for promotion and tenure, a book (either published or in press), is a standard expectation in the fields of literary and cultural studies, while in linguistics and pedagogy more weight may be attributed to a series of substantive articles. The research standard in addition comprises a series of refereed journal articles and book chapters in high-quality outlets as documentation, in combination with regular conference participation, of a developing program of original research presented to the profession at large. In all instances, the basic criterion is not quantity alone but the quality and significance of the scholarly activity as an innovative contribution of relevance to the faculty member's and the department's appointed fields.

Recommendation for appointment of a candidate to the rank of associate professor must be based on convincing evidence that the faculty member has achieved excellence as a scholar, and can be expected to continue a program of high quality scholarship relevant to the mission of the academic unit(s) to which the faculty member is assigned and to the University.

4. *Service*

In addition to teaching and research, a faculty member in the department of Spanish and Portuguese is expected to perform administrative service to the department, the college, the University, and/or the community. To be recommended for promotion from assistant professor to associate professor, or to be recommended for tenure in the case of a probationary associate professor, the faculty member should have rendered effective and significant department and/or college or University service in a cooperative way, have demonstrated success in rendering similar service to the profession at large and/or the community, and show promise of continuing to provide quality service and outreach of relevance to the mission of the department, the college, and the University.

B. Criteria: Promotion to Rank of Professor

1. General Considerations

Cf. the relevant web pages at <http://trustees.osu.edu/rules6/ru6-04.html> for procedures and <http://trustees.osu.edu/rules6/ru6-02.html> for criteria.

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. The department expects an individual ready for promotion to professor to be a role model for less senior faculty, for students, and for the profession, which implies adherence to a high standard of contributions to departmental and university tasks. While an individual seeking promotion will be assessed in relation to assigned responsibilities, exceptional performance in these responsibilities is required.

2. Teaching

To be recommended for promotion to professor, a faculty member should have shown continued growth as a teacher and consistently have demonstrated true distinction at all levels at which he/she teaches, both in direct teaching activities and in advising, mentoring, and program development. See also paragraph A.2., above.

3. Research

To be recommended for promotion to professor, a faculty member should have made distinguished contributions to his/her field since appointment to the previous rank and should have achieved recognition from the community of scholars in that field. The need for flexible criteria according to the faculty member's area of specialization and its prevalent modes of publication and activity patterns established in paragraph A.3 above applies also here. Within this framework, a typical standard of achievement for promotion to full professor, to be understood as additive to the research record established at the time of promotion to associate professor with tenure, will at a minimum imply the publication of an original monograph or equivalent research product having received favorable review in the profession. In addition the faculty member will have published a series of refereed journal articles and book chapters in high-quality outlets documenting a mature program of original scholarship with a documented impact on the field. He or she will also have continued to participate actively in scholarly meetings as well as giving invited lectures in prestigious venues. Other scholarly achievements may further enhance the professional stature of the faculty member.

4. Service

To be recommended for promotion from associate professor to professor, or to be recommended for tenure in the case of a probationary professor, the faculty member will have rendered exceptional service to the department, the college or University, and/or the profession at large, as well as pertinent outreach efforts for the community. Such service will be characterized by its effectiveness and cooperative nature.

C. Criteria: Regional campus Faculty

The primary function of the regional campuses is to provide excellent undergraduate instruction and to serve the academic needs of their communities. Regional campus faculty are expected to establish a research program of high quality, but the character and particularly the quantity of that activity may differ from that of Columbus campus faculty because of the weight of other responsibilities and because of lack of access to comparable resources. (See also paragraph IV.A. 1, above.)

D. Procedures

1. General University Procedures (Faculty Rule 3335-6-04)

- a. All candidates for promotion and tenure are reviewed by the eligible faculty and by the chair of the department. Candidates will also be reviewed at the college and university levels. The department chair is responsible for informing the candidate in writing of the provost's final decision (if negative) or recommendation to the Board of Trustees (if positive).
- b. The review for tenure during the final year of a probationary period is mandatory.
- c. A faculty member may ask to be considered for non-mandatory promotion and tenure review or for promotion review at any time; however, the tenure initiating unit promotion and tenure committee may decline to put forth a faculty member for formal non-mandatory review or for promotion review if the candidate's accomplishments are judged not to warrant such review. The promotion and tenure committee may not deny a tenured faculty member a formal review for promotion more than three consecutive years.
- d. If an untenured faculty member withdraws from a mandatory review for promotion and tenure, the faculty member must indicate to the department chair in writing that he or she understands that tenure will not be granted. The last day of employment can be no later than June 30 of the seventh year of employment but may be any time following one year from the date of the withdrawal from the mandatory review.
- e. If a faculty member withdraws from a non-mandatory review, the withdrawal is noted on the College report. The dossier will be kept in the department, but not in the faculty member's primary personnel file, until such time as the faculty member is promoted or denied tenure.

2. Departmental Procedures for Reviews for Promotion and Tenure and for Promotion

Departmental reviews for promotion and tenure and for promotion take place during the Autumn Quarter. See paragraph 2.e, below, for special circumstances regarding the promotion of an associate professor to professor.

a. Committees

- 1) The review body for assistant professors being considered for promotion and tenure will consist of the tenured associate professors and the tenured professors of the department, with the exclusion of the dean of the college, the provost, and the

president. The review body for associate professors being considered for tenure or for promotion to professor will consist of the tenured professors of the department, with the exclusions mentioned. The review committee for professors being considered for tenure will consist of the tenured professors of the department, with the exclusions mentioned. All committees dealing with promotion and tenure matters at a given level will have the same Procedures Oversight Designee, appointed by the department chair, whose responsibility is to see that the proceedings are carried out in a highly professional manner, and, in particular, that they are free of inappropriate comments or assumptions that could bias the review. The designee should be a senior faculty member committed to diversity. Since the designee is not an advocate for particular faculty members, he or she is expected to vote on the merits of cases like other committee members. Faculty members who have a familial or comparable relationship with the candidate are expected to excuse themselves from participating in reviews, as are those who have a relationship that could create a conflict of interest, for example, co-authorship of a significant portion of the candidate's publications. The department chair presides at all review committees but may not vote.

- 2) The candidate shall have primary responsibility for preparing, according to the Office of Academic Affairs guidelines, a dossier documenting her or his accomplishments. He or she is held to cooperate closely with the promotion and tenure subcommittee. Cf. the specific guidelines found on the web page http://oaa.osu.edu/handbook/xi_ptannual.html.
- 3) The promotion and tenure subcommittee for an assistant professor, appointed by the department chair, consists of three members of the tenured faculty, one of whom serves as its chair and also secretary of the review committee. The subcommittee has no separate vote nor shall it make a recommendation to the P&T committee as a whole; rather it serves to assist in the evaluation process by preparing a thorough presentation of a promotion candidate's record. In cases involving the promotion of an associate professor, all three members of the ad hoc promotion and tenure committee must be professors of full rank.

b. Timeline

The various steps for promotion and tenure or promotion review in the department follow this approximate timeline:

- 1) Winter quarter of year preceding formal promotion and/or tenure review: Individual promotion and tenure committees appointed
- 2) Spring quarter of year preceding formal promotion and/or tenure review: External letters of evaluation requested and review materials sent out, imposing a deadline for receipt of letters of September 1 of the same calendar year
- 3) Spring and Summer quarter preceding formal tenure and/or promotion review in autumn: Preparation of core dossier by candidate; assemblage by candidate of additional materials to be considered; analysis of teaching and service documentation and scholarly production by the subcommittee. All internal materials

and external evaluations should be ready by September 1 of the year of consideration for promotion and tenure or promotion.

- 4) Autumn quarter of year of formal tenure and promotion or promotion review: Whereas the exact dates vary, late September is the target date for decision by promotion and tenure review body and finalization of the P&T committee's assessment letter, followed by the department chair's evaluation of the candidate; and late October is the target date for turning over the entire dossier to the college, including any comments by the candidate and replies at the department level.

c. Specific Procedures

- 1) The promotion and tenure or promotion subcommittee chair shall be responsible for gathering internal evidence of the quality and effectiveness of teaching, quality and significance of scholarship, and quality and effectiveness of service from students and peers, as appropriate, within the department. In collaboration with the department chair, the subcommittee chair shall also be responsible for obtaining a minimum of five letters from external evaluators who are in a position to comment in an informed way both on the quality of the faculty member's scholarly work and on its significance to the broader field in which it resides. In most cases, these evaluators should not be former advisers, collaborators, close personal friends, or otherwise have a relationship with the faculty member that could reduce objectivity. Letters from collaborators may be appropriate as a means of determining a faculty member's contributions to joint work, but such persons should not be asked for a letter of evaluation. Letters should likewise not be solicited from scholars of a known, negative bias toward the candidate. All external evaluators should be scholars of recognized distinction who are either at peer or better universities or, if not in academia, are otherwise in a position to critically evaluate the faculty member's scholarly work and its reputation within the profession. It is expected that, if in academia, evaluators of candidates for promotion to associate professor will, except in extraordinary circumstances, be professors of full rank. Evaluators of candidates for promotion to professor must always be professors of full rank. No more than one-half of the letters of evaluation included in the dossier may be from persons suggested by the candidate. To minimize the risk that the selection of evaluators will subsequently be judged inappropriate, the department chair shall seek approval of the tentative list from the dean of the college. All solicited letters that are received must be included in the dossier. Unsolicited letters of evaluation or letters solicited by anyone other than the chair or his/her designee may not be included in the dossier.
- 2) Once all relevant materials have been presented to the subcommittee chair, the subcommittee shall assess them for completeness, accuracy, adherence to format, and so on. The subcommittee chair is responsible for checking the accuracy of all publication citations by the candidate. The subcommittee should hold at least one timely meeting with the candidate at which the candidate presents his or her case and modifies those aspects of the dossier considered in need of clarification, amplification, or correction.

- 3) When the department chair and the members of the promotion and tenure subcommittee are satisfied that the materials submitted by the candidate are complete and in good order, the promotion and tenure subcommittee chair shall, with ample time for careful evaluation, make them available to all members of the entire review committee. The department chair shall then convene a meeting of the review committee, at which time the candidate's accomplishments in the areas of teaching, research, and service will be discussed and weighed. The subcommittee of the candidate for promotion and tenure, or promotion, shall present a detailed report to the review body of the P&T committee as a whole without making a recommendation. Following the discussion, a vote regarding possible tenure and/or promotion shall be taken by written, confidential ballot, and recorded. A recommendation for tenure and/or promotion is considered to be positive when it receives a majority of two thirds of the votes cast. Abstentions are not votes. As indicated above, the chair of the department shall chair the meeting, and may participate in the discussion, but he or she may not vote. Members of the review body who are unable to be present for the entire discussion may not vote, nor will proxy ballots be allowed. Committee members who cannot be present may, however, prior to the meeting, provide the chair with a written statement containing their evaluation of the candidate(s) to be considered by the assembled committee in its deliberations.
- d. Recommendations at the Department Level and Beyond
- 1) Following the vote, the departmental promotion and tenure committee shall revise the subcommittee's draft report discussed at the meeting, summarizing both the strengths and the weaknesses of the candidate, as revealed by the deliberations, and the result of the vote taken. This report shall be forwarded promptly to the department chair. This report will be elaborated by the chair of the departmental promotion and tenure committee, who is appointed by the chair.
 - 2) Following receipt of the report from the chair of the departmental promotion and tenure committee, the department chair shall prepare a letter for the dean including the chair's analysis of and recommendation on the candidacy. The candidate should be notified promptly of the completion of the chair's letter and shall be given a copy of all evaluations inserted in the dossier to date, including the committee's and the chair's letters as well as other internal and all external assessments considered. The candidate may provide the department with a written response to the report for inclusion in the dossier within ten calendar days of notification that these materials are ready. The review committee 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 review level is permitted.
 - 3) The department chair shall then forward the entire dossier with all internal and external evaluations, the candidate's comments (if any) to the departmental review committee's report and/on the chair's letter as well as all responses (if any) to those comments to the dean of the college.

- 4) Once the dean of the college of Humanities and the provost have completed their respective reviews (for the procedures involved, see faculty rule 3335-6-04-C), the department chair shall inform the candidate in writing of the University's decision.
 - 5) Positive decisions regarding promotion and/or tenure will take effect at the beginning of the following academic year.
 - 6) If an untenured faculty member is denied tenure, he or she must be notified promptly of this decision and informed that June 30 of the seventh year of employment (or June 30 of the year following a negative decision in the case of an untenured associate professor or professor) is the last day of employment. The termination date is June 30 regardless of hire date, and there will be a final payment on that date. The faculty member who is denied tenure must also be given a copy of the University appeals process (see Section VIII, below).
- e. Initiation of Promotion and Tenure or Promotion Procedures
- 1) Consideration of early recommendation for promotion and tenure in the case of a probationary faculty member can be initiated by the appropriate review committee at the time of the annual review of an individual faculty member.
 - 2) Prior to an annual review, an associate professor who believes that he or she has fulfilled the criteria for promotion to professor may request in writing that the review include a preliminary assessment as to whether or not those criteria have been met and a recommendation as to whether or not a full, subsequent review is justified. The letter of the candidate, accompanied by an updated CV and all other standard materials requested for the annual performance review (cf. sect. V.B.2 above), should provide an adequate justification of the request. If, as the result of the annual review, the review committee decides that review for promotion is not appropriate at the time, the associate professor will be so informed by the department chair in his or her written report to the faculty member summarizing the annual review. Faculty rule 3335-6-04 (a) (3) states that a tenured faculty member cannot be denied consideration for promotion for more than three consecutive years if the tenured faculty member presents corresponding formal requests for such consideration.
 - 3) Alternatively, the annual review committee may itself decide, on the basis of a preliminary assessment, that an associate professor may appropriately undergo a full review for promotion to professor, and may recommend that the faculty member be given such a review. That decision will also be included by the department chair in his or her written report to the faculty member summarizing the annual review.
 - 4) If both the individual associate professor and the review committee agree that the full review for promotion to professor is justified, that review would commence expeditiously, and the procedures outlined above would apply.

f. Proper Procedures

- 1) The review for promotion and tenure, or for promotion, may not be arbitrary or capricious or carried out in violation of the faculty member's right to academic freedom. Faculty Rule 3335-5-05 of the Administrative Code provides a procedural mechanism under which an aggrieved faculty member can challenge a review believed to have been improper. In that instance, however, the burden of proof is on the faculty member to establish that the review was improper. Cf. the web page <http://trustees.osu.edu/rules5/ru5-05.html>
- 2) In any considerations of appointment, promotion, tenure, annual review and merit salary increase, no faculty member may participate in these evaluations who has a conflict of interest by reasons of familial or comparable ties, by close association with the faculty member evaluated through professional cooperation, or by being dependent in some way on the faculty member's services.

3. *Procedures: Regional Campus Faculty*

- a. Regional campus faculty who are candidates for promotion and tenure, or promotion, shall first be reviewed by the faculty and dean and director on the appropriate campus using procedures established on each campus. This review shall focus primarily on the faculty member's contributions in teaching and service, which are the areas of greatest weight in the evaluation of regional campus faculty. The dean and the director shall forward the report of the regional campus faculty containing his or her recommendation to the candidate and to the chair of the department. The Columbus campus review focuses primarily on the candidate's scholarly work, but considers all aspects of the record. It is important that the regional campuses and the department work cooperatively to time the promotion and tenure, or promotion, reviews so that the sequential interaction described above may take place.
- b. From this point on, the review follows the same course as all promotion and tenure reviews, as described in the section on procedures above.

E. Documentation

1. Teaching

Some of the means which may be used to appraise quality of teaching are the following:

- a. Evaluations made by faculty colleagues who have worked with the faculty member in team-teaching projects, or who can judge his or her teaching in courses prerequisite to their own. Testimony may be solicited from colleagues by the promotion and tenure committee. (See also Section V.A.2.)
- b. Departmental policy requires that all faculty, probationary and tenured, make use of student opinion surveys through the use of the University-wide SEI forms for all formal classes taught during each quarter of each year. The summary reports are received each quarter as a complete set by the department chair and archived in the respective personnel files. Established procedures also stipulate, among other things, that someone other than the faculty member himself or herself hand out the forms and return them to

the department office. Efforts should always be made to obtain such evaluations from the largest possible number of enrolled students in order to ensure an accurate assessment of student opinion. In addition, optional documentation of formal instruction may comprise department, college or university evaluation forms other than the S.E.I.

- c. College practice posits the following schedule of peer evaluation. All untenured faculty members normally have two courses evaluated each year by faculty peers. Associate Professors need one yearly evaluation, and in the three years preceding a formal consideration of promotion to professor they will have two classes a year evaluated. Professors will usually have one course visited in every two year period. Colleagues who are to visit classes will be appointed by the department chair in consultation with the respective promotion and tenure review bodies. Classes of assistant professors may be visited by associate professors or professors. Classes of associate professors may be visited by other associate professors or by professors. The department chair will ensure that an appropriate number of these visits will have been made by professors of full rank, especially in the three years predating formal consideration for promotion. Classes of professors will be visited by associate professors or professors of full rank; the latter may be selected from the faculty of the Department of Spanish and Portuguese or another department. The department chair will ensure that all peer evaluators understand the nature of their task.

Following the classroom visits, the colleague who has visited will write a report containing his or her observations on the classes visited, including such matters as interaction with students, resolutions of problems in the classroom, the level of intellectual stimulation, as well as an evaluation of any instructional materials perused. This report is submitted to the department chair, with a copy to the faculty member who has been visited. The latter will discuss the report with the colleague who has visited, and, if he or she so wishes, write a letter to the department chair that contains his or her reactions to the report. This letter, like the report on which it is based, will be kept in the faculty member's permanent file.

- d. Careful consideration and evaluation should also be applied to indirect teaching, including advising and mentoring of students, thesis and dissertation direction, development of new courses and curricula. Such teaching activities are considered part of the normal duties of a faculty member. Quantitative and qualitative assessment of such instructional activities should be commensurate with a faculty member's rank. Appropriate instruments for assessment may be interviews conducted by the promotion and tenure committee, and/or letters solicited by the promotion and tenure committee from appropriate sources.
- e. Special accomplishments in teaching (such as nominations or selection for particular awards).
- f. Self-assessment by the faculty member.
- g. Professional success of former students.
- h. Any other information which the promotion and tenure committee may judge to be pertinent.

2. *Research*

In evaluating scholarly achievement, the promotion and tenure committee should consider both its quality and quantity, but place special emphasis on quality. Work in progress should be assessed whenever possible. An important aspect is the assessment of the value of specific publication outlets, the frequency and significance of citations of the faculty member's work, and published reviews of the candidate's work. Citations in relevant publications or other evidence that the work of the candidate has been recognized by authorities in the field should also be considered. Critical appraisals from distinguished scholars in the candidate's field are required. In arriving at the essential internal evaluation of the candidate's research, the type and scope of each publication shall be carefully considered in assessing its impact in the field. In all cases, the promotion and tenure committee shall also consider the internal and external evaluations it has solicited in attempting to ascertain whether the scholarly efforts of the candidate make an important contribution to the field and show promise of continuing development.

Primary examples of publications that are appropriate kinds of research activity are the following:

a. Publications

- 1) Monographic and comprehensive works (books, monographs, articles, etc.) based on original research. These shall be accorded special importance as evidence of scholarly achievement and development.
- 2) Critical bibliographies as well as editions of conference proceedings and editions of a collection of research articles.
- 3) Textbooks, source books, instructional software, readers, anthologies of texts, contributions in the area of foreign language teaching, and similar publications which are conceived primarily for undergraduate or graduate instruction. These shall be judged scholarly works to the extent that they utilize or present new methodologies or incorporate ideas derived from original research and that they are pertinent to the academic mission of the department.
- 4) Translations and creative work. These shall be evaluated in the light of such criteria as originality, significance, and pertinence to the academic mission of the department.
- 5) Reviews of scholarly works written for professional journals. In taking such reviews into account, consideration shall be given to the kind and size of the review (review essay, regular review, book notice), and to the type and quality of the scholarly journal in which they appear

b. Other Scholarly Activities

- 1) The quality and frequency of scholarly activity at significant international, national, and regional professional meetings shall be assessed, especially the presentation of papers, formal participation in symposia, official commentaries as discussant of the papers of others, and organization of scholarly meetings.

- 2) Consideration commensurate with the prestige of the citation shall be given to scholarly prizes, awards, grants or fellowships as well as to invitations to deliver public lectures or teach at other universities. The persistence in soliciting, and, wherever applicable, the success in obtaining, external funding for scholarly activities is a regular criterion of evaluation, since the University guidelines require all faculty members to develop consistent activities in this regard.
- 3) Any other evidence which the promotion and tenure committee believes relevant in judging the candidate's success and professional impact as a scholar shall also be considered fully.

3. *Service*

The form that service may take varies greatly among faculty members. The most usual kinds of service, and the ways in which they may be documented, are as follows:

- a. **Departmental Service:** Work on departmental committees to which the faculty member has been assigned, fulfilling ad hoc assignments. The amount, and quality, of this service may be documented by reports from those who have worked with the faculty member as well as from those who have had occasion in other ways to evaluate that service. It must be recognized that all those with heavy administrative responsibilities, e.g., departmental officers, chairs of major committees, and directors of language programs perform service in which the time commitment is considerable; such service should be appropriately considered by the review committee. To the extent that such service resulted in a reduced course load, the corresponding weight of the assignment should be shifted from teaching to service for the purpose of assessing overall merit. In all cases, effectiveness of a faculty member's service contribution is the primary criterion of quality.
- b. **College and University Service:** Service to the college and University should be evaluated according to the same principles as service to the department.
- c. **Service to the Profession at Large:** Service to the profession at large may include service in state, regional, and national professional organizations in the individual's academic field, as office-holder, as member of committees, or in ad hoc assignments on behalf of an organization; work as an academic consultant; work on editorial boards and as referee for scholarly journals; service as referee for faculty members under review at other universities. Such service may be documented by letters of appointment and/or appreciation and shall also be taken into due consideration as an indication of the growing national and/or international stature of the faculty member in question.
- d. **Outreach to the community:** The criteria for outreach to the community must inevitably vary from individual to individual. It may be documented in the same way as service to the profession. The basic principle in weighing it should be that such service be in support of the academic mission of the department. It should be recognized that the University is becoming increasingly community-oriented, and since members of the faculty are called on more and more to make significant contributions to furthering such community relations by promoting the academic mission of the department,

appropriate recognition should be given. The criteria for evaluation will concern effectiveness, continued demand, timeliness, and topicality.

VIII. APPEALS

A. Formal Appeals of Negative Promotion and Tenure or Promotion Decisions

1. According to University rules, faculty members may appeal a negative promotion and tenure or promotion decision if they believe that they have been evaluated improperly. Improper evaluation includes violations of written procedures that could reasonably have affected the outcome of a review and failure to consider evidence material to a fair determination. In considering the evidence material to making a fair determination, members of review bodies and administrators are required to exercise professional judgment and there will be, on occasion, disagreements in professional judgment. Differences in or disagreements with professional judgments do not provide a valid basis for appeals.

A formal appeal cannot begin until the provost has rendered a decision. However, a candidate may occasionally raise issues about the review process during the review, through the comments process provided for in Faculty Rule 3335-6-04. When appropriate, these issues should be addressed at the time they are raised.

An appeal alleging improper evaluation is reviewed in accord with procedures described in Faculty Rule 3335-5-05. Within 30 days of the date of the letter from either the TIU head or dean informing the faculty member of the provost's negative decision, the faculty member is required to send a written complaint describing the alleged improper evaluation to the chair of the Committee on Academic Freedom and Responsibility (CAFR), copied to the provost, and should follow up with a conversation with the chair of CAFR regarding the complaint and next steps. The faculty member should promptly inform the chair of CAFR and the provost if he or she decides not to pursue the appeal. For appropriate procedure, cf. Faculty Rule 3335-5-05 of the Administrative Code (on the web page <http://trustees.osu.edu/rules5/ru5-05.html>).

2. Appeals may also be based on allegations of discrimination. Such appeals would focus on discrimination based on race, color, creed, religion, sexual orientation, national origin, sex, age, handicap, or Vietnam-era veteran status. Complaints alleging discrimination should be presented in writing to the Associate General Counsel for Human Resources with a copy to the Office of Academic Affairs within thirty days after a faculty member has been notified of the decision the faculty member wishes to challenge.
3. Favorable annual reviews during the probationary period serve as a basis for a positive annual reappointment decision. They do not create a commitment to grant tenure and are not a basis for appeal of a decision to deny tenure and promotion. The review for tenure entails a much weightier decision than the annual review and entails assessment

of both cumulative performance and promise for the future. Performance that is adequate for annual reappointment may not be adequate for the granting of tenure.

4. Only the candidate may appeal a tenure or promotion decision. Appeals by colleagues, students, or other on behalf of candidates will not be considered and unsolicited commentary by such persons on a negative decision will not influence the course of an appeal. Unsolicited letters are not considered in promotion and tenure reviews at any time during the review process.

B. Mediation of Other Decisions

If a faculty member believes that a decision in a matter covered by this document has been reached through improper evaluation in violation of the rules set forth herein, he or she should first of all seek to find redress through informal, internal avenues of appeal. While the promotion and tenure and promotion process does not appear to leave much freedom outside of the path sketched in this document and in the applicable regulations at the college and campus levels, the questions of annual evaluation, merit increase, and teaching or service assignments are amenable to potentially fruitful reconsideration within the department before, or instead of, being initiated as formal appeals procedures according to applicable University rules. A first step is always the attempt at reconciling the differences through direct conversations between the concerned parties. After having exhausted the options of amicable conversation through the department chair, this officer shall appoint an ad hoc committee consisting of two members selected by and from the full professors which shall investigate the matter and strive to come to a mutually acceptable solution by mediating between the parties involved. This ad hoc committee shall have the authority to gather information freely and investigate all pertinent aspects of the matter, if it finds this appropriate. Only if these efforts fail, shall the aggrieved faculty member embark on a formal appeal going outside the department.

See also the College of Humanities' Pattern of Administration, Appendices Two ("Procedures for Faculty Salary Appeals") and Three ("Procedures for Investigating Complaints Against Members of the Faculty of the College").

IX. SEVENTH YEAR REVIEWS

- A. Since, according to University and departmental policy, every effort will always be made to address problems in the review process of assistant professors, and to consider all relevant information before a final decision on promotion and tenure is taken, reviews in the seventh year are highly unusual.
- B. Nevertheless, according to faculty rule 3335-6-05 of the Administrative Code (cf. the web page <http://trustees.osu.edu/rules6/ru6-05.html>), in rare instances a department 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 departmental review committee 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 promotion and tenure 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.

- C. If the dean concurs with the department's petition, the dean shall in turn petition the provost for permission to conduct a seventh year review. If the provost approves the request, a new review will be conducted equivalent to the one that resulted in the non-renewal of the appointment. The conducting of a seventh year review does not presume a positive outcome. In addition, should the new review result in a negative decision, the faculty member's last day of employment is that stated in the letter of non-renewal issued following the original negative decision.
- D. A faculty member may not request a seventh year review, appeal the denial of a 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.