

**College of the Arts**  
***Appointments, Promotion, and Tenure Document***  
**July 3, 2008**

**Preamble**

This document is a supplement to Chapter 6 of the *Rules of the University Faculty* (Additional Rules Concerning Tenure Track Faculty Appointments, Reappointments, and Promotion and Tenure) [www.trustees.osu.edu/ChapIndex.index.php](http://www.trustees.osu.edu/ChapIndex.index.php) and the Office of Academic Affairs annually updated procedural guidelines for promotion and tenure reviews: Chapter 7 of the *Office of Academic Affairs Policies and Procedures Handbook* [www.oaa.osu.edu/handbook/](http://www.oaa.osu.edu/handbook/) as well as other policies and procedures of the college and university to which a department and its faculty are subject.

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

This document must be approved by the Office of Academic Affairs before it is implemented. It sets forth the college's mission and in that context, its criteria and procedures for faculty appointments and for faculty promotion and tenure and rewards, including salary increases. For information about the college's compensation policy and procedures for faculty and staff, refer to [www.arts.osu.edu](http://www.arts.osu.edu).

The faculty and the administration are bound by practices articulated in the following:

- Faculty Rule 3335-6-01-02
- [www.trustees.osu.edu/ChapIndex.index.php](http://www.trustees.osu.edu/ChapIndex.index.php)

In particular, all faculty accept the responsibility to participate fully and knowledgeably in review processes; to exercise standards as outlined in these rules and other standards specific to our departments/school and college; and to make negative recommendations when these are warranted in order to maintain and improve the quality of the faculty.

**College Core Values**

The College of the Arts celebrates and learns from diversity and values individual differences.

We believe in the studio experience, small classes, and that arts exposure, participation, and training result in graduates who are both better human beings and contributors to society.

We believe in practice, criticism, theoretical and historical studies in the arts. Also valued are interdisciplinary collaborations; international and cultural-broadening initiatives; community, school, and business partnerships; and research and teaching that provide opportunities for students and faculty to have an impact beyond the classroom.

We support transforming experiences for our students that expand world views, offer hands-on practical experiences in the arts and education, and develop new career skills to reflect the entrepreneurial culture we value.

With commitment to our land grant mission, the college reaches millions of Ohioans annually through outreach and engagement activity by faculty, staff, and students with statewide communities, through public events, public art, K-12 education, community service, and business projects.

### **College Mission Statement**

Our mission is to support a world-class education and educators through an atmosphere of learning that deepens understanding and nurtures creativity in the visual and performing arts.

### **Regular Tenure-track Faculty**

Faculty Rules 3335-6-02 (A-F) :  
<http://oaa.osu.edu/handbook/>

### **Appointments**

The College of the Arts is committed to making only faculty appointments that enhance or have the strong potential to enhance the quality of the academic unit and college. Important considerations include the individual's record to date in teaching, research, and service; the potential for professional growth in each of these areas; and the potential for interacting with colleagues and students in a way that will enhance their academic work and attract other outstanding faculty and students to our programs. No offer will be extended in the event the search process does not yield one or more candidates who would enhance the quality of the department. The search is either canceled or continued, as appropriate to the circumstances. The college encourages two-year search processes as part of a strategy to build strong and diverse applicant pools.

The College of the Arts offers a broad range of untagged and tagged undergraduate and graduate degree programs, representing studio and performance work, traditional scholarly based research, and professional education studies. This diversity leads to considerable variation among academic units in appointment criteria, criteria for promotion and/or tenure, and documentation requirements for promotion and tenure and annual salary reviews.

In consideration of this variety, the college offers the following broad guidelines for appointment of regular faculty. Faculty should consult their department/school *Appointments, Promotion, and Tenure* documents for the unit/area-specific criteria appointment, promotion, and/or tenure.

**Minimum general appointment criteria for Assistant Professor:**

- An earned Ph.D. or terminal degree appropriate to the field of study
- Demonstrated potential to develop into an accomplished teacher at both the undergraduate and graduate levels
- Evidence of the potential to carry out research and/or creative activity that is likely to result in national recognition
- The rank of Instructor is used by the college only in the rare cases where a new assistant professor is not able to receive the terminal master's or doctoral degree prior to the date of the faculty appointment.

**Appointment or promotion criteria for Associate Professor with tenure:**

- Excellence in teaching that includes providing and motivating students to realize their full capacities for learning in the arts and being an effective adviser/mentor to undergraduate and graduate students
- Excellence in research demonstrated by the attainment of measurable national recognition, by a high-quality body of research/creative activity
- Excellence in service/outreach providing a high level of professional expertise to the academic unit, college, and university, the profession, and the broader community, with the expectation that given the importance of the teaching and research components, the weight of activity for a probationary faculty may be more oriented to service within the university than in the profession or community

**Appointment or promotion to Professor with tenure:**

- Excellence in teaching includes motivating students to obtain their full capacities for learning and serving as an effective mentor to graduate students
- Excellence in research demonstrated by a substantial and high quality body of research and creative activity of national and international distinction.
- Excellence in service/outreach providing a high level of professional expertise to the university, profession/professional organizations nationally and internationally, and the broader public and communities at the local, state, and national levels.

All requests to fill vacant or create new regular tenure-track faculty positions at .50FTE or higher require documentation and a financial plan as well as discussion with the dean. The dean reviews and approves all letters of offer.

### **Regular tenure-track faculty—regional campus**

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 of the Columbus campus faculty, but give relatively greater emphasis at each rank to teaching experience and/or quality.

### **Auxiliary faculty and courtesy appointments**

Only one-year appointments are available for auxiliary faculty--Adjunct Assistant, Associate or Professor; Lecturer, Senior Lecturer; Assistant, Associate, Professor below .50FTE, and Visiting Assistant, Associate, and Professor positions--are made at the department/school level. However, the dean is responsible reviewing and approving all letters of offer for these positions. Courtesy appointments are handled at the department/school level.

### **Faculty Searches for Regular Tenure-Track Faculty**

The college expects that tenure-track faculty searches will be national or international in scope. Academic unit heads working with their faculty bring forward to the dean requests to fill vacant or create new faculty positions.

Once the dean has approved a faculty search, the college expects positions to be advertised as widely as possible through both traditional and non-traditional channels in order to achieve a diverse pool of applicants. In addition, unit heads and faculty are expected to develop a network of individuals who could be helpful in identifying candidates. It is helpful if the search committee chair and academic unit head meet several times during the course of the search process.

When the search committee has narrowed the applicants to those it recommends be brought for an on-campus interview, the committee chair and the unit head meet to discuss the breadth of the applicant pool, diversity of the pool, and the reasons these individuals are considered the strongest candidates. Possible outcomes of this discussion include moving forward with invitations to interview, continuing to build the applicant pool, or a deciding to close the search and re-advertise the position at a later time.

As part of the on-campus interview process, the dean or an associate dean meets with candidates. At the conclusion of the on-campus interviews, the unit head contacts the dean to discuss the strengths and weaknesses of each candidate and indicates to whom the offer will be extended. This provides the opportunity to discuss the salary in light of the candidate's qualifications, available resources, and benchmark salaries among peer institutions. In addition to moving forward with an offer, possible outcomes of this conversation could include calling additional references before making an offer, inviting

an additional candidate to interview, or deciding to extend the search process for a second year.

### **Faculty searches for regional campus faculty**

The college dean or associate dean meets with those candidates invited for interviews, and follows up by speaking with the dean/director. A decision to make a hire requires the approval of the department/chair director and the regional campus dean.

### **Target of Opportunity hiring process**

In unusual circumstances, when an exceptional faculty member is available to be recruited, the department and college may propose a “target of opportunity” hire to the Office of Academic Affairs. If approved, the department and college may bypass the traditional national/international search, move to document the case for appointment, and if successful, make an offer of employment. If a national search for the same or similar position was conducted very recently, a request can be made to the Office of Academic Affairs to forgo the search process and extend an offer of employment.

## **Annual Reviews and Merit Salary Increases**

[www.arts.osu.edu](http://www.arts.osu.edu)

With the exception of the fourth annual review process for probationary faculty, the college plays no role in unit-level tenure-track faculty annual performance review processes and procedures. Copies of faculty annual review letters are sent to the dean. Probationary and tenured faculty should consult their unit’s *Appointments, Promotion and Tenure* document for criteria and required documentation for annual reviews and the awarding of merit salary increases

The university operates on a merit pay system for faculty and staff. [See the *College of the Arts Compensation Philosophy and Principles for Regular Faculty and Staff* to find out more about the how the salary process works. The document is updated on October 1 of each year.]

## **Procedures for College-Level Promotion and Tenure Reviews**

3335-6-04

[www.trustees.osu.edu/ChapIndex/index.php](http://www.trustees.osu.edu/ChapIndex/index.php)

The College of the Arts is committed to awarding tenure and/or promotion only to those regular faculty whose work supports the mission and academic needs and tenure and/or promotion standards of the academic unit, college and university.

The college-level promotion and tenure review process conforms to procedures outlined in the *Rules of the University Faculty*, the tenure and promotion guidelines updated and issued annually by the Office of Academic Affairs, and tenure-initiating unit (TIU) document on policies and procedures for promotion and tenure reviews. Committee membership and appointment criteria for the College Promotion and Tenure Committee are specified in the college's *Pattern of Administration*.

The College Promotion and Tenure Committee reviews and recommends to the dean on all reviews for promotion and/or tenure as well as all fourth-year annual reviews of probationary faculty. In making promotion and tenure recommendations to the dean, the College Promotion and Tenure Committee is charged with upholding and strengthening the academic standards of the university and the units within the college. The role of the committee in the review of promotion and tenure cases is:

- To determine whether the TIU has conducted its review and reached its recommendation consistent with its own standards as well as those of the college and university
- To determine whether the documentation is complete and supports the recommendation at the department level

The College Promotion and Tenure Committee evaluates candidates according to the highest professional standards. The evaluation must be based only on matters pertinent to a candidate's performance as a faculty member. The proceedings must be free of comments or innuendos related to age, color, disability, gender identity or expression, national origin, race, religion, sex, sexual orientation, or veteran status. The committee chair designates a Procedures Oversight Designee for each case under consideration, depending on who is eligible given the TIU of the candidate. The Procedures Oversight Designee is responsible for monitoring the promotion and tenure process to assure that:

- Written procedures for college-level reviews are followed
- Department promotion and tenure documents are available to the committee
- Faculty under review have been treated the same way under the review process, except when there are clear and defensible bases for the differences
- Review has been free of bias against underrepresented groups, and if substantive problems arise during the proceedings, the Procedures Oversight Designee must report those to the dean, who is ultimately responsible for the appropriate conduct of college-level promotion and tenure reviews.
- Report of the committee adequately explains the basis for its judgment, including bases for differing with department assessments when such differences exist.
- Comments process has been followed according to the Faculty Rule 3335-6-04 (A)-(D).

Of the four full professors on the College Promotion and Tenure Committee, the committee chair each year is the person with the longest term of service on the committee, usually in the fourth year. The college-level review must be independent of the department-level review. All four committee members review all dossiers, unless a

committee member is from the same academic unit as the candidate and/or another conflict of interest is present, as outlined in the *College Pattern of Administration*. In such instances, the remaining three members conduct the review. Three is the minimum number of reviewers for each case. If it should occur that two or more College Promotion and Tenure Committee members must be excused from a case because of conflicts of interest, the dean appoints additional full professors as are required to complete review of that particular case.

If questions arise about any aspect of the documentation of a case during the review process, the committee will seek answers to those questions before proceeding with the review. If, in their judgment, the committee determines that the recommendation is not consistent with university, college, and TIU criteria and standards of documentation, the committee and/or the dean may make a recommendation that is contrary to the TIU's. If the committee determines that procedural errors in process have occurred at the TIU-level, the committee may advise the dean to remand the case to the TIU to correct such errors.

The committee submits a written report in the form of a letter to the dean indicating the committee's actual vote and recommendation, its rationale for the recommendation including principal strengths and weaknesses of the candidate and, if the vote was divided, an explanation of the differing viewpoints on the case. The dean then prepares a written assessment of the case and makes a recommendation to the provost.

When the committee's report and the dean's recommendation have been completed, the candidate is notified in writing of the completion of the college-level review and provided with a copy of the college committee report and the dean's assessment. The candidate may provide the dean with written comments addressing the college-level review for inclusion in the dossier within ten calendar days of notification of the review's completion. There will be only one iteration of comments at the college level.

For all promotion and/or tenure reviews, the dean forwards the candidate's dossier to the provost. The dossier includes all the recommendations, evaluations, reports generated in the promotion and tenure review, including comments on the review provided the candidates and any responses from the committee and/or dean to their comments. The university-level review is complete when the provost notifies the dean that recommendations will be taken to the Board of Trustees for final approval no later than its July meeting.

### **Procedures for College-Level Fourth-Year Annual Reviews of Assistant Professors**

Assistant Professors are eligible for tenure review at any time during the six-year probationary period. There is a formal annual review during the fourth year of appointment and a review for promotion and tenure no later than the sixth year of appointment. The fourth-year annual review of assistant professors follows the same

process as the review for tenure and promotion, except that external letters of evaluation need not be solicited.

The College Promotion and Tenure Committee participates in all fourth-year annual reviews by reviewing and assessing the candidate's record and the letters from the academic unit's promotion and tenure committee and chair/director. The committee submits a written report to the dean indicating the committee's vote and recommendation, its rationale for the recommendation including principal strengths and weaknesses of the candidate and, if the vote was divided, an explanation of the differing viewpoints.

When the committee's report and the dean's recommendation letter are completed, the candidate is notified in writing that the college-level review has concluded, with the opportunity for the faculty member to review the two reports. The candidate may provide the dean with written comments addressing the college-level review within ten calendar days of notification. There is only one iteration of comments on the college level. Fourth-year annual reviews are complete at end of the college-level review; there is no university-level review.

## **Appeals**

### Faculty Rule 3335-6-05 (A)

This rule sets forth general criteria for appeals of negative promotion and tenure decisions. Appeals alleging improper evaluation are described in Faculty Rule 3335-5-05.

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

### **Seventh year reviews**

### Faculty Rule 3335-6-05 (B)

This rule set forth the conditions of and procedures for a seventh year review for a faculty member denied tenure as a result of a sixth year (mandatory tenure) review.

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