College of Health Sciences and Professions

Promotion and Tenure Policy

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PART I. OVERVIEW

A. PURPOSE

Nothing in this document shall be construed to supersede the procedural guarantees provided by the *Faculty Handbook*. The criteria for the College’s constituent units serve to operationalize those criteria and policy specified in this document and the *Faculty Handbook*.

The guidelines contained in this document represent the minimum criteria for evaluating candidates for promotion and/or tenure at the college level. Individual units may develop more stringent requirements for their respective candidates that are more specifically defined and exceed those described under these college-wide criteria.

B. DEFINITION OF TERMS/ACRONYMS

**Creative activity** – The deliberate application of information, imagination, and initiative to produce new, innovative and socially valuable products, processes, and ways of thinking.

**Early Promotion** – When a candidate initiates promotion prior to the expected timelines identified in the Faculty Handbook or documented in the letter of appointment.

**Entrepreneurship** – The pursuit of novel opportunities often with risks and limited resources. The goals of commercialization are to improve the quality of lives, to assure the sustainability of the creative product or process, and to make a profit.

**Exceptionality** – Well above average, expected, or typical in all workload categories, with an emphasis on categories identified in unit guidelines as the highest priorities for each faculty classification. This determination is made in the unit (department/school) and should be explicit in unit guidelines.

**Interdisciplinary** – The combination of two or more disciplines or fields of study for educational or research purposes.

**Interprofessional** – Two or more health professionals learning or working together to create a collaborative practice for patient care. Each member brings their unique disciplinary knowledge to the project.

**Promotion and Tenure Committee (PTC)** – This refers to the relevant unit (School or Department) committee that evaluates faculty members annually, at all ranks, for promotion, or promotion and tenure. It is expected that all relevant unit committees conducting annual or other evaluations will be comprised of individuals at or above the rank that the applicant is seeking.

**Promotion and Tenure Advisory Committee (PTAC)** – The committee comprised of representatives from all units that advises the dean.

**Unit** – A School or Department within the College with unit level promotion and tenure guidelines and with promotion and/or tenure eligible faculty.
C. COLLEGE PROMOTION AND TENURE ADVISORY COMMITTEE (PTAC)

1. Composition

The College PTAC shall be comprised of two tenured faculty members at the rank of full and/or associate professor from each unit within the College. Units should determine who will serve on the PTAC no later than the first Monday in October of each academic year. Diversity, equity, and inclusion should be considered in making appointments to the unit PTC and the college PTAC. Units should consider representation of faculty from other campuses as appropriate for their unit through appointees or clear lines of consultation.

The Dean of the College of Health Sciences and Professions serves as an ex officio member of the PTAC and may be present at all meetings. Unit Directors/Chairs may not serve on the PTAC as the representative from their unit. The Dean or the Dean’s designee will also appoint to the committee one Clinical Faculty Member at the associate or full rank and one Instructional Faculty Member at the associate or senior rank from different units and with consideration of multiple campuses.

In promotion and tenure cases, the PTAC serves as the main pool for constituting voting subcommittees appointed by the Dean or the Dean’s designees according to the following criteria:

- Voting members cannot be current members of the eligible candidate’s home unit. PTC members who have already voted at the unit level for a candidate should participate in discussions, but cannot vote again for the candidate at the college level.
- All voting members must be at the same or higher academic rank as that being requested by the candidate.
- A faculty member who may have a conflict of interest with a candidate should recuse himself/herself as a reviewer (see Faculty Handbook for details on matters of recusal).
- Whenever the committee cannot be populated with members from CHSP, additional members from Ohio University faculty members external to the College may be appointed to the PTAC by the Dean or the Dean’s designee for the review of a candidate, provided the other criteria for voting appointment are met.

Voting for tenure-track candidates is done by tenure-track members only of the PTAC at the desired rank or higher of the candidate. For clinical and instructional faculty, an ad-hoc voting committee will be convened with a majority of the voting members being from the candidate’s faculty track and desired or higher rank.

Any faculty member on the PTAC under consideration for promotion will be prohibited from being present during any discussion of any cases at his/her considered faculty track level.
2. Procedures

The Dean’s office will schedule the PTAC meetings. During its initial meeting in the fall term, the PTAC shall elect a Chair from the Tenure-Track members. The Chair of the PTAC is responsible for providing the Dean with a written summary of discussions for each candidate along the resulting vote. The meeting devoted to candidate reviews will occur during the Spring term at a time that will allow completion of work at least two weeks prior to the Dean’s deadline for forwarding materials and recommendations to the Executive Vice-President and Provost.

PTAC will complete a thorough review of documents that will be forwarded to the Provost and may review supporting materials. As an advisory body, the goal of PTAC is to provide the Dean with a comprehensive review of the strengths and weaknesses of a given candidate. It is the responsibility of the PTAC Chair to ensure that the discussion reflects contributions from each PTAC member present.

The director/chair from the candidate’s home unit or his/her designee will present the candidate’s case to the advisory committee. A faculty member from the candidate’s unit also may participate in the presentation if the chair or candidate so desires. The presentation should be no more than five minutes and should primarily address new or special aspects of the candidate’s case not contained in the submitted materials. The PTAC will then have the opportunity to question the presenter prior to his/her dismissal from the room.

Following discussion of the candidate’s strengths and weaknesses, the PTAC voting eligible members will vote by secret ballot. For probationary candidates seeking both promotion and tenure, a single vote will be cast. In all cases, the voting members may take a straw vote before taking a final vote.

The Chair of the PTAC on behalf of the committee will submit a written summary of the PTAC’s discussion and vote to the Dean.

3. Review of College Promotion and Tenure Policy

The PTAC will conduct a comprehensive review of the Promotion and Tenure Policy at least every five years. The resulting summary and recommendations of these reviews will be forwarded to the Dean or Dean’s delegate who will either accept revisions as offered or will recommend additional revisions for consideration. Changes are subject to a majority vote of each classification of faculty member considering the portion pertaining to their circumstances.

C. IMPORTANT TIMELINES AND DEADLINES

The College adheres to timelines and deadlines approved by the Faculty Senate (see Faculty Handbook) and noted in Appendix C. Guidance on preparing
documents for promotion review are found in Part IV of these guidelines.

D. DOCUMENT PREPARATION CONSIDERATIONS

1. Workload

Changes in workload and workload expectations must be documented to contextualize performance throughout the review period. Documentation of the most current workload distribution is required. The inclusion of this documentation is the responsibility of the candidate. In all review cases, the weight given to each section of the workload must be considered in light of other demands made on the faculty member by hiring agreements or activities necessary to fulfill the unit’s mission. For example, a candidate may have been hired with the understanding that workload would include administrative responsibilities or may have received resources for scholarly activities that include a reduced teaching workload.

Specific workload responsibilities will occur through dialogue between the faculty member, the unit Director/Chair, and the unit’s PTC (if Tenure-Track faculty) and will reflect the goals and needs of the program (including interdisciplinary teaching and research if applicable) and the professional goals of the individual faculty member.

The unit Director/Chair shall provide a written record of decisions that may later affect promotion and/or tenure decisions to the faculty member and copies retained in his/her permanent file. To this end, the candidate must maintain accurate documentation (e.g., summary notes of conversations with the Director/Chair, email correspondences) of any changes in workload and expectations that may occur during the pre-tenure or pre-promotion period. These documents will be used in the evaluative materials submitted by the candidate at the time of review.

2. Annual Reviews

Tenure-Track faculty seeking promotion to Associate Professor with tenure should submit their annual written reviews of progress toward promotion and/or tenure completed by the unit’s PTC and Director/Chair, and the Pre-Tenure (third year) review. All others seeking promotion (Tenure-Track faculty seeking promotion to Professor, clinical faculty, and instructional faculty) should submit annual merit reviews and pre-promotion reviews where applicable. It should be noted that annual review letters do not guarantee the outcome of the promotion and/or tenure process. They are a single component that is considered by the members of the unit PTC.

3. Electronic Submission

Candidates must submit digital versions of their materials according to the template provided by the Provost and documented in these guidelines. Units
should have provisions for handling improperly formatted dossiers. Formatting alone should not be a reason for denial of promotion and/or tenure and candidates should be given an opportunity to address formatting concerns. Candidates should also be given opportunities to provide missing documentation. Clarification but not additional content may be added according to the unit’s individual guidelines. All changes and/or additions of material must occur before the unit’s PTC formally votes.

PART II. TENURE-TRACK FACULTY

A. TENURE

Tenure is awarded to those individuals whose performance indicates that they are likely to continue to make significant positive contributions to the academic life of the University throughout their professional careers. Eligibility for tenure shall be determined by the unit and is reserved for those who are engaged in academic activities, including research and/or scholarship and/or creative activity (of which any may include activities leading to entrepreneurship), teaching, and service. Tenure is only granted to individuals who meet expectations in teaching, scholarly endeavors, and service activities, including professionally related services. A tenure decision is a statement that an individual’s accomplishments will continue to add value to the unit, college, and university. While respecting values of academic freedom, University citizenship and collegiality are also factors to consider in a tenure decision.

Faculty members appointed as Assistant Professors are expected to achieve both promotion and tenure to Associate Professor by the end of the probationary period noted in their appointment letter.

B. EARLY PROMOTION WITH TENURE

A recommendation for early promotion and tenure is possible but requires that a case be made for the candidate’s exceptionality in accordance with unit guidelines. Candidates are advised to conduct preliminary discussions with their chair prior to submission for early promotion and tenure by the last day of spring semester prior to review. The candidate must explicitly address the case for exceptionality in the dossier under each section of Teaching, Research, and Service. Faculty members who apply for early promotion and tenure and are not successful may reapply in the penultimate year of the probationary period.

C. REVIEW OF TENURE-TRACK FACULTY

Annually in the fall term, the unit’s PTC will evaluate each probationary faculty member’s accomplishments relative to the unit’s criteria for promotion and tenure. A summary letter of the committee’s evaluation will be sent to the faculty member by February 1st. Annual review letters are a component of Section 1 in the dossier and must be provided in reverse chronological order. Annual reappointment letters should not be included in the dossier.

1. Mid-Probationary Review
In addition to the annual review, each pre-tenure faculty member will undergo a mid-probationary review to evaluate his/her progress toward promotion and tenure. In the fall of his/her fourth year, the faculty member will submit a promotion and tenure dossier and a teaching portfolio to the Chair of his/her unit’s PTC by the second Monday of September. Faculty with different terms of hire should be reviewed at the mid-point of their pre-tenure period in consultation with their unit Director/Chair. The dossier submitted for pre-tenure review will follow the guidelines provided below.

The unit PTC and unit Director/Chair will review the materials by the end of the first week of spring term. The unit PTC chair and unit Director/Chair will meet with the Dean who will provide an overview of the candidate’s progress toward promotion and/or tenure. This meeting will occur by the end of the third week of the spring term. The candidate will receive a letter from the unit Director/Chair that integrates all feedback about his/her progress toward promotion and/or tenure. The letter will include suggestions regarding area(s) in which the candidate may need to strengthen and improve. The unit Director/Chair will issue the mid-probationary review letter no later than February 15.

2. Assistant Professor to Associate Professor

Promotion from the rank of Assistant Professor to Associate Professor requires:

a. Teaching

Consistent with the candidate’s documented workload: a record of effectiveness as a teacher as demonstrated by peer evaluations, student evaluations, and a self-reflective narrative in the dossier. Evidence of effectiveness also will be presented in the candidate’s teaching portfolio that accompanies the dossier at the unit level.

b. Scholarship

Consistent with the candidate’s documented workload: Excellence in research and scholarship which is supported by evidence of development and active engagement in research with 1) demonstration of effort to secure external funding; 2) a record of sustained publication in peer-reviewed journals; and 3) presentations at professional forums on national and/or international levels. Interdisciplinary activities are highly valued. These activities and dissemination are evidence of expertise and contribution to the science or practice of the given area of focus.

c. Service

Consistent with the candidate’s documented workload: A record of service to the unit, college, and the profession at large is required. University service is highly valued.

3. Associate Professor to Professor

Promotion to the highest rank requires academic achievements and a professional reputation that is recognized as outstanding. In many instances,
these achievements will have resulted in national and international recognition across various aspects of the candidate’s scholarly, teaching, and service activities.

The following attributes will be considered when deciding if a faculty member will earn the rank of Professor:

   a. Teaching

   Consistent with the candidate’s documented workload: Sustained effectiveness and growth in teaching as demonstrated by peer evaluations, student evaluations, and a self-reflective narrative. The teaching portfolio should clearly describe the faculty member’s expertise in their content area, integration of pedagogical practices, and curriculum development. A record of advising, coaching, and/or mentoring students is also required and mentoring of other faculty members is highly encouraged.

   b. Scholarship

   Consistent with the candidate’s documented workload: Sustained record of excellence in a focused area of research and scholarship with national and/or international recognition of expertise. Demonstration of active and ongoing external funding activity, cited publications in peer-reviewed journals, and presentations in professional forums on national and/or international levels. Interdisciplinary activities are highly valued. In most cases, these scholarly products will be published peer-reviewed journal articles with the candidate as first or senior author.

   c. Service

   Consistent with the candidate’s documented workload: A record of service leadership to the unit, college, university, and the profession at large is required.

   National or international recognition of the candidate’s work in teaching, research, and/or service is an expectation for promotion to Professor.

   Continued growth is expected from the time of appointment to Associate Professor in the areas of teaching, scholarly activity, and service/leadership. If significant but unrecognized administrative duties prohibit continued growth in any of the areas, the PTC may consider the circumstances.

D. DOCUMENTATION

   The PTAC will only review materials going forward to the Provost, but can request supplemental materials such as the teaching portfolio if needed. Documentation consists of the items listed, in the order shown below, for review by the Dean and PTAC committee.

   Section One -- Introductory documents
1. Signed review form for promotion and tenure
2. College dean letter
3. Unit Chair/Director letter
4. Unit PTC letter
5. Regional campus dean non-decision, input letter (if applicable)
6. Annual evaluation letters and any promotion progress letters
7. Appointment letter

Section Two – Promotion Summary Document (Narrative Dossier)
1. Table of Contents
2. Academic preparation
3. Professional experience
4. Instruction and advising
   a. Teaching load
   b. Teaching effectiveness
      i. Evidence of course organization, presentation, and requirements, include 2 course syllabi
      ii. Student course evaluation results
      iii. List of teaching awards and recognition
      iv. Selection for teaching in special programs
      v. Participation, as a student, in teaching enhancement program
      vi. Other evidence of teaching effectiveness
   c. Interdisciplinary teaching
   d. Advising and supervision
5. Research and Scholarly Accomplishments (if applicable) such as:
   a. Articles in professional journals
   b. Other publications and presentations
   c. Books or book chapters
   d. Sponsored research and grants
   e. Proposals
   f. Other evidence
6. Committees and service
   a. Division, unit, college, university committee service
   b. State and national professional service, such as:
      i. Member of professional association committees, taskforce, workgroup, etc.
      ii. Elected office, board of directors, etc.
      iii. Contributor to improvement of clinical practice standards
      iv. Consultant to clinical practice or clinical product development
      v. Editorial consultant/reviewer
      vi. Member of accreditation organization
7. Interdisciplinary contributions
8. Other factors

Section Three – External Review
1. External review process
   a. Describe the process used
   b. Describe how the reviewers were contacted
   c. Provide a list of information sent to the reviewers
2. External review letters
   a. Include sufficient number, normally 4-6
3. Short biography of each reviewer
   a. Describe why these particular reviewers were chosen

Note: Regional campus Deans’ letters should be solicited and used in the same way as external reviewer letters according to unit promotion and tenure processes.

Section Four-- Curriculum Vitae and Promotion Guidelines
1. Comprehensive, current CV
2. Unit promotion guidelines applicable to the case
3. College/RHE guidelines applicable to the case

Candidates must submit digital versions of their materials and follow instructions for digital submission at the time of review. It is the responsibility of the candidate to adhere to the required formatting, complete all sections, and provide all required documents. The college external review process is described in Attachment A, unit external review may be more stringent that the college policy.

E. TRANSFER FROM TENURE-TRACK TO CLINICAL FACULTY TRACK

As per the Faculty Handbook, “Tenure Track faculty are permitted to petition for a one time transfer to a Clinical Track position no later than the end of their third year. In order to make a transfer, interested faculty need to demonstrate that they are good candidates for a Clinical faculty position. A petition to transfer must originate with the faculty member and be approved by all of the following: the unit Director/Chair, the Dean, the Provost, and the unit’s PTC. In the event of a non-approval, a faculty member has a right to appeal. The appeal process parallels the process for grievance appeal as outlined in the Faculty Handbook. Once a transfer is completed, the faculty member is not eligible to transfer back to a Tenure Track position.”

PART III. CLINICAL FACULTY

Per the Faculty Handbook “Clinical faculty track consists of faculty in the College whose work is primarily teaching in a clinical setting and as appropriate to their individual disciplines.” The Clinical faculty track is a non-tenure line. In the College, the Clinical faculty track consists of faculty members who hold clinical licenses/credentials and who may practice as clinicians in their disciplines. They are primarily hired to mentor/teach students in clinical disciplines and/or in clinical settings. Clinical faculty may hold the rank

a. Assistant Clinical Professor
b. Associate Clinical Professor
c. Clinical Professor

Faculty in the Clinical faculty track will normally be hired at a rank of Assistant Clinical Professor, but rank may be negotiated at the time of hire depending on qualifications and experience.
Clinical faculty must be evaluated annually by the unit Director/Chair based on the unit’s guidelines with more extensive reviews performed in the last year of multi-year contracts. Extensive reviews will be completed by the unit’s PTC with input from the Director/Chair, and then sent on to the Dean for action of renewal or non-renewal.

Clinical faculty members may be employed on the basis of full-time or part-time appointments.

Clinical faculty members may negotiate a shift from a full-time to a part-time appointment, or from a part-time to a full-time appointment without loss of rank.

Percentage distribution of scholarship, teaching, and service responsibilities are negotiated with the Chair/Director at the time of hire in the letter of offer and annually as appropriate to meet the needs of unit or college.

Faculty holding a Clinical Track position are eligible to apply for tenure track positions when they become available. The criteria for rank determination in the Clinical Track and the Tenure Track differ. Hence, a faculty member’s rank in the Clinical Track is not necessarily transferable to the Tenure Track.

A. PROMOTION

In all review cases, the weight given teaching must be considered in light of other demands made on the faculty member by hiring agreements or activities necessary to fulfill the unit’s mission. For example, a candidate may have been hired with the understanding that workload would include administrative responsibilities or may have received resources for scholarly activities that include a reduced teaching workload. Specific teaching responsibilities will occur through dialogue between the faculty member, the unit Director/Chair, Program Director, and/or the Chair of the unit’s PTC (other committee members also may be involved) and will reflect the goals and needs of the program (including interdisciplinary teaching, if applicable) and the professional goals of the individual faculty member.

The unit Director/Chair shall provide a written record of decisions that may later affect promotion decisions to the faculty member and copies retained in his/her permanent file. To this end, the candidate must maintain accurate documentation (e.g., summary notes of conversations with the Director/Chair, email correspondences) of any changes in workload and expectations that may occur during the pre-promotion period. These documents may be used in the evaluative materials submitted by the candidate at the time of review.

B. EARLY PROMOTION

Although typical time periods in a given rank are usually expected (e.g., 6 years in the rank of Assistant and 5 years in the rank of Associate), demonstrated merit, not years of service, shall be the guiding factor for promotion. Promotion shall not be automatic nor will it be regarded as guaranteed upon completion of a typical term of service.

A recommendation for early promotion is possible but requires that a case be made for the candidate’s exceptionality as defined in these guidelines and specified by units. The
candidate must explicitly address the case for exceptionality in the dossier under each section as applicable. Faculty members who apply for early promotion and tenure and are not successful may reapply in the following year.

Candidates are advised to conduct preliminary discussions with their chair and the Dean prior to submission for early promotion/tenure by the last day of spring semester prior to early review.

C. REVIEW OF CLINICAL FACULTY

Promotion through the ranks from Assistant Clinical Professor to Clinical Professor is in recognition of the accomplishments of the faculty member being considered. All Clinical faculty members in the College are encouraged to move through the academic ranks to achieve the status of Clinical Professor.

1. Pre-Promotion Review

In addition to annual evaluations, clinical track faculty planning on applying for promotion should request a pre-promotion review. Depending on the terms and conditions of hire and the historical relationship with the College, the timeline may vary. Ideally the review would take place in the fall term, three years prior to applying for promotion. It is noted that individual circumstances may alter the timeline. Congruent with the College’s goal of collaboration and mentorship, the Unit PTC will work with the candidate to assist in preparation and guidance for the review. It is the responsibility of the candidate to initiate this process. By the second Monday of September, the candidate will submit to the PTC a dossier conforming to the college template.

The unit PTC and unit Director/Chair will review the materials by the end of the first week of spring term. The candidate will receive a letter from the unit Director/Chair that integrates all feedback about his/her progress toward promotion. The letter will include suggestions regarding which area(s) the candidate may need to strengthen and improve. The unit Director/Chair will issue the pre-promotion review letter no later than February 15.

2. Assistant Clinical Professor to Associate Clinical Professor

Depending on the terms of hire and the standards of the academic unit, promotion from the rank of Assistant Clinical Professor to Associate Clinical Professor will be based on one or more of the following and should be consistent with the workload and defined clinical responsibilities for the faculty member:

   a. Teaching/Mentorship

   A demonstrated record of effectiveness as a teacher/mentor.

   b. Scholarship (if applicable)

   A record of peer-reviewed scholarly activity that contributes to a focus within the candidate’s discipline or field of study and demonstrates the
candidate’s intellectual development, scholarly independence, and potential to sustain a thematic/focused research program.

c. Service

A record of service including administration to the discipline, the academic unit and, where possible, the unit, College, and/or University and to the public as well as the profession at large.

d. Clinical Activities

Evaluation of clinical service according to documented workload. Specifically clinical service should be clearly explained and include performance measures according to supervision, administration, and/or direct patient contact as applicable. Discussion of teaching and research (if applicable) in light of clinical service must be included.

3. Associate Clinical Professor to Clinical Professor

Depending on the terms of hire and the standards of the academic unit, promotion from the rank of Associate Clinical Professor to Clinical Professor will be based on one or more of the following and should be consistent with the workload and defined clinical responsibilities for the faculty member:

a. Teaching/Mentorship

Demonstrated continued growth and cumulative record of mentoring/teaching effectiveness that includes expertise in their content area, integration of pedagogical practices, and/or curriculum development.

b. Scholarship

A consistent record of peer-reviewed scholarly activity that contributes to the candidate’s discipline or field of study.

c. Service

Demonstrated leadership in service to the unit, College, and/or University and to the public as well as the profession at large. Portions of this leadership should reflect national recognition in the candidate’s profession or area of study.

d. Clinical Activities

Markers of continued excellence in clinical service according to documented workload. Specifically, clinical service should be clearly explained and include performance measures and indicators of leadership according to supervision, administration, and/or direct patient contact as applicable. In lieu of direct clinical service, the candidate
should clearly explain the correlation of clinical experience to his/her teaching, research, and/or service.

Continued growth in all areas is expected from the time of appointment to Clinical Associate Professor. National or international recognition of the candidate’s work in teaching, research, and/or service is an expectation for promotion.

If significant but unrecognized administrative duties prohibit continued growth in any of the areas, the PTC may consider the circumstances as long as documentation is provided.

D. DOCUMENTATION

The college PTAC will focus review on documentation that would advance to the Provost and can request supplemental materials such as teaching portfolios. Required documentation will be submitted electronically and must include the following:

Section One -- Introductory documents
1. Signed review form for promotion
2. College dean letter
3. Unit Chair/Director letter
4. Unit PTC letter
5. Regional campus dean non-decision, input letter (if applicable)
6. Annual evaluation letters and any promotion progress letters
7. Appointment letter

Section Two – Promotion Summary Documents (Dossier)
1. Table of Contents
2. Academic preparation
3. Professional experience
4. Instruction and advising
   a. Teaching load
   b. Teaching effectiveness
      i. Evidence of course organization, presentation and requirements, include 2 course syllabi
      ii. Student course evaluation results
      iii. List of teaching awards and recognition
      iv. Selection for teaching in special programs
      v. Participation, as a student, in teaching enhancement program
      vi. Other evidence of teaching effectiveness
   c. Interdisciplinary teaching
   d. Advising and supervision
5. Research and Scholarly Accomplishments (if applicable) such as:
   a. Articles in professional journals
   b. Other publications and presentations
   c. Books or book chapters
   d. Sponsored research and grants
   e. Proposals
   f. Other evidence
6. Evidence of Clinical Practice such as:
   a. Evidence of expanded clinical services and/or new service lines created in practice area
   b. Evidence of clinical quality outcomes; indicators selected and reported by the applicant
   c. Evidence of annual patient satisfaction data/ratings that illustrate trends over time (e.g. 3-5 years)
   d. Demonstrated timeliness/adequacy of completion of medical records and other documentation
   e. Attainment of board certification or recertification
   f. Implemented patient safety and continuous quality improvement measures
   g. Development of clinical and community program(s) increasing access to community service
   h. Demonstrated ability work in and/or lead interprofessional teams of health care providers
   i. Developed patient education materials from clinical expertise and the evidence-based practices
   j. Leadership position within the practice, such as medical director, or clinical practices consultant; sustained track record of exemplary clinical leadership
   k. Peers external to the college/department have judged the activity as exemplary and leading to the improvement of practice
   l. Letter from employer substantiating candidate is in good standing in the practice

7. Committees and service
   a. Division, unit, college, university committee service
   b. State and national professional service, such as:
      i. Member of professional association committees, taskforce, workgroup, etc.
      ii. Elected office, board of directors, etc.
      iii. Contributor to improvement of clinical practice standards
      iv. Consultant to clinical practice or clinical product development
     v. Editorial consultant/reviewer
     vi. Member of accreditation organization

8. Interdisciplinary contributions

9. Other factors

Section Three – Curriculum Vitae and Promotion Guidelines
1. Comprehensive, current CV
2. Unit promotion guidelines applicable to the case
3. College/RHE guidelines applicable to the case

PART IV. INSTRUCTIONAL (NON-TENURE-TRACK) FACULTY

Instructional (Non-Tenure-Track) Faculty consist of experienced persons holding part-time or full-time appointments, who are primarily considered instructional personnel and
may also have service responsibilities, related to the teaching mission of the department, college or university but no expectation for research or creative activity.

Instructional faculty members promoted within the College will demonstrate high quality mentoring/teaching effectiveness. Teaching effectiveness is viewed as a measure of quality, not quantity, and is expected of all candidates. Instructional faculty may hold the rank

a. Assistant Professor of Instruction  
b. Associate Professor of Instruction  
c. Professor of Instruction

Faculty in the Instructional faculty track will normally be hired at a rank of Assistant Professor of Instruction, but rank may be negotiated at the time of hire depending on qualifications and experience.

Instructional faculty must be evaluated annually by the unit Director/Chair based on the unit’s guidelines with more extensive reviews performed in the last year of multi-year contracts. Extensive reviews will be completed the unit’s PTC with input from the Director/Chair, and then sent on to the Dean for action of renewal or non-renewal.

Instructional faculty members may be employed on the basis of full-time or part-time appointments.

Instructional faculty members may negotiate a shift from a full-time to a part-time appointment, or from a part-time to a full-time appointment without loss of rank.

Percentage distribution of teaching and service responsibilities are negotiated with the Chair/Director at the time of hire in the letter of offer and annually as appropriate to meet the needs of unit or college.

A. PROMOTION

In all review cases, the weight given teaching must be considered in light of other demands made on the faculty member by hiring agreements or activities necessary to fulfill the unit’s mission. For example, a candidate may have been hired with the understanding that workload would include administrative responsibilities or may have received resources for scholarly activities that include a reduced teaching workload. Specific teaching responsibilities will occur through dialogue between the faculty member, the unit Director/Chair, Program Director, and/or the Chair of the unit’s PTC (other committee members also may be involved) and will reflect the goals and needs of the program (including interdisciplinary teaching, if applicable) and the professional goals of the individual faculty member.

The unit Director/Chair shall provide a written record of decisions that may later affect promotion decisions to the faculty member and copies retained in his/her permanent file. To this end, the candidate must maintain accurate documentation (e.g., summary notes of conversations with the Director/Chair, email correspondences) of any changes in workload and expectations that may occur during the pre-promotion period. These documents may be used in the evaluative materials submitted by the candidate at the time of review.
B. EARLY PROMOTION

A recommendation for early promotion is possible but requires that a case be made for the candidate’s exceptionality. The candidate must explicitly address the case for exceptionality in the dossier under each section as applicable. Faculty members who apply for early promotion and are not successful may reapply the following year.

Candidates are advised to conduct preliminary discussions with their chair and the Dean prior to submission for early promotion/tenure by the last day of spring semester prior to dossier submission.

C. REVIEW OF INSTRUCTIONAL FACULTY

Promotion through the ranks from assistant professor of instruction to professor of instruction is in recognition of the accomplishments of the faculty member being considered. All Instructional faculty in the College are encouraged to move through the academic ranks to achieve the status of professor of instruction. Promotion shall not be automatic nor will it be regarded as guaranteed upon completion of a typical term of service.

1. Pre-Promotion Review

In addition to annual evaluations, instructional faculty planning on applying for promotion should request a pre-promotion review. Depending on the terms and conditions of hire and the historical relationship with the College, the timeline may vary. Ideally the review would take place in the fall term, three years prior to applying for promotion. It is noted that individual circumstances may alter the timeline. Congruent with the College’s goal of collaboration and mentorship, the Unit PTC will work with the candidate to assist in preparation and guidance for the review. It is the responsibility of the candidate to initiate this process. By the second Monday of September, the candidate will submit to the Unit PTC a dossier conforming to the college template.

The unit PTC and unit Director/Chair will review the materials by the end of the first week of spring term. The candidate will receive a letter from the unit Director/Chair that integrates all feedback about his/her progress toward promotion and/or tenure. The letter will include suggestions regarding which area(s) the candidate may need to strengthen and improve. The unit Director/Chair will issue the letter no later than February 15.

2. Assistant Professor of Instruction to Associate Professor of Instruction

Depending on the terms of hire and the standards of the academic unit, promotion from the rank of assistant professor of instruction (>= 0.5 FTE) to associate professor of instruction will be based on one or both of the following:

a. A demonstrated record of effectiveness as a teacher/mentor.

b. A record of service including administration to the discipline, the
academic unit and, where possible, the College, the University and the public as well as the profession at large.

3. Associate Professor of Instruction to Professor of Instruction

Depending on the terms of hire and the standards of the unit, promotion to the highest rank requires academic achievements and a professional reputation that is recognized as outstanding.

One or more of the following attributes will be considered when deciding if a faculty member will earn the rank of professor of instruction:

a. Demonstrated continued growth and cumulative record of mentoring/teaching effectiveness.

b. Demonstrated leadership in service to the University (unit, College, University), to the public, and to the profession at large.

c. Mentorship and development related to teaching in the college.

Continued growth is expected from the time of appointment as Associate Professor of Instruction.

D. DOCUMENTATION

The college PTAC will focus review on documentation that would advance to the Provost and can request supplemental materials such as teaching portfolios. Required documentation will be submitted electronically and must include the following:

Section One -- Introductory documents
1. Review form for promotion
2. College dean letter
3. Unit Chair/Director letter
4. Unit PTC letter
5. Regional campus dean non-decision, input letter (if applicable)
6. Annual evaluation letters and any promotion progress letters
7. Appointment letter

Section Two – Promotion Summary Documents (Dossier)
1. Table of Contents
2. Academic preparation
3. Professional experience
4. Instruction and advising
   a. Teaching load
   b. Teaching effectiveness
      i. Evidence of course organization, presentation and requirements, include 2 course syllabi
      ii. Student course evaluation results
      iii. List of teaching awards and recognition
      iv. Selection for teaching in special programs
      v. Participation, as a student, in teaching enhancement
program

vi. Other evidence of teaching effectiveness

c. Interdisciplinary teaching
d. Advising and supervision
e. Professional associations

5. Committees and service
6. Committees and service
   a. Division, unit, college, university committee service
   b. State and national professional service, such as:
      i. Member of professional association committees, taskforce, workgroup, etc.
      ii. Elected office, board of directors, etc.
      iii. Contributor to improvement of clinical practice standards
      iv. Consultant to clinical practice or clinical product development
      v. Editorial consultant/reviewer
      vi. Member of accreditation organization

7. Interdisciplinary contributions
8. Other factors

Section Three – Curriculum Vitae and Promotion Guidelines

1. Comprehensive, current CV
2. Unit promotion guidelines applicable to the case
3. College/RHE guidelines applicable to the case

PART V. EXTENSIONS AND APPEALS

A. EXTENSION PROCESS FOR ALL FACULTY TRACKS

For Tenure-Track faculty, extensions to the tenure clock can be granted for a variety of reasons. These extensions are typically made for only one year and must be sought prior to the penultimate year. The process is started with the candidate's department/school director. For details see the Faculty Handbook.

If a faculty member has a situation that falls outside of the College Promotion and Tenure policy (e.g., illness), s/he must make the unit Director/Chair aware of the situation. The unit Director/Chair consults with the unit's PTC and the Dean to determine the appropriate course of action (e.g., extension). The policies and procedures delineated in the Faculty Handbook will be followed.

B. APPEAL PROCESS FOR ALL FACULTY TRACKS

In the case of a negative recommendation for promotion, the candidate may begin an appeal process. At this point, a dated and digitally saved version is kept in a secure location by the academic unit considering the appeal. The candidate has direct supervised access to the document. The initial letter of appeal must be filed by the candidate within 45 days of written receipt of the negative recommendation (as stated in the Faculty Handbook). For further details about “Time Limits” regarding appeal of nonreappointment or denial of promotion, see ATTACHMENT C (excerpted from Faculty Handbook)
Grounds for an appeal may be based on one or more of the following conditions:

1. inadequate consideration;
2. denial of due process – a procedural error; or,
3. denial of academic freedom.

It is the responsibility of the candidate to delineate the case for the appeal in relationship to the submitted dossier.

The appeal process starts at the level where the negative recommendation was received. If that is the level of the unit PTC, then the candidate directs the letter of appeal to the unit PTC through the unit Director/Chair. The unit PTC will reconvene to review the issues of appeal based on the original dossier. The unit PTC must complete its review of the appeal and submit a written response to the candidate within 30 days. If the committee’s review upholds the appeal (agrees with the candidate), then the candidate’s original dossier is sent to the unit Director/Chair for review and the standard reviewing process occurs but on a modified timeline.

If the committee rejects the candidate’s appeal, then the candidate has 30 days to submit a letter of appeal to the Dean. During these 30 days, the original dossier will be forwarded to the Dean for secure keeping. Upon receipt of a letter of appeal, the Dean may convene the College PTAC to assist in the review process. The Dean’s decision on the appeal must be completed and a written decision submitted to the candidate within 30 days of receipt of the letter of appeal.

If the Dean upholds the original PTC decision (appeal is rejected), then the candidate has the right to appeal to the next level (Executive Vice-President and Provost). The candidate has the right to appeal through all levels up to the Faculty Senate (see Faculty Handbook for details).

The vote on the appeal by the Standing Committee on Promotion and Tenure of the Faculty Senate is binding and completes the appeal process within the University. The steps in the appeal process are:

- Unit PTC
- Dean
- Executive Vice-President and Provost
- Faculty Senate Standing Committee on Promotion and Tenure
- Formal Proceeding
- President

If the Dean supports the appeal, then the dossier is reconsidered by the unit’s PTC. At each step of a positive appeal, the dossier is returned to the unit’s PTC for further consideration and a vote. The candidate will have the original dossier returned to him/her at the completion of the appeal process.

Note: All appeals adjudicated by the Standing Committee on Promotion and Tenure of the Faculty Senate will be heard and voted on by tenured faculty who are at rank equal to or higher than the rank the appellant is seeking. In the instance of an Instructional or Clinical track faculty appeal, two Instructional or Clinical track faculty senators will be appointed as voting members of the PTAC.
List of Attachments

Attachment A: Guidelines for Seeking External Reviewers for Promotion and Tenure

Attachment B: Timelines and Deadlines
ATTACHMENT A
Policy for Seeking External Reviewers for Promotion and Tenure

Colleges and universities throughout the country commonly solicit external letters of review for faculty members seeking promotion and/or tenure. Such letters are intended to certify the quality and quantity of the professional work by the candidate. In addition, they ensure that College standards are consistent with like institutions. Outside letters help the School and the College to know that its expectations for promotion and tenure do not exceed or fall below the general standards in academe. It is a validation of unit, and College criteria. With this rationale in mind, it is suggested that reviewer letters adhere to the following guidelines:

1. The letter from an external reviewer should focus on the quality of the candidate’s scholarship in relation to the field of study.

2. Academic reviewers should be from institutions of the quality of Ohio University, and from programs similar to the candidate’s. For example, if there is a strong graduate program in the candidate’s unit, this may be a consideration in selecting the institution of the external reviewers. Similarly, since Ohio University is a Carnegie Doctoral Research University (high research activity), external letters would not normally be sought from institutions that grant only baccalaureate degrees. This may require modification for faculty in baccalaureate-only programs.

3. Academic reviewers should be from university faculty members holding the rank to which the candidate aspires or higher. Letters from faculty members in lower ranks would require the writer to comment on criteria they had not met. Reviewers normally should not be asked to judge promotion standards until they have reached that level themselves. Only then can the reviewer have a full understanding of the quality or merit of the record expected.

4. Letters may be solicited from individuals who are not university faculty if they are judiciously selected and not greater in number than those from the professoriate. Letters from those outside academe should be from professionals who have prominence in the discipline.

5. In consultation with the unit Director/Chair, the Chair of the unit PT and PTAC will consult with the candidate the appropriate profile of potential reviewers before the list is assembled. If necessary, the Chair of the PTAC and/or PTAC will discuss with the candidate any potential external reviewers who may need to be avoided because of a potential conflict. External reviewers should be objective and knowledgeable about the candidate’s area of research and thus qualified to evaluate his/her scholarly achievements. These individuals should not be former graduate school professors, co-authors, etc. The candidate will not contact the external reviewers at any time during this process. In addition, the candidate will not solicit additional support letters.

6. Candidates are to submit a list of five reviewers to the Chair of the PTAC. The list should include the reviewers’ name, title, institution, phone number, email address. In some instances, unit guidelines require additional names.
7. The chair of the PTAC, in consultation with the unit Director/Chair, may seek review letters from individuals not included on the list provided by the candidate. This will vary relative to the Chair of the PTAC and unit Director/Chair’s concurrence with the candidate on the qualifications and objectivity of the reviewers. Prior to the Chair of the PTAC or member(s) of the PTAC soliciting the letters, the Chair of the PTAC should notify the candidate as to the persons to be contacted and the letter to be used. If a candidate is being considered for full professor, most colleagues in their field should know their work. Reviewers, therefore, do not need to know the candidate personally.

It must be understood that when external letters are sought, the University is not abdicating its responsibility for independent judgment. Faculty members may be recommended or not recommended for promotion and/or tenure regardless of the opinions of the reviewers. The external letters are simply one part of the dossier and, if the candidate merits promotion and/or tenure, such letters should be approached with confidence. External letters should be seen not as an obstacle, but as an opportunity to show further evidence that promotion and/or tenure is deserved. If not, there may be good reason for waiting until the case is stronger.
This appendix contains a summary of critical dates and deadlines from selected sections of the Faculty Handbook (2021-22). Material is collected here only as a convenience to faculty; the referenced sections, not this appendix, are part of the faculty contract with the University.

A. Notification Deadlines

1. **Nonrenewal of Probationary Appointments (Section II.D.3)**

<table>
<thead>
<tr>
<th>Date</th>
<th>Notification Details</th>
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<tbody>
<tr>
<td>February 1</td>
<td>Nonrenewal notification <em>during the first year of service</em> for contracts expiring at the end of the academic year (or no later than 3 months before expiration for other contracts).</td>
</tr>
<tr>
<td>November 15</td>
<td>Nonrenewal notification <em>during the second year of service</em> for contracts expiring at the end of the academic year (or no later than 6 months before expiration for other contracts).</td>
</tr>
<tr>
<td>May 30</td>
<td>Nonrenewal notification after two or more years of service for contracts expiring at the end of the academic year (or no later than 12 months before expiration for other contracts).</td>
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2. **Promotion and Tenure (Sections II.D.1, II.E.2, II.E.7, II.E.8, and II.E.10)**

<table>
<thead>
<tr>
<th>Date</th>
<th>Details</th>
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<tbody>
<tr>
<td>September 15</td>
<td>Tenured faculty eligible for promotion request letter of evaluation from chairperson if desired. (Probationary faculty receive evaluation letter annually without requesting one.)</td>
</tr>
<tr>
<td>February 1</td>
<td>Chairperson provides probationary faculty with annual letter of evaluation regarding progress toward tenure.</td>
</tr>
<tr>
<td>Last Day of Fall Semester Exams</td>
<td>Chairperson notifies faculty member in writing of departmental recommendation for promotion and/or tenure</td>
</tr>
<tr>
<td>March 1</td>
<td>Dean notifies chairperson and candidate in writing of rejection of department recommendation for promotion/tenure</td>
</tr>
<tr>
<td>April 1</td>
<td>Provost notifies dean, chairperson, and candidate in writing of rejection of department recommendation for promotion/tenure.</td>
</tr>
</tbody>
</table>

3. **Evaluation and Contracts of Continuing Faculty (Sections II.D.1, II.D.3, and II.E)**
February 1 | Chairperson provides faculty member with written statement of annual departmental evaluation.
---|---
March 15 | Faculty member receives formal notice of reappointment for next year. Continuing faculty, excluding those undergoing active consideration for promotion/tenure are sent contracts, if feasible.
---|---
July 15 | Contracts sent to all continuing faculty members unless deadline extended by Faculty Senate. Second-year contract for probationary faculty includes written form verifying tenure dates and deadlines.
---|---

4. Resignations (Section II.K)

| April 15 | Faculty member gives notice of resignation in writing to dean (or no later than 30 days after receiving written notification of terms of employment for the following year). |
---|---|

5. University Faculty Fellowships (Sections V.A.11 and V.A.12)

| First day of Spring semester. | Written application from faculty member to department chairperson. |
---|---|
| March 15 | Written notification of President's approval or disapproval to faculty member. |
---|---|

B. Time Limits

1. Appeal of Nonreappointment or Denial of Tenure or Promotion(Section II.F)

| 45 days | For faculty member's initial appeal (time counted from date of notification of denial, excluding intersessions and summer terms). |
---|---|
| 30 days | For appeal by the faculty member to each higher administrative level (time counted from date of last notification of denial, excluding intersessions and summer terms). |
| 30 days | For each administrative level (department chairperson, dean, and Provost) to rule on the grievance. |
| 30 days | For appeal by faculty member to Promotion and Tenure Committee of Faculty Senate (time counted from date of notification of denial by Provost, excluding intersessions and summer terms). |
| 45 days | For petition to Promotion and Tenure Committee, after it issues its report, to recommend a formal proceeding. |
2. Grievances other than Reappointment, Promotion, and Tenure (Section II.G)

| 30 days | For each administrative level to render a decision in writing (time counted from date of receipt of grievance). |

3. Minimum Period for Retention of Student Records (Section IV.A7)

| One semester | For retention of all material used to determine a student's grade, unless returned to student or alternate policy provided at beginning of semester. Spring-semester material must be kept on file through Fall semester. |
Record of changes Spring 2022:

- Reformatted in outline form and restructure table of contents.
- Included document preparation for each faculty candidate in section for that faculty.
- Added this paragraph to clarify college guidelines:
  
  The guidelines contained in this document represent the minimum criteria for evaluating candidates for promotion and/or tenure at the college level. Individual units may require more stringent requirements for their respective candidates that are more specifically defined and exceed those described under these college-wide criteria.

- Added this definition of early promotion:
  
  Early Promotion - When a candidate initiates promotion prior to the expected timelines identified in the Faculty Handbook or documented in the letter of appointment.

- Revised the definition of exceptionality as follows:
  
  Exceptionality – Well above average, expected, or typical in all workload categories, with an emphasis on highest workload percentage. This determination is made in the unit (school/department) and should be explicit in unit guidelines

- Added the following statement related to diversity, equity and inclusion:
  
  Diversity, equity, and inclusion should be considered in making appointments to the unit PTC and the college PTAC

- Added the following statement about PTAC review of documentation:
  
  The PTAC will only review materials going forward to the Provost, but can request supplemental materials such as the teaching portfolio if needed.

- Removed language related to teaching portfolio and appendix about teaching portfolio.
- Removed language requiring terminal degree for promotion and tenure.

Previous Changes:

- Original document by P & T Committee May 20, 2002.
- Revision approved by the majority vote of the voting faculty October, 2011.
- Administrative revision, approved by College P & T Committee, to incorporate Faculty of Senate semester dates, June 6, 2012.
- Administrative revision to incorporate Faculty Senate Resolution on Linking Tenure and Promotion, signed February 12, 2013.
- Substantive revision (minor restructuring of document and addition of Part II. Clinical Faculty). Substantive revision (addition of Part III, Instructional faculty).
- Changes approved by the majority of Tenure-Track and Instructional faculty voting May 1, 2013.
- Document Submission Guidelines, former Attachment A replaced with Attachments A-2 and A-3 (disseminated by the office of the Executive Vice President and Provost); administrative change only: May 1, 2014.
- Substantive revision (major restructuring of document to limit discussion to policies.) Substantive revision (removal of Attachments such that only guidance for teaching portfolio, external letters, and timeline remain as attachments. Instead of benchmark attachments, dossier templates were created for each faculty classification). Minor
revision (faculty classifications renamed from Group I and Group II throughout as tenure-track, clinical, and instructional (non-tenure-track). Substantive revisions (clarification of early promotion/tenure policies according to exceptionality). Minor revision (guidance on pre-promotion review for non-tenure track faculty). Changes approved by the majority of voting Tenure-Track, Clinical, and Instructional faculty voting April 24, 2020.
Signature Page

Approved by the Dean:

____________________________________________
John McCarthy, PhD

__________________
Date