

OKLAHOMA STATE UNIVERSITY
DEPARTMENT OF POLITICAL SCIENCE PERSONNEL PROCEDURES

(Approved March 27, 2017)

Personnel Procedures – A General Statement

Under policies set by the Board of Regents for Oklahoma State University and the A and M Colleges, decisions on employment, retention, promotion, and salary increases are the responsibility of the administrators, through channels, from unit administrator to the President. However, within the College of Arts and Sciences, a faculty personnel committee has been established in each academic unit to advise and counsel on personnel matters. This practice is essential for the development of a strong faculty within the College.

This document contains three sections:

Section I: Personnel Committee

Section II: Guidelines on the Composition and Operation of Personnel Committee

Section III: Timeline and Deadlines for the Reappointment, Promotion and Tenure Process

SECTION I: PERSONNEL COMMITTEE

A. POLICY

Consistent with the University's affirmative action efforts and good management practices, as well as to allow faculty members to exercise their rights and responsibilities in this area, a personnel committee shall be formed which will be advisory to the head on appointments, reappointments, tenure, and promotions.

B. PROCEDURE

1. The department head shall make all pertinent documentation available to the personnel committee, including affirmative action guidelines. The personnel committee may also secure documents.
2. The personnel committee shall make its recommendations in writing to the department head.
3. A specific function of the personnel committee is to ensure that reasonable standards are used in personnel evaluations.
4. Each department shall have on file in the Dean's office documents covering the membership of its personnel committee (i.e., eligibility, composition, term of office, selection procedures) and any generalized or specific criteria that have been developed for given types of personnel decisions.

SECTION II: GUIDELINES ON THE COMPOSITION AND OPERATION OF PERSONNEL COMMITTEE

A. COMPOSITION AND OPERATION OF PERSONNEL COMMITTEE

Personnel committees are essential for the fair and reasonable conduct of departmental affairs. They create a climate of representational or participatory democracy that is crucial to an academic environment and provide a measure of protection for all parties involved in key decisions concerning faculty. For these reasons, the following rules shall apply:

1. Establishment

The department will have 2 personnel committees. One will be the main personnel committee, and a second will be formed solely for the purpose of promoting faculty to Full professor. The main personnel committee shall consist of seven members randomly selected from tenure track faculty members. A majority of the committee must hold tenure. Elections shall be held in August with terms becoming

immediately effective. In the event of a vacancy on the committee before August, lot will fill the vacancy within 30 days after the vacancy occurs.

The personnel committee responsible for overseeing promotion to Professor will consist of all full professors in the department up to a maximum of 7 members. If more than 7 professors are eligible in the department, an election in August will occur with the same procedure as the main personnel committee. A minimum of 3 professors make up the committee. If the department does not have three eligible professors, the department head will select, in consultation with the eligible professors, additional professors from related departments. The department head and those holding more than one-quarter administrative appointments are ineligible to serve on this committee.

2. Representation

Faculty eligible on the main committee shall include all tenure track faculty. This will include assistant professor, associate professors, and professors. The department head and those holding more than one-quarter administrative appointments are ineligible to serve on this committee. Untenured faculty members may recuse themselves without prejudice on personnel actions. In the event of such a recusal, an alternate will be randomly selected to complete the seven-member committee for that case. It is expected that selections by lot will lead to proportionate representation of women and minorities. If by the normal process, women and minority candidates are not selected over time, a new lot from the pool of women and minority members of the department shall select representative candidates.

3. Meetings

The main personnel committee shall meet when individual faculty members, the head of the department, or the committee chair requests advice on appointments, reappointments, tenure and promotions and at least once each semester upon the call of the chair of the committee to consider appointments, reappointments, tenure and promotions and make recommendations to the head of the department.

4. Action

The Personnel Committees shall entertain requests for promotion and tenure as they come from individual faculty members, from the committee itself, or from the department head. The committee shall act on these matters, according to established department, college, and university policies, and then forward their recommendation to the department head.

In the event that the department head is a candidate for reappointment, promotion and/or tenure, the Dean of the College of Arts and Sciences will, in accordance with University policy, appoint a senior member of the faculty from that department to serve as an “acting” department head for this purpose only. This person will perform all duties associated with the department head in the reappointment, promotion and/or tenure process.

5. Notification of the Candidate

The candidate shall be notified whenever he or she is to be considered for reappointment, tenure or promotion, and shall be invited to submit evidence supporting the candidacy. The candidate shall be provided copies of all recommendation letters coming from the personnel committee and department head as they are submitted.

B. PROCEDURES FOR REAPPOINTMENT, TENURE, AND PROMOTION

1. COMMITTEE PROCEDURES

a. The personnel committee shall have reasonable discretion in determining its procedures and interpreting the provisions of documents (such as departmental criteria, college guidelines, and university regulations) which it must use in performing its assigned functions.

b. While the personnel committee should exercise judgment in reaching its final recommendation, it is not improper for the committee to consult with the department head, or any other person that the committee deems relevant concerning a faculty member’s performance.

c. A faculty member shall have the right to withdraw from personnel committee review at any time prior to the committee's vote on the matter of recommendation to the department head. Such request for removal from further consideration shall be made in writing to the chair of the personnel committee, and it shall be interpreted as a request for non-reappointment or non-consideration for promotion/tenure as appropriate at that time.

d. In evaluating a faculty member's performance, the committee must consider curriculum vita, peer review letters (for promotion or tenure), and A and Ds from the previous years, and may consider student evaluations, other materials and references that are relevant to his or her job description that the person being evaluated chooses to submit, the personal observations of committee members, and the faculty member's supervisor.

e. Inasmuch as the functions of the committee are advisory and a formal grievance process is available, no formal hearings and/or right to counsel are considered appropriate. The faculty member being evaluated is encouraged to provide written submissions and references to the committee concerning any matter that he or she considers relevant to the evaluation. However, faculty members should not encourage students to personally involve themselves in the faculty evaluation process

f. The personnel committee shall submit a detailed, written report of its recommendations to the head of the department within one week after it finished its deliberations on a particular matter.

g. In view of the fact that these reports contain sensitive information and evaluations of a personal nature, they shall be confidential. The proceeding of the committee shall be confidential and each member must assume a special responsibility to maintain this confidentiality.

h. The committee letter is to state the majority view of the committee and must include reasons for approving or denying the requested action. The numerical vote of the committee on the recommendation must be stated. If the vote is not unanimous, the minority opinion will be stated within the letter. If more than one vote is taken, the numerical results of each vote shall be provided, along with a rationale for the process. The process by which external peer reviewers were selected shall be stated. The letter is to be signed by all committee members.

2. DEPARTMENT HEAD PROCEDURES

a. Disposition of the Report

Except when the unit administrator is a candidate for promotion, the department head shall inform the Dean of the College of Arts and Sciences of the recommendations made by the personnel committee

b. Department Head's Decision

After the advisory process on personnel decisions has been fulfilled, the department head shall make his or her decision and make the appropriate recommendation to the Dean of the College of Arts and Sciences. If the department head's decision on a personnel matter differs from the recommendation of the personnel committee, the reason or reasons for the difference shall be explained in writing to the Dean.

3. DOCUMENTATION SENT TO THE DEAN'S OFFICE

a. Vita for the individual

The vita shall describe in a professional manner the totality of accomplishments of the individual, as opposed to the individual's most recent contributions.

b. Peer Review Letters

For candidates for promotion and/or tenure, at least three letters from external reviewers shall be included in the documentation file. Candidates may opt to waive their right to see their external and internal peer review letters. Notification in the form of a signed statement will be given to reviewers as to whether or not the candidate in question has signed the waiver. The personnel committee and department head should utilize these peer review letters when they formulate their decisions. All solicited letters received from external reviewer must be included in the documentation file. Letters from the candidate's dissertation advisors and individuals with whom the candidate has co-authored within the past five years

are inappropriate for this purpose, although they may be useful for other purposes, such as indicators of teaching quality.

c. Supporting Evidence

All appraisal and development documents since the most recent personnel action, for a minimum of four years, if available, shall be considered. A limited amount of evidence concerning the candidate's qualifications may be included in the documentation file. Such evidence may include, but is not limited to, letters from former students, published reviews of the candidate's work, or internal peer review letters. A copy of the department's criteria shall be included with the supporting evidence.

d. Copy of a letter from the personnel committee to the department head concerning the action

The minimum content of the letter is described in Section II.B.1.h of this document.

The candidate has three working days from the receipt of this letter to respond in writing (maximum 1,000 words) to a majority negative recommendation from the committee. This response should be submitted to the unit administrator, and included in the documentation file for the candidate.

e. Letter from the department head to the dean concerning the action

The department head shall set for the department head's reasons for recommending or denying approval of the action in question, as described in Section II.2.2 of this document. Where the position of the candidate is specialized, differing significantly from the normal assignments within the department, this shall be detailed. A copy of the letter shall go to the personnel committee and the candidate.

4. LEVELS OF ACHIEVEMENT FOR TENURE, PROMOTION, AND REGENTS PROFESSOR APPOINTMENTS

a. The Concept of Tenure

The Policy Statement to Govern Appointments, Tenure, Promotions, and Related Matters of the Faculty of Oklahoma State University (hereinafter referred to as "The Policy Statement") states, "Tenure is a continuous appointment granted following evaluation by the faculty member's academic department, review by appropriate administrators, and approval by the Board of Regents." Tenure may be revoked only for the reasons specified in "The Policy Statement" and according to the procedures articulated there. This means that the granting of tenure is an extremely serious commitment of the University and shall not be recommended by an academic unit unless it is confident that the University would surely benefit if the candidate were to spend his or her remaining career at Oklahoma State University

b. The Concept of Promotion

Promotion is the changing of a faculty member's academic title to that of a higher rank. Promotion shall be granted only when it is judged that a candidate is already performing at the quality level of the next higher rank.

c. Guiding Principle

To promote professionalism, every candidate for promotion and/or tenure must demonstrate meritorious achievement in two of the three mission areas of the University: research, teaching, and service/outreach. Such performance constitutes a minimum level that permits consideration for reappointment, promotion or tenure; meritorious performance in two areas does not guarantee a favorable employment action by the University. The Policy Statement states, 'Tenure is a major undertaking and shall not be granted unless the faculty member has demonstrated by consistent performance that the academic department will benefit from making a career-long commitment to the faculty member.' Job assignments must be consistent with the promotion and/or tenure criteria of the department.

d. Reappointment as Assistant Professor

Evaluation for reappointment at the rank of assistant professor shall be undertaken during the candidate's third year of service and shall require meritorious achievement in research and one of the two other mission areas of the University: teaching and service/outreach. Meritorious achievement in research shall be defined as progress on a research agenda as evidenced annually by peer-reviewed publications, works in review, internal funding, efforts to secure external funding, and/or presentations at professional

conferences. Meritorious achievement in teaching shall be defined as excellence in teaching. Multiple indicators will be used to determine excellence in teaching, as outlined in Section II.5.d. Meritorious achievement in outreach/service shall be defined as meaningful participation in service, and outreach to the institution and profession.

In the third area, reappointment shall require satisfactory achievement. Satisfactory achievement in teaching shall be defined as teaching effectiveness demonstrated by multiple indicators, as outlined in Section II.5.d. Satisfactory achievement in outreach/service shall be defined as contributing effectively to outreach and service to the institution. Reappointment shall require an earned Ph.D. or equivalent doctoral degree.

Tenure shall not be granted to assistant professors without promotion to the next rank, except in rare circumstances. Exceptions may be made for faculty with an initial appointment as instructor.

Because advising and administration make distinctive contributions to teaching, research, and/or service/outreach, advising and administration may be subsumed and counted under teaching, research, or service/outreach (whichever the candidate prefers), provided that the candidate has other evidence of accomplishment in the same area. Advising and administration shall not be substituted for one of the three mission areas, but will be regarded as complementary to any of those fields.

e. Promotion to Associate Professor

Promotion to the rank of associate professor shall require an earned Ph.D. or equivalent doctoral degree and meritorious achievement in research and one of the two other mission areas of the University: teaching and service/outreach. Meritorious achievement in research shall be defined as research activities that result in peer-reviewed publications, successful grant writing, and/or presentations at professional conferences. Meritorious achievement in teaching shall be defined as demonstrated teaching excellence, based on evidence outlined in Section II.5.d. Meritorious achievement in outreach/service shall be defined as demonstration of meaningful participation in service, and outreach to the institution and the profession. Consistent performance consonant with the rank of Associate Professor must be demonstrated.

In the third area, promotion shall require satisfactory achievement. Satisfactory achievement in teaching shall be defined as a pattern of effective teaching. Satisfactory achievement in outreach/service shall be defined as a high level of performance in outreach and service to the institution.

Because advising and administration make distinctive contributions to teaching, research, and/or service/outreach, advising and administration may be subsumed and counted under teaching, research, or service/outreach (whichever the candidate prefers), provided that the candidate has other evidence of accomplishment in the same area. Advising and administration shall not be substituted for one of the three mission areas, but will be regarded as complementary to any of those fields.

Promotion to the rank of associate professor confers tenure.

f. Tenure and Reappointment as Associate Professor

For faculty initially hired as Associate Professor without tenure, reappointment at the rank of associate professor confers tenure for the associate professor initially appointed at that rank. Reappointment at the rank of associate professor shall require an earned Ph.D. or equivalent doctoral degree, and meritorious achievement in research and one of the two other mission areas of the University: teaching and service/outreach. Meritorious achievement in research shall be defined as research activities that result in peer-reviewed publications, successful grant writing, and/or presentations at professional conferences. Meritorious achievement in teaching shall be defined as demonstrated teaching excellence, based on evidence outlined in Section II.5.d. Meritorious achievement in outreach/service shall be defined as demonstration of meaningful participation, service, and outreach to the institution and the profession. Consistent performance consonant with the rank of Associate Professor must be demonstrated.

In the third area, promotion shall require satisfactory achievement. Satisfactory achievement in teaching shall be defined as a pattern of effective teaching. Satisfactory achievement in outreach/service shall be defined as a high level of performance in outreach and service to the institution.

Reappointment at the rank of associate professor shall be based on the level of past performance and the potential for continued performance at a level of excellence commensurate with the rank of associate professor or higher in a tenured status.

Because advising and administration make distinctive contributions to teaching, research, and/or service/outreach, advising and administration may be subsumed and counted under teaching, research, or service/outreach (whichever the candidate prefers), provided that the candidate has other evidence of

accomplishment in the same area. Advising and administration shall not be substituted for one of the three mission areas, but will be regarded as complementary to any of those fields.

g. Promotion to Professor

Promotion to the rank of professor shall require the faculty member to have an earned Ph.D. or equivalent doctoral degree, have met the requirements of associate professor, and to have meritorious achievement in research and one of the two other mission areas of the University: teaching and service/outreach.

Meritorious achievement in research shall be defined as having demonstrated sustained productivity in quality research activities leading to a national reputation as a scholar. Meritorious achievement in teaching shall be defined as having demonstrated sustained excellence in teaching, as demonstrated by evidence in Section II.5.d. Meritorious achievement in outreach/service shall be defined as having demonstrated leadership and meaningful participation, outreach and service activities at the departmental, college, university, and professional levels. Consistent performance consonant with the level of Professor must be demonstrated. The rank of professor automatically confers tenure.

Satisfactory achievement in teaching shall be defined as having demonstrated effectiveness in teaching as evidenced by material outlined in Section II.5.d.. Satisfactory achievement in outreach/service shall be defined as having demonstrated meaningful participation in outreach and service activities at the departmental, college, university, and professional levels.

Because advising and administration make distinctive contributions to teaching, research, and/or service/outreach, advising and administration may be subsumed and counted under teaching, research, or service/outreach (whichever the candidate prefers), provided that the candidate has other evidence of accomplishment in the same area. Advising and administration shall not be substituted for one of the three mission areas, but will be regarded as complementary to any of those fields.

h. Appointment and Reappointment as Regents Professor

The procedure contained in Section 1.8.1 of the Policy Statement and in OSU Policy Statement 2-0103 shall be followed in awarding or reappointing a professor in the title of Regents Professor.

i. Appointment and Reappointment as Clinical Assistant Professor, and Promotion to Clinical Associate Professor and Clinical Professor

Clinical faculty appointments are renewable term, non-tenure track appointments at the rank of Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor. The positions will be used to support and enhance instruction and student mentoring in the Department. Clinical appointments are intended to offer a career pathway to individuals who possess exceptional teaching abilities and experience, in contrast to the traditional mix of teaching, research, and service experience and qualifications of tenure-track faculty. (Though tenure cannot be awarded to individuals appointed to these positions, appointees may apply for a tenure-track position should one become available.)

All candidates for appointment to Clinical Faculty positions must have received a doctoral degree from an accredited degree program in political science or closely related degree program and have a strong background in American Government as well as undergraduate teaching experience. The anticipated teaching load will be four courses per fall and spring semesters or as determined by the department head.

Clinical faculty appointments are made for one-year durations and automatically expire at the end of each academic year unless renewed. Should the Department Head decide not to renew an appointment based on unsatisfactory performance, the clinical faculty member will be given notice of this decision at least three months before the end of the term of that appointment. For clinical faculty with more than three years of service, notice shall be given at least twelve months before the expiration of an appointment. Termination of employment before the expiration of the period of appointment, except by resignation or retirement, will be only for good cause.

Reappointment of a clinical faculty member is contingent upon the availability of funds and satisfactory performance as determined through performance appraisal. Clinical faculty members will participate in the annual Appraisal & Development process and be evaluated by the Department Head and Dean of the College of Arts and Sciences.

Evaluation for reappointment, as well as promotion to higher ranks, will be based primarily on the candidate's demonstration of meritorious performance in teaching and student mentoring. Multiple indicators of meritorious performance will be used as defined in Section II.5.d of this document. Other

factors may also be considered such as collegiality (see Section II.5.g), service (see Section II.5.e), and research (see Section II.5.c).

Clinical Assistant Professors and Clinical Associate Professors will be eligible to seek promotion after appropriate time of service in rank. Normally, promotion to Clinical Associate Professor will require seven years of service as Clinical Assistant Professor, though early promotion is possible after six years upon demonstration of exceptional performance in teaching and mentoring. Promotion to Clinical Professor will require at least five years of service as Clinical Associate Professor during which the candidate has earned a national reputation as an innovative and exceptional teacher and mentor.

Clinical faculty will participate in the usual employment benefits sponsored by the University, though they are not eligible to participate in sabbatical leaves. Clinical faculty may be afforded the opportunity to serve on departmental, college, and University committees though they are excluded from Faculty Council, Graduate Faculty Council, and those committees that confer voting privileges on matters of reappointment, promotion, and tenure of tenure-track faculty members.

5. ASSESSMENT OF QUALITY OF PERFORMANCE BY CANDIDATES FOR TENURE/PROMOTION

a. Faculty must have confidence that their work is evaluated fairly and according to professional standards. The personnel committee and unit administrator shall each assess a faculty member's performance in the three mission areas of the University – teaching, scholarship, and service/outreach.

b. The annual appraisal and development (A and D) evaluation of faculty is an interim stage in the promotion and tenure process. These evaluations are the occasion to identify both the strengths and weaknesses of the faculty. If any deficiencies are identified, faculty members have the responsibility to improve through the development process. In the rare cases of a lack of collegiality, as defined in Subsection 7 of the College of Arts and Sciences Personnel Procedures (approved June 2005), these concerns should also be documented and the faculty member counseled at this time.

c. Review of research. In addition to the department personnel committee conducting its own independent evaluation of a candidate's research, the personnel committee must also undertake an external peer review. A minimum of three peer reviews is required. The personnel committee and the candidate should compile a list of potential reviewers on or before September 15. The chair of the personnel committee shall contact peer reviewers only from this list and forward to the reviewers the materials needed to assess the candidate's scholarship. Peer reviewers should at minimum hold the rank the candidate seeks and be faculty at a peer-institution or higher. The chair of the personnel committee will send to each peer reviewer, the candidate's CV, research statement, selected publications and the current RPT document for the department. The peer review only considers research activities for the candidate.

The personnel committee will consider research by the faculty member prior to joining the department. In evaluating a faculty member, the overall pattern of performance in the department and potential for continued performance in the department are of primary importance.

In evaluating a faculty member's research, the following should be included in the evaluation: 1) Publications of research results in refereed journals and books; 2) other research writings; 3) professional convention papers which have been subject to peer commentary; 4) participation as principal investigator or team member in funded research; 5) recognition by other professionals (e.g., through selection as editor, referee, or reviewer, grant proposals, citation of research by other scholars in their published research); 6) other evidence of performance provided by department head and others, 7) a research statement written by the candidate. Publications other than those in refereed professional journals and books also will be considered but given substantially less weight than refereed professional journals and books.

d. Review of teaching. The department shall evaluate teaching effectiveness by reviewing course materials (e.g., syllabi and exams, examples of student exams or papers), teaching evaluations by students and peers, statement of teaching written by the candidate, participation in instructional program and course development, research mentoring of students in undergraduate projects (e.g., honors theses, Wentz projects, etc.) and graduate theses and/or creative components, maintenance of professional standards, recognition of teaching ability from outside the department, development or supervision of internships, outreach teaching, and other evidence of performance provided by department supervisor, peers, and others.

Student evaluation of teachers will be an important source of evidence of teaching abilities but must be treated with caution. Emphasis will be placed upon the overall pattern, which emerges from consideration of the evaluations from several courses, and attention will be given to student comments as well as to numerical scores. Occasional performance that is somewhat below departmental norms will not be taken as evidence of teaching deficiency, but a pattern of teaching scores that are substantially below departmental norms will constitute strong evidence of teaching inadequacy to be evaluated in light of other available evidence.

The department shall organize annual observer visits to all courses taught by untenured faculty and other faculty as the department head or personnel committee may direct. The reports of these visits will be shared with the faculty member and will be included in material reviewed for promotion and tenure.

The department head annually shall prepare an assessment of the quality of teaching by untenured faculty. This assessment shall be incorporated into the annual appraisal and development statement by the department head.

e. Review of service/outreach. Every candidate for tenure should demonstrate some measure of service activity. Service is broadly defined to include committee, administrative or advising service within the department, service on College or University committees, service to professional organizations, and outreach activities. Candidates should include a statement of their service commitments.

Service/outreach also may include the following: development of outreach programs and courses; administration of outreach programs (including advising in outreach degree programs, unless included under teaching); development of internships related to political science degree programs (unless the latter are included under teaching); application of research and knowledge to the non-university committee (unless considered under research or teaching) as indicated by participation on or consulting with non-university task forces, advisory boards and commissions, etc., and consulting with or advising governmental agencies; ability to attract students to outreach courses and programs (generation of student credit hours and/or numbers of participants); evaluation of performance in outreach courses and programs by participants; contribution to overall departmental, College, or University outreach effort; development of liaison ties with potential outreach publics; and other credible evidence of performance in the above listed outreach activities, or other activities of a similar nature recognized as outreach programs by the University, as provided by appropriate supervisors or others.

Department heads should identify and evaluate specific service assignments in their annual appraisal and development statements.

f. Unsolicited material. Candidates may place in their files unsolicited materials provided they are unedited and clearly marked as “unsolicited.”

g. Collegiality. A sensitive but necessary area in which assessments of quality need to be made is in the area of collegiality. It is sensitive because it could be used to impose on faculty some normative personality profile as the evidence of excellence. It is necessary to protect the department against charges of capriciousness when lack of collegiality becomes an issue in tenure and promotion cases. Brilliant, productive people may be loners or joiners, abrasive or kindly, short-fused or even-tempered. Thus, in assessing collegiality, academic freedom must be protected, and a clear distinction must be made between those whose attitudes and actions function critically and constructively in relation to the discipline of the department, however difficult they may be to get along with, and those whose actions and attitudes function destructively even if they may be easy going. The latter would include: those who maliciously tear down their colleagues, the department, the administration, the university; those who create morale problems; those who, in most situations where issues are in conflict, take positions that are self-serving at the expense of other colleagues; and those who lack integrity in dealing with colleagues and administration.

The matter of collegiality should be considered only in rare cases where strong evidence so indicates. “Strong evidence” ideally means that there is a history of non-collegial conduct documented in annual A and D and/or formal sanctions against the candidate and that these sanctions were executed in accordance with the policies and procedures outlined in the Policy Statement (Section 1.4.2 of OSU Faculty Handbook).

h. Extramural Funding. The provision of “start-up” funding recognizes the needs that incoming faculty have for resources to pursue scholarship. Where large “start-up” costs are provided and substantial

opportunities exist for extramural funding, faculty being considered for tenure will be expected to have achieved substantial extramural funding, comparable to the amount of the “start-up” costs. Offer letters to faculty being provided with substantial “start-up” funding will identify the amount of “start-up” funding, and the expectation with regard to achieving extramural funding.

6. TIME IN RANK AND PRIOR SERVICE

a. Minimum Time in Rank

Promotion to associate professor or reappointment as an assistant professor after seven years of probationary service as an assistant professor shall confer tenure (see the Policy Statement to Govern Appointments, Tenure, Promotions and Related Matters of the Faculty of Oklahoma State University, contained in the OSU Faculty Handbook, Section 1.4.2). The decision to grant tenure is normally made toward the end of a probationary period (see Policy Statement, Section 1.4.2). In this context, “normally” means standard. In general, a faculty member is promoted when the member’s qualifications and scholarly record match the published criteria for the next rank, with time in rank a minor consideration. Although faculty may be reappointed as assistant professor after seven years in service in that rank, granting tenure to assistant professors without promotion to associate professor is not supported.

b. Prior Service

New members should be hired at a level commensurate with their professional stature. However, certain new faculty members will have approached but not achieved the qualifications of a particular rank. Initial appointment to the rank of associate professor shall normally be for a period of five years. A special tenure review may be made after one year of service at Oklahoma State University. In extraordinary circumstances tenure may be expressly granted at the time of initial appointment. Initial appointment to the rank of professor shall confer tenure unless a probationary period, not to exceed three years, is specified at the time of appointment.

7. ASSESSMENT OF ACADEMIC NEED AS CRITERIA FOR REAPPOINTMENT, PROMOTION AND TENURE

The “Policy Statement to Govern Appointments, Tenure, Promotions, and Related Matters of the Faculty of Oklahoma State University,” as adopted by the Board of Regents on January 21, 2000 (“the Policy Statement”), recognizes that “(s)ound, clearly stated, and sufficiently flexible policies and procedures governing appointments, tenure, promotion, and related matters are vital to the effective performance of faculty members and administrators.” The Policy Statement further states that “whether implementation of standards is ‘reasonable’ is inherently a judgment based on prevailing circumstances, known facts and rational conclusions.”

In the overwhelming majority of instances, consideration of a faculty member for reappointment, promotion, or tenure solely will be based upon the faculty member’s professional performance, taking into account the faculty member’s job description and applicable University, college, and departmental standards, criteria, and procedures. Ideally, departmental needs are determined prior to a faculty member’s initial appointment and therefore usually are not a primary or decisive factor in subsequent decisions. In some instances, faculty employment decisions regarding appointment and tenure may also require consideration of bona fide institutional needs impacting future goals, objectives, and needs of the University (whether at the University, college or departmental levels). Where current and/or future staffing needs are taken into account in making such faculty employment decisions at the academic department level, extreme care should be taken to ensure that needs assessments used as such criteria are not exercised in an arbitrary, capricious, or unfair manner.

Such criteria, when taken into account at the academic department level after initial reappointment, must be clearly articulated and rationally supported with any available documentation relating to such decision. It is recognized that the facts and circumstances of departmental needs may change in unforeseen ways and that consideration of such matters over a period of years before an employment decision must be made may not always be possible. However, a lack of documentation showing careful consideration by the department faculty of possible changing needs for a protracted period of time preceding a departmental employment recommendation based upon such a needs assessment will subject the recommendation to a very high level of scrutiny and will be accepted at the college level only after very careful and deliberate review.

SECTION III: TIMELINE AND DEADLINES FOR THE REAPPOINTMENT, PROMOTION AND TENURE PROCESS

The following shall serve as guidelines that candidates, department heads, and personnel committees should utilize to assure that all deadlines for RPT cases are met.

- A. *On or about September 15.* The candidate should begin to prepare his or her documentation for the RPT file. This should be done with guidance from the unit administrator.
- B. *On or about September 15.* The personnel committee or unit administrator should begin contacting the external reviewers. The reviewers should be notified that their letters must be returned to the department by a specified date (typically December 1) in order for the personnel committee to adequately utilize the reviewers' assessments of the candidate.
- C. *On or about December 11.* The candidate should have completed the A&D for the current year.
- D. *On or about December 15.* the department head should complete the A&D and hold the meeting with the candidate.
- E. *On or before January 5 or when the University reopens from the holiday.* The candidate's documentation file should be delivered to the chair of the department's personnel committee and made accessible to all faculty.
- F. *On or before January 23.* The personnel committee should deliver its written recommendation to the department head.
- G. *On or before February 1.* The documentation file should be delivered to the dean's office.