



**Center
for Health Sciences**

**Faculty Resource
Manual**

2022 - 2023

Revised May 2022

TBA - Approved amendments associated
with the CHS Spring 2022 General Faculty
Meeting
have been incorporated.

FOR THE FACULTY
OF THE
OKLAHOMA STATE UNIVERSITY
CENTER FOR HEALTH SCIENCES
COLLEGE OF OSTEOPATHIC
MEDICINE
Tulsa, Oklahoma

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OSU-CHS Faculty Resource Manual Statement

The Oklahoma State University is a system with five campus locations:

Oklahoma State University –Main Campus in Stillwater, Oklahoma

Oklahoma State University – Oklahoma City, Oklahoma

Oklahoma State University – Okmulgee, Oklahoma

Oklahoma State University – Tulsa, Oklahoma

Oklahoma State University – Center for Health Sciences, Tulsa, Oklahoma

An OSU Faculty Handbook has been developed in Stillwater for the convenience and general guidance for the faculty at all campus locations. This general handbook is available digitally at: [Reappointment, Promotion & Tenure | Oklahoma State University \(okstate.edu\)](https://okstate.edu/reappointment-promotion-tenure)

However, the Center for Health Sciences in Tulsa, Oklahoma is a unique campus in that it includes the College of Osteopathic Medicine. Accordingly, in order to be of greater use and convenience, and to provide policy information for the CHS faculty, which includes the COM faculty, a specific manual was developed. This local manual bears the

title *OSU-CHS Faculty Resource Manual* and it can be accessed digitally at: [Faculty Senate Meeting Details | Oklahoma State University \(okstate.edu\)](https://okstate.edu/faculty-senate-meeting-details)

**(Approved for insertion into the Faculty Resource Manual
on FS 15-16-007 on May 13, 2016)**

CODE OF ETHICS

STATEMENT



The Oklahoma State University

College of Osteopathic Medicine

annually adopts and reaffirms

adherence to the

AOA Code of Ethics

Formal Recommendation FS 15-16-009 (Approved-Placement in Faculty Resource Manual 5-13-16)

Formal Recommendation FS 15-16-003 (Approved-Annual reaffirmation 12-3-15)

Formal Recommendation FS 08-09-005 (Approved-Adoption of AOA Code of Ethics 10-10-08)

General Faculty Reaffirmation (Approved-Reaffirmation Vote 12-18-15)

General Faculty Reaffirmation (Approved-Reaffirmation Vote 12-16-16)

General Faculty Reaffirmation (Approved-Reaffirmation Vote 12-15-17)

General Faculty Reaffirmation (Approved-Reaffirmation Vote 12-10-18)

General Faculty Reaffirmation (Approved Reaffirmation Vote 12-17-19)

General Faculty Reaffirmation (Approved-Reaffirmation Vote 1-23-20)

General Faculty Reaffirmation (Approved-Reaffirmation Vote 5-3-21)

General Faculty Reaffirmation (Approved-Reaffirmation Vote 5-2-22)

The full AOA Code of Ethics document can

be accessed digitally at:

[Governance Documents - American Osteopathic Association](#)

Code of Ethics

Newly downloaded from AOA website: 12-6-18.

Administration, faculty, and staff of the OSU College of Osteopathic Medicine adhere to the American Osteopathic Association's Code of Ethics, adopted by the College in 2008. As student members of the osteopathic profession, OSU-COM students are expected to comply with the AOA Code of Ethics.

Code of Ethics of the American Osteopathic Association

Section 1. The physician shall keep in confidence whatever she/he may learn about a patient in the discharge of professional duties. Information shall be divulged by the physician when required by law or when authorized by the patient.

Section 2. The physician shall give a candid account of the patient's condition to the patient or to those responsible for the patient's care.

Section 3. A physician-patient relationship must be founded on mutual trust, cooperation, and respect. The patient, therefore, must have complete freedom to choose her/his physician. The physician must have complete freedom to choose patients whom she/he will serve. However, the physician should not refuse to accept patients for reasons of discrimination, including, but not limited to, the patient's race, creed, color, sex, national origin, sexual orientation, gender identity or handicap. In emergencies, a physician should make her/his services available.

Section 4. A physician is never justified in abandoning a patient. The physician shall give due notice to a patient or to those responsible for the patient's care when she/he withdraws from the case so that another physician may be engaged.

Section 5. A physician shall practice in accordance with the body of systematized and scientific knowledge related to the healing arts. A physician shall maintain competence in such systematized and scientific knowledge through study and clinical applications.

Section 6. The osteopathic medical profession has an obligation to society to maintain its high standards and, therefore, to continuously regulate itself. A substantial part of such regulation is due to the efforts and influence of the recognized local, state and national associations representing the osteopathic medical profession. A physician should maintain membership in and actively support such associations and abide by their rules and regulations.

Section 7. Under the law a physician may advertise, but no physician shall advertise or solicit patients directly or indirectly through the use of matters or activities which are false or misleading.

Section 8. A physician shall not hold forth or indicate possession of any degree recognized as the basis for licensure to practice the healing arts unless he is actually licensed on the basis of that degree in the state in which she/he practices. A physician shall designate her/his osteopathic school of practice in all professional uses of her/his name. Indications of specialty practice, membership in professional societies, and related matters shall be governed by rules promulgated by the American Osteopathic Association.

Section 9. A physician should not hesitate to seek consultation whenever she/he believes it advisable for the care of the patient.

Section 10. In any dispute between or among physicians involving ethical or organizational matters, the matter in controversy should first be referred to the appropriate arbitrating bodies of the profession.

Section 11. In any dispute between or among physicians regarding the diagnosis and treatment of a patient, the attending physician has the responsibility for final decisions, consistent with any applicable hospital rules or regulations.

Section 12. Any fee charged by a physician shall compensate the physician for services actually rendered. There shall be no division of professional fees for referrals of patients.

Section 13. A physician shall respect the law. When necessary a physician shall attempt to help to formulate the law by all proper means in order to improve patient care and public health.

Section 14. In addition to adhering to the foregoing ethical standards, a physician shall recognize a responsibility to participate in community activities and services.

Section 15. It is considered sexual misconduct for a physician to have sexual contact with any current patient whom the physician has interviewed and/or upon whom a medical or surgical procedure has been performed.

Section 16. Sexual harassment by a physician is considered unethical. Sexual harassment is defined as physical or verbal intimation of a sexual nature involving a colleague or subordinate in the workplace or academic setting, when such conduct creates an unreasonable, intimidating, hostile or offensive workplace or academic setting.

Section 17. From time to time, industry may provide some AOA members with gifts as an inducement to use their products or services. Members who use these products and services as a result of these gifts, rather than simply for the betterment of their patients and the improvement of the care rendered in their practices, shall be considered to have acted in an unethical manner.

Section 18. A physician shall not intentionally misrepresent himself/herself or his/her research work in any way.

Section 19. When participating in research, a physician shall follow the current laws, regulations and standards of the United States or, if the research is conducted outside the United States, the laws, regulations and standards applicable to research in the nation where the research is conducted. This standard shall apply for physician involvement in research at any level and degree of responsibility, including, but not limited to, research, design, funding, participation either as examining and/or treating provider, supervision of other staff in their research, analysis of data and publication of results in any form for any purpose.

Mission and Vision

Mission

Oklahoma State University College of Osteopathic Medicine educates osteopathic primary care physicians with an emphasis on serving rural and underserved Oklahoma.

Vision

Oklahoma State University College of Osteopathic Medicine will be recognized for:

- Fulfilling the health care needs of rural and underserved Oklahoma
- Producing graduates who are dedicated, effective, and compassionate community leaders
- Providing excellent care and health-related community service
- Being a leader and innovator in education
- Being the medical school of choice

Goals of Oklahoma State University College of Osteopathic Medicine Curriculum

- Professional, trustworthy osteopathic practitioners using patient centered approach to analyze clinical problems, informed by current literature and to consider issues across the biological – psychological – social continuum
- Lifelong learners
- Reflective practitioners with the habit of assessing the impact of the medical practice on the lives of patients and vitality of the community
- Civic leaders
- Compassionate, committed, and caring physicians who embrace the osteopathic philosophy

Objectives of Oklahoma State University College of Osteopathic Medicine Curriculum

- Identify, critically analyze, and solve problems that consider issues across multiple contexts as osteopathic practitioners related to patient care
- Demonstrate knowledge of evidence-based practice in the treatment of patients and the application of relevant research.
- Perform appropriate diagnostic and treatment skills that encompass the understanding and application of new scientific knowledge to patient care
- Effectively lead and communicate with peers and healthcare team members
- Demonstrate effective physician-patient interactions

- Initiate and sustain life-long learning in order to remain well-informed of relevant scientific evidence related to patient care and medical research
- Effectively provide premier quality of care driven by compassion, integrity, honesty, cultural awareness, and ethical principles
- Demonstrate the osteopathic philosophy in medical practice while upholding the Osteopathic Oath in professional conduct
- Apply medical knowledge and skills to provide exemplary patient care to underserved and rural Oklahoma communities
- Incorporate osteopathic manual manipulation as a diagnostic and treatment modality in patient care

Review

Student Review: 8/13/19 (Student Council of Presidents Agenda and Vote)

Staff Review: 8/27/19 (SAC Minutes)

Faculty Review and Reaffirmation: 9/13/19 (Faculty Senate Memo)

OSU A&M Regents Review: 12/6/19 Approval (1/24/20 Regents Minutes)

**CHARTER OF THE GENERAL FACULTY AND
THE FACULTY SENATE
OKLAHOMA STATE UNIVERSITY
CENTER FOR HEALTH SCIENCES
Tulsa, Oklahoma**

PREAMBLE

The General Faculty of the Oklahoma State University Center for Health Sciences (OSU-CHS) has adopted the following Charter to assist in the orderly conduct and governance of its affairs, to ensure due process, and to facilitate faculty-administration division of labor and reciprocally supportive collaboration in achieving our goals and purposes. The College of Osteopathic Medicine (COM) and the graduate programs are functional academic units of the Center for Health Sciences. The Chief Academic Officer of the COM is the Dean of the COM and the Chief Academic Officer of CHS is the Provost of CHS.

ARTICLE I

NAME

The name of this organization shall be: “The General Faculty of the Oklahoma State University Center for Health Sciences”.

ARTICLE II

FUNCTIONS AND RESPONSIBILITIES

Section 1. Academic Affairs

The General Faculty is concerned with the welfare of the academic community and shall therefore recommend policies and procedures concerning the whole Center in matters to include:

- (a) educational policies and procedures for admissions, courses, curricula, academic standards, schedules, academic calendar, learning resources, research, programs of instruction, and educational procedures and innovations;
- (b) policies and procedures for student affairs and auxiliary services, student regulations and discipline, academic freedom, advisement, counseling, safety and security.

Section 2. Fiscal Affairs and Planning

The General Faculty also shall advise concerning:

- (a) policies and procedures directly affecting members of the faculty including budgeting of funds, faculty and administrative appointments, continuing education of the faculty, sabbatical leave, benefits, promotion, tenure, retirement, and other functions affecting faculty morale;
- (b) long range planning involving the goals, development, and growth of the Center including educational, innovative and building programs, and allocations of resources.

ARTICLE III

MEMBERS

Section 1. Members

The membership of the General Faculty of OSU-CHS shall be composed of full-time and part-time faculty members with the rank of instructor or above.

Section 2. Voting Rights

Full-time faculty and part-time faculty with at least 0.75 FTE or greater will have voting rights.

Section 3. Proxy

No votes shall be cast by proxy.

Section 4. Voting by Mail

Voting by mail or electronically is permitted if approved by the Faculty Senate unless otherwise mandated by the Charter of the General Faculty and the Faculty Senate, Bylaws of the General Faculty, or Bylaws of the Faculty Senate.

ARTICLE IV

POWERS

Section 1. Governance Powers

The General Faculty and Faculty Senate shall operate under the procedures set forth herein.

Section 2. Exercise of Powers

These governance powers shall be exercised either by the General Faculty or by the Faculty Senate (see Article VII). The General Faculty shall establish its Operational Procedures and Bylaws.

Section 3. Accountability of Senate

The Faculty Senate shall be subject to the orders of the General Faculty and none of the acts of the Senate shall conflict with actions taken by the General Faculty.

ARTICLE V

OFFICERS

The Officers of the General Faculty shall be the Officers of the Faculty Senate (see Article VII. Sect. 2) and the Chief Academic Officer of CHS who shall preside over all meetings of the General Faculty. These officers shall perform the duties prescribed by this Charter by the parliamentary authority adopted by the General Faculty, and any other activities necessary to achieve the objects of the General Faculty of OSU-CHS.

ARTICLE VI

MEETINGS

Section 1. Meetings

The General Faculty will meet at least once each semester. The agenda of the Fall meeting routinely includes: 1) Report by the Chief Academic Officer of CHS or Designee, 2) Report by the President of the Faculty Senate, 3) Introduction of new faculty, and 4) An update on the COM and graduate programs at CHS. The Spring meeting routinely includes: 1) A State of the Center message by the Chief Academic Officer of CHS; 2) A State of the Faculty message by the President of the Faculty Senate to review faculty committee actions and proposed directions for faculty efforts; 3) An open forum for discussion of agenda items approved by the Faculty Senate; 4) Approval of students for promotion and graduation in the College of Osteopathic Medicine (COM); 5) Election of members of the Faculty Senate, President-elect of the Faculty Senate, members of the Promotion and Tenure Committee, members of the Promotion and Tenure Resolution Committee, and members of the Curriculum Oversight Committee.

Section 2. Special Meetings

- (a) Special meetings may be called by 1) the Faculty Senate, 2) the Chief Academic Officer, or 3) written petition of a majority of faculty having voting privileges as defined in Article III, Section 2.
- (b) The purpose of the meeting shall be stated in the call.
- (c) Every faculty member shall be offered notice.
- (d) Except in cases of emergency, at least seven (7) days' notice shall be given, and the meeting shall be called within thirty (30) days of presentation of a petition.

Section 3. Quorum

A quorum shall consist of a majority of faculty who have voting rights who are attending either in person or from a distance using video conferencing or other electronic methods. A record of attendance shall be kept.

ARTICLE VII

THE FACULTY SENATE

Section 1. Members

- (a) Membership shall be elected from the General Faculty who have voting rights.
- (b) Persons holding administrative positions of Assistant Dean or above shall not be eligible for election as Senate members.
- (c) Officers and members of the Faculty Senate shall total nine (9).

Section 2. Officers

- (a) The Officers of the Faculty Senate shall be: 1) the President, 2) the President-elect, 3) the Secretary, 4) the Sergeant at Arms/Treasurer, and 5) the Past-President. These 5 officers will constitute the Executive Committee.
- (b) No member shall hold more than one office at a time, or shall serve more than two consecutive terms in the same office.
- (c) Only faculty members who have had at least two years of faculty service at the Center shall be eligible to hold an elected office of the Faculty Senate.
- (d) Persons holding administrative positions of Assistant Dean or above are not eligible for election as Senate Officers.

Section 3. Election of Officers and Members

- (a) Members of the Faculty Senate shall be elected by written ballot for two (2) year terms.
- (b) Elections of the President-elect shall be conducted annually by and from among the faculty having voting rights as defined in Article III, Section 2. The President-elect shall be elected by a written ballot by voting members of the General Faculty for a one (1) year term. The President-elect shall assume the duties of the President the following year.
- (c) The Past-President of the Faculty Senate shall continue as a member of the Faculty Senate for a one (1) year term.

- (d) The election of the President-elect and members of the Faculty Senate shall be conducted on or before June 1. Ideally, there shall be member parity of graduate program faculty and clinical faculty. Installation shall be effective June 1.
- (e) The election of the Secretary and the Sergeant at Arms/Treasurer shall be from Faculty Senate membership by the members of the Faculty Senate.
- (f) The OSU-CHS Representative to the Faculty Council at OSU shall be one of the nine (9) voting members of the Senate.
- (g) The OSU-CHS Representative to the Oklahoma State Regents for Higher Education Faculty Advisory Council shall be one of the nine (9) voting members of the Senate.

Section 4. Powers

- (a) The Faculty Senate shall exercise the governance powers of the General Faculty as delegated by the General Faculty.
- (b) The Faculty Senate shall conduct the affairs of the General Faculty between the latter's meetings, make recommendations of the General Faculty, and perform such other duties as are specified in the Charter and Operating Procedures or Bylaws, and/or are necessary to achieve the objectives of the General Faculty.
- (c) Any member of the General Faculty may bring matters relating to governance before the Assembly of the General Faculty or the Faculty Senate by written request.
- (d) The Faculty Senate shall determine its own rules, procedures, times and place of meetings, and regulations governing its internal affairs.
- (e) The Faculty Senate shall establish its Operational Procedures and Bylaws.

Section 5. Meetings

The Faculty Senate shall meet each month except July and August. If matters of import arise during July or August, the Executive Committee will be empowered to act on them. All actions taken will be brought to the full Faculty Senate in September for ratification.

Section 6. Dues/Senate funds

Dues may be requested of the members of the General Faculty by a vote of the Senate with the concurrence of a majority of faculty voting in the Center. The Senate shall not initiate such a process more than once in any one year. All Senate funds shall be deposited in a Center Special Agency Account, credited to the Senate, and expended upon the signature of the President of the Faculty Senate and by majority consent of Senate Officers.

ARTICLE VIII

COMMITTEES

Section 1. Selection of Membership

Faculty members and faculty chairs of committees will be selected from the voting membership of the General Faculty.

Section 2. Standing Committees

(a) Center-wide Committees

Center-wide Committees include the following: 1) Learning Resources, 2) Student Affairs, and 3) Research. Faculty members and the chair of these committees are recommended by the Faculty Affairs Committee in consultation with the Chief Academic Officer of CHS, and appointed by the Faculty Senate.

(b) Faculty Senate Committees

Faculty Senate Committees include the following: 1) Faculty Affairs, 2) Budget and Benefits, 3) Promotion and Tenure, and Promotion and Tenure Resolution. The Faculty Affairs and Budget and Benefits committees and their chairs are recommended by the Faculty Affairs Committee and appointed by the Faculty Senate. Promotion and Tenure and Promotion and Tenure Resolution Committee members are elected by the General Faculty during the General Faculty meeting in the Spring.

(c) Regulatory Committees

Regulatory Committees include the following: 1) Affirmative Action, 2) Institutional Review Board, 3) Institutional Animal Care and Use, 4) Institutional Biosafety, and 5) Chemical Hygiene & Radioisotope Use. Faculty members and faculty chairs of these committees are recommended by the Faculty Affairs Committee in consultation with the Chief Academic Officer of CHS, and appointed by the Faculty Senate.

(d) College of Osteopathic Medicine (COM) Committees

College of Osteopathic Medicine (COM) Committees include the following: 1) Academic Standards, 2) Student Selection, 3) Continuing Medical Education, 4) Curriculum Oversight Committee and 5) Student Accessibility Committee. Faculty members and faculty chairs of Academic Standards, Student Selection, and Student Accessibility committees are recommended by the Faculty Affairs Committee in consultation with the Dean of the COM, and appointed by the Faculty Senate. The Curriculum Oversight Committee members are elected by the General Faculty during the General Faculty meeting in the Spring.

Section 3. Special/Ad Hoc Committees

There shall be such special/ad hoc committees as the General Faculty and/or the Faculty Senate shall from time to time deem necessary to carry on the work of the General Faculty.

ARTICLE IX

LIAISON WITH ADMINISTRATION

Section 1. Function

The Faculty Senate will advise the Chief Academic Officer and other administrative officers of the Center in relation to matters of interest and import to OSU-CHS. These areas may include teaching and curriculum, research, health sciences, public service, libraries, budgetary planning, faculty, personnel, intra-college relations, interrelations between health delivery centers in the community, Center operations, and Center projects.

Section 2. Disposition of Requests for Action

Written requests from the Faculty Senate to the Chief Academic Officer of OSU-CHS or from the Chief Academic Officer of OSU-CHS to the Faculty Senate shall be answered in writing within thirty (30) calendar days. The report shall include rationale for actions taken or not taken.

ARTICLE X

PARLIAMENTARY AUTHORITY

The rules contained in the current edition of *Robert's Rules of Order Newly Revised* shall govern the General Faculty and the Faculty Senate in all cases to which they are applicable and in which they are not inconsistent with this Charter and any special rules of order which the General Faculty may adopt.

ARTICLE XI

AMENDMENT OF THE CHARTER

Section 1. Amending

This Charter may be amended with the following procedure:

- (a) Amendments to this Charter can be proposed by any committee or member of the General Faculty and shall be submitted to the Faculty Senate for review and approval.
- (b) Amendments approved by the Faculty Senate shall be submitted to members of the General Faculty at least (fifteen) 15 days prior to a vote of the General Faculty.
- (c) Amendments must be approved by a two-thirds (2/3) vote of the General Faculty.

Section 2. Effective Date

Amendments to this Charter shall be effective after approval by the General Faculty and the Chief Academic Officer of CHS.

ARTICLE XII

ADOPTION

This Charter shall become effective after it has been approved by the faculty and Board of Regents.¹ Faculty approval shall consist of a majority of General Faculty voting by written ballot.

¹Charter approved by the Board of Regents, January 10, 1985.

Revised Charter approved by the General Faculty on November 29, 1990,
and by the Chief Academic Officer, on December 13, 1990.

Revised Charter approved by the General Faculty on May 15, 2003
and by the Chief Academic Officer on June 6, 2003.

Revised Charter approved by the General Faculty on May 13, 2009.

Revised Charter approved by the General Faculty on September 16, 2013 and by the Chief Academic Officer on July 25, 2013.

Revised Charter approved by the General Faculty on May 11, 2017 and by the Chief Academic Officer on May 24, 2017.

Revised Charter approved electronically by the General Faculty on January 23, 2020 and by
The Chief Academic Officer on February 4, 2020.

Revised Charter approved electronically by the General Faculty on May 31, 2022

BYLAWS OF THE GENERAL FACULTY

In accordance with Article IV, Section 2, of the Charter of the General Faculty and the Faculty Senate of the Oklahoma State University College of Osteopathic Medicine, the following Bylaws for the operation of the General Faculty were adopted on August 26, 1986. The Charter document has been amended to the Charter of the General Faculty and the Faculty Senate, Oklahoma State University Center for Health Sciences (OSU-CHS). The College of Osteopathic Medicine and the graduate programs are functional academic units of the Center for Health Sciences.

I. MEMBERSHIP

In accordance with the Charter, Article III, Section I, membership in the General Faculty shall be composed of full time and part time faculty members with the rank of instructor or above. Complete, current records of membership indicating voting rights shall be kept by the Secretary of the Faculty Senate.

II. MEETINGS

Individual notices of regular meetings specified in the Charter, Article VI, Section 1, shall be sent by the Secretary to members of the General Faculty.

The regular meetings shall be held at least once each semester.

The agenda for these meetings will include the items described in the Charter, Article VI, Section 1. The final agenda will be established by the Faculty Senate, in consultation with the Chief Academic Officer of CHS, and submitted to the General Faculty membership at least three (3) working days prior to the scheduled meeting.

The Chief Academic Officer of CHS or a designee of the Chief Academic Officer presides at all meetings of the General Faculty. In their absence, the President of the Faculty Senate shall preside.

III. NOMINATION AND ELECTION PROCEDURES

A. Nomination of President-elect and Faculty Senate Members.

1. At least sixty (60) days prior to election, the Chair of the Faculty Affairs Committee shall distribute to each voting member of the General Faculty the following:
 - a) A description of each vacancy.
 - b) A statement concerning the nomination and election procedure for Faculty Senate positions.
2. Faculty members nominated for election to the Faculty Senate shall be certified as eligible by the Faculty Affairs Committee in accordance with Article VII, Sections 1 and 2, of the Charter.

3. To be nominated for a position as President-elect or a member on the Faculty Senate, a petition shall be submitted by an eligible faculty member or his or her sponsor with support of three (3) voting members of the General Faculty and an accompanying affirmation by the candidate indicating willingness to serve if elected. These materials shall be provided to the Chair of the Faculty Affairs Committee at least thirty (30) days prior to election. If no candidates are nominated for a vacancy, the Faculty Affairs Committee shall make a nomination or nominations to provide at least one (1) candidate for each vacancy to be filled. There shall be no nomination of a candidate for President-elect when a vacancy in the office of the President has been filled by the President-elect and a new President-elect has been elected as provided in Bylaws III, paragraph E, 2, of the Bylaws of the General Faculty.

B. Election Procedure.

1. If more than two (2) candidates are nominated for a position, a primary election shall be conducted. A voting period of at least one (1) week in duration shall be set by the Faculty Affairs Committee. The voting instructions shall indicate dates of the voting period and, if a mail ballot is used, the name of the individual to whom the completed mail ballots are to be returned. This individual shall be responsible for the security of the mail ballots. The names of the two (2) candidates who receive the most votes from the ballot shall be placed on the general election ballot.
2. The Chair of the Faculty Affairs Committee shall distribute to each voting member of the General Faculty a list of nominees for all positions to be filled.
3. The general election shall be conducted by the Faculty Affairs Committee at the Spring Meeting of the General Faculty.
4. The Faculty Affairs Committee shall determine the vote count, resolve tie votes by reballot, and certify the results to the Secretary of the Faculty Senate. Challenges of nominations or elections shall be presented to the Secretary of the Faculty Senate within seven (7) days after publication of results and shall be decided by secret vote of the Faculty Senate. The decision of the Faculty Senate will be final.

C. Assumption of Office.

Newly elected officers and Faculty Senate members shall assume their duties on or before June 1, which shall be the beginning of the Faculty Senate year.

D. Vacancies.

1. Definition of vacancy. A vacancy shall exist when a Faculty Senate member is elected President-elect of the General Faculty, or when a Faculty Senate member (1) dies; (2) retires; (3) resigns from office or from the Center; (4) goes on leave for a semester or more; or (5) has excessive absences from Faculty Senate meetings as described in Article III A. of the Bylaws of the Faculty Senate.
2. Procedure for Filling Vacancies.

- a) Officer vacancies. A vacancy in the office of President shall be filled by the President-elect, who shall serve out the term of the incumbent President, and succeed to his own regular term as President of the Faculty Senate the following Faculty Senate year. A vacancy in the office of President-elect shall be filled by an election of the General Faculty. A person elected President-elect in a special election shall serve out the term of the President-elect he/she replaced, serve out his/her regular term as President-elect, and then shall succeed as President. A vacancy shall be filled not later than sixty (60) days following the date of the occurrence of the vacancy.
- b) Faculty Senate vacancies. The President of the Faculty Senate, in consultation with members of the Faculty Affairs Committee, shall make interim appointments effective until the next annual election. At the next annual election a member shall be elected to complete each unexpired term.

E. Other Special Elections.

Special elections to fill vacancies shall be conducted within ninety (90) days when 1) more than two (2) vacancies exist in the membership of the Faculty Senate, or 2) a prior election has been voided by the Faculty Senate. Special elections shall follow, as far as possible, the same nomination and election procedures used for the annual election.

IV. EFFECT OF FACULTY SENATE ACTION

Unless annulled by subsequent action of the General Faculty, a decision of the Faculty Senate shall have the effect of representing the will of the General Faculty.

V. AMENDMENT OF BYLAWS

A. These Bylaws may be amended with the following procedure:

- 1. Amendments to the Bylaws may be proposed by any committee or member of the General Faculty and shall be submitted to the Faculty Senate for review and approval.
- 2. Amendments approved by the Faculty Senate shall be submitted to members of the General Faculty at least fifteen (15) days prior to a vote of the General Faculty.
- 3. Amendments must be approved by a majority vote of the General Faculty voting in a manner approved by the Faculty Senate.

B. Amendments to these Bylaws shall be effective immediately after approval by the General Faculty.

Amended by the General Faculty on May 10, 1994
Amended by the General Faculty on May 18, 1995
Amended by the General Faculty on May 14, 1997
Amended by the General Faculty on May 15, 2003
Amended by the General Faculty on May 13, 2009
Amended by the General Faculty on May 11, 2017
Amended by the General Faculty on May 31, 2020
Amended by the General Faculty on May 31, 2022

BYLAWS OF THE FACULTY SENATE

The Faculty Senate was created under terms of Article IV, Section 2, of the Charter of Organization of the General Faculty and the Faculty Senate, Oklahoma State University College of Osteopathic Medicine (OSU-COM), January 10, 1985. This document has been amended to the Charter of the General Faculty and the Faculty Senate, Oklahoma State University Center for Health Sciences (OSU-CHS). The College of Osteopathic Medicine and the graduate programs are functional academic units of the Center for Health Sciences.

In accordance with Article VII, Section 4, of the Charter of the General Faculty and Faculty Senate of Oklahoma State University Center for Health Sciences, the following bylaws for the operation of the Faculty Senate were adopted by the General Faculty on August 26, 1986 and subsequently amended.

I. THE CHIEF ACADEMIC OFFICER

- A. Is the Provost of OSU-CHS or his/her designee.
- B. Shall preside at regular and special meetings of the General Faculty.
- C. May sit at the Faculty Senate meetings without voting privileges.
- D. Shall receive recommendations of the Faculty Senate and is urged to provide information necessary or helpful to the Faculty Senate for the proper discharge of its functions, including information about major policy changes which are to be recommended to the Board of Regents, or which any group advisory to the Chief Academic Officer may have under study.

II. ELECTED OFFICERS OF THE FACULTY SENATE

- A. The President.
 - 1. Shall be responsible for providing leadership to the General Faculty and the Faculty Senate.
 - 2. Shall form special committees with the consent of the Faculty Senate.
 - 3. Shall make the physical arrangements necessary for the effective conduct of the business of the Faculty Senate.
 - 4. Shall, in consultation with the Chief Academic Officer and the Faculty Senate Officers, prepare the agenda for the General Faculty meetings.
 - 5. Shall, in consultation with Faculty Senate Officers, be responsible for 1) preparing the agenda for the Faculty Senate meeting, 2) distributing the agenda three (3) working days before the meeting to all Faculty Senate Members and the General Faculty, and 3) advising the Chief Academic Officer regarding the agenda.

6. Shall preside at all regular and special meetings of the Faculty Senate.
7. Shall take steps necessary to execute the actions of the Faculty Senate, such as presenting to the Chief Academic Officer of the Center a list of Faculty Senate recommendations which require administrative action.
8. Shall provide liaison with the General Faculty, including a report on the business of the Faculty Senate at each meeting of the General Faculty, and at other times as appropriate, and shall refer communications from members of the General Faculty to the appropriate committees.
9. Shall present the official position of the General Faculty and the Faculty Senate before such groups as may be appropriate.
10. In the absence of the Chief Academic Officer or a designee, will preside at General Faculty meetings.

B. President-elect.

1. Shall work closely with the President in order to become familiar with the duties of the President.
2. Shall assume the duties of the President in his/her absence.
3. Shall assist the Secretary upon request.
4. Shall be a voting member of the Faculty Senate.

C. The Secretary.

1. Shall prepare and distribute the summary minutes of each Faculty Senate meeting to members of the General Faculty as soon as practical after each Faculty Senate meeting.
2. Shall be responsible for keeping a complete set of minutes for all Faculty Senate Meetings which shall be made available to a member of the General Faculty on request.
3. Shall record the names and attendance of Faculty Senate members who are present at each meeting, either in person or at a distance by using video conferencing or other electronic methods to determine if a quorum is present to conduct business.
4. Shall, within three (3) working days following each Faculty Senate meeting, prepare a list of Faculty Senate recommendations which require administrative action.

5. Shall prepare and present to each Faculty Senate meeting a cumulative list of all Faculty Senate recommendations to the Administration which are waiting action by the Chief Academic Officer of the College. The list shall include the titles of the recommendations and the dates on which these were submitted to the Chief Academic Officer.
6. Shall carry on the necessary correspondence of the Faculty Senate.
7. Shall, with the approval of the Chief Academic Officer, be provided administrative assistance.
8. Shall be held responsible for the records and other physical property assigned to the Faculty Senate.

D. The Sergeant-at-Arms/Treasurer.

1. Shall be responsible for maintaining the order of the meetings of the General Faculty and the Faculty Senate.
2. Shall be responsible for interpretation and resolution of questions of order during the course of a formal meeting of the General Faculty and Faculty Senate. Shall be the authority en residence regarding *Robert's Rules of Order Newly Revised*.
3. Shall prepare an annual budget for the Faculty Senate, if required.
4. Shall be responsible for collection of any dues assessed by vote of the General Faculty, and for reporting all disbursements, collections and financial accounts to the Faculty Senate and the General Faculty.

E. Provision for Absence.

1. In the absence of the President of the Faculty Senate, the duties of that office shall devolve to the President-elect.
2. In the absence of the President-elect, the duties of that office shall devolve to the Secretary and Sergeant-at-Arms/Treasurer in that order.
3. In the absence of the Secretary, the duties of that office shall be assumed by a qualified substitute arranged for by the Secretary, if possible, or by the President.

III. **MEMBERS OF THE FACULTY SENATE**

- A. Shall serve the Center community as conscientious members of the academic profession, assigning a high priority to their responsibilities as Faculty Senate members, bringing to the attention of the Faculty Senate such matters as they believe are in the best interests of the Center, and shall be required to answer in no other place for their actions as Faculty Senate members. A Faculty Senate member may be replaced for failure to attend three (3) consecutive meetings or a total of five (5) meetings per term other than those absences caused by conflicts with scheduled classes or other Center duties, leaves of absence, or personal emergencies.
- B. Shall convey to the Faculty Senate all written communications from members of the General Faculty.
- C. Shall provide information to the General Faculty regarding activities of the Faculty Senate.
- D. May request reimbursement of expenses incurred in carrying out Faculty Senate responsibilities.
- E. May resign from the Faculty Senate without prejudice.

IV. **MEETINGS**

- A. Regular meetings of the Faculty Senate shall be held as directed in Article VII, Section 5, Charter of the General Faculty and the Faculty Senate of the Oklahoma State University Center for Health Sciences. A quorum shall consist of a majority of the voting members of the Faculty Senate. Attendance and voting may occur in person or from a distance by using video conferencing or other electronic methods.
- B. Special meetings of the Faculty Senate may be called in accordance with provisions of the Charter. Faculty Senate members shall be notified in writing of the date and place of the meeting not less than three (3) working days in advance of the meeting. In case of emergency, a meeting may be called without written notification; however, each available member shall be personally notified of the meeting in sufficient time to be able to reach the place of the meeting. A majority of the elected Faculty Senate members must approve of the meeting when it is called to order.

V. **AGENDA**

- A. The order of business shall include the following:
 - 1. Roll call
 - 2. Approval of minutes
 - 3. Reports of committees, boards, etc.
 - 4. Report of Chief Academic Officer
 - 5. Old business

6. New business
 7. Adjournment
- B. The agenda shall include all unfinished business and such new business as is required by the Charter, suggested by the Chief Academic Officer, referred by the General Faculty, or submitted by a Faculty Senate member.
- C. The agenda shall be approved by the Faculty Senate. The order of business may be changed thereafter only with the approval of the Faculty Senate.

VI. **PROCEDURE**

- A. Meetings shall be conducted in accordance with *Robert's Rules of Order Newly Revised*.
- B. The Sergeant-at-Arms/Treasurer will be the sole authority regarding interpretation of *Robert's Rules of Order Newly Revised*.
- C. The use of a secret, written ballot shall be mandatory in the following cases:
1. When requested by an elected member of the Faculty Senate.
 2. When two (2) or more members of the Faculty Senate have been nominated for the same position.

VII. **CENTER GOVERNANCE**

- A. The Charter of the General Faculty charges the Faculty Senate, as the agency of the General Faculty, to be an essential participant in recommending policies, procedures, and long-range plans which determine the direction of the Center. Such participation may be initiated as follows:
1. BY THE FACULTY SENATE AND ITS COMMITTEES. The Faculty Senate and its committees may recommend the review of Center policies, procedures, and long-range plans.
 2. BY FACULTY MEMBERS. Members of the General Faculty who wish to make recommendations concerning policies, procedures, and long-range plans should communicate directly with the Faculty Senate.
 3. BY ADMINISTRATORS. Recommendations by administrators may be brought before the Faculty Senate through the Chief Academic Officer.
- B. The A&M Board of Regents and the Oklahoma State Regents for Higher

Education have been granted the legal authority to give official approval to policies, procedures, and long-range plans. The Chief Academic Officer is urged to bring proposals to the Faculty Senate for their study and consultation before such changes are submitted to the A&M Board of Regents.

- C. The implementation of policy or translation of policy into day-to-day operations is the responsibility of administrators of the Center. In the event that the Chief Academic Officer deems it necessary to create committees to assist in implementing policies, procedures, and long-range plans, the Faculty Senate advises the Chief Academic Officer in the selection of faculty members to serve on such committees.
- D. The Faculty Senate shall actively cooperate in ensuring that channels of communications are established and maintained. Effective communication requires the broadest possible exchange of information and ideas.

VIII. **COMMITTEES**

A. Initial Appointments

Faculty members and faculty chairs of Center-wide Committees and Regulatory Committees are recommended by the Faculty Affairs Committee in consultation with the Chief Academic Officer and appointed by the Faculty Senate. Faculty Senate committees and their chairs are appointed by the Faculty Senate or elected by the General Faculty (Promotion and Tenure Committee, Promotion and Tenure Resolution Committee, and Curriculum Oversight Committee). It is the responsibility of the Faculty Affairs Committee to poll the faculty each year concerning their committee service preferences and it is the responsibility of the faculty to respond to the poll. The Faculty Affairs Committee will share reported faculty preferences with the Chief Academic Officer and request recommendations from the Chief Academic Officer for Center-wide and Regulatory committee membership. The Faculty Affairs Committee shall also obtain the recommendations of 1) the Research Committee concerning faculty appointments to the Institutional Animal Care and Use Committee, Institutional Biosafety Committee and Chemical Hygiene & Radioisotope Use Committee, 2) the OSU-CHS Affirmative Action Officer concerning faculty appointments to the Affirmative Action Committee, and 3) the Associate Dean for Enrollment Management for the Student Accessibility Committee. The Faculty Affairs Committee will then recommend committee membership to the Faculty Senate. The Faculty Senate will review and approve the committee membership recommended by the Faculty Affairs Committee and announce committee appointments on or before the General Faculty Meeting held in Spring. Committee appointments will become effective each year on June 1.

The Chief Academic Officer is an ex-officio member of all Center-wide committees. All appointed and elected committee members shall have voting rights.

B. Filling Vacancies on Committees

1. When a vacancy occurs for the Promotion and Tenure Committee, the Promotion and Tenure Resolution Committee, or the Curriculum Oversight Committee, the Faculty Affairs Committee will refer back to the votes of the General Faculty during the previous Spring

General Faculty meeting. During the first year of the Curriculum Oversight Committee, the Faculty Affairs Committee will refer back to the electronic votes of the General Faculty during the summer. The Committee will report to the Faculty Senate the person who received the next highest number of votes in the appropriate category (i.e. graduate programs or clinical sciences faculty).

2. When a vacancy occurs for a member or Chairperson on the Faculty Affairs Committee or the Budget and Benefits Committee, the Faculty Affairs Committee will make a recommendation for replacement to the Faculty Senate. The Faculty Senate will make the appointment. The replacement will complete the term of the committee member being replaced.
3. When a vacancy occurs for the Promotion and Tenure Committee, the Faculty Affairs Committee will refer back to the votes of the General Faculty during the previous Spring General Faculty meeting. The Committee will report to the Faculty Senate the person who received the next highest number of votes in the appropriate category (i.e. graduate programs or clinical sciences faculty).
4. To expedite filling in vacancies or meeting additional mandated requirements of the Institutional Review Board, Institutional Biosafety Committee, Chemical Hygiene & Radioisotope Use Committee, and Institutional Animal Care & Use Committee that occur during the course of the year, the Vice President for Research may choose a replacement and notify the Faculty Senate of the appointment.

C. Length of Service

As a general guideline, faculty should expect to serve on the Student Selection Committee and at least one other committee each year. Faculty should expect to serve a three (3) year term on most Center-wide, Faculty Senate and OSU-COM committees in order to provide continuity and enhance committee effectiveness. The terms of faculty service should be staggered so that returning and new members are appointed each year. Because service on Regulatory Committees may require special expertise, faculty may be asked to serve for longer periods of time on these committees. Whenever possible, committee chairs should have served on that committee during the previous year. A record of faculty committee appointments shall be maintained by the Faculty Affairs Committee for five (5) years in order to facilitate these guidelines.

D. Responsibilities

The general responsibilities of Center committees are described below. The Chief Academic Officer or Faculty Senate may request that committees undertake specific assignments appropriate to their general areas of responsibility. Faculty members may request that a committee consider an issue. The Center-wide committees shall make regular reports and may submit recommendations to the Faculty Senate and Chief Academic Officer. Reports of a highly confidential nature may be reported solely to the Chief Academic Officer at the discretion of the committee. Recommendations of the Center-wide committees will not be implemented until approved by the Chief Academic Officer.

E. **Center-wide Committees**

1. Learning Resources Committee

The Learning Resources Committee shall formulate and evaluate policies and procedures governing the academic services of the Library, Information Technology, Learning Technology Services, and other learning resources within the Center.

Membership shall consist of four (4) members of the faculty, four (4) students, the Director of the OSU-CHS Medical Library, a representative from educational resources, and the Director of Information Technology.

Of the four (4) faculty, one (1) must have a D.O. degree, and one (1) must have a Ph.D. or other degree and represent graduate programs, and one (1) must be from the Cherokee Nation site. The term of service by the Cherokee Nation site faculty member may alternate by service term between having a D.O. degree and a Ph.D. or similar degree. Student representation from the Cherokee Nation site shall consist of one (1) MSI student and one (1) MSII student*

*Note: The MSI student will be added in the fall of 2020 and the MSII student will be added in the fall of 2021.

2. Student Affairs Committee

The Student Affairs committee shall monitor and recommend policies and procedures governing student activities and affairs, student guidance, student awards, student discipline, campus facilities for students, student health, student employment, student loans, student social and intramural activities, student scholarships, and similar matters. Membership shall consist of two (2) faculty, three (3) students recommended by the Student Government Association which shall include one (1) OMS-representative from the Tulsa Campus, one (1) OMS representative from the Tahlequah campus, and one (1) dual degree graduate student representative, the Assistant Dean for Enrollment Management, the Assistant Dean of Student Life, the Associate Dean of Clinical Education, the Assistant Vice President of Operations, the student Government President, Student Government Executive Vice President. Of the two (2) faculty, one (1) must have a D.O. degree, one (1) must have a Ph.D. degree or similar degree representing graduate programs. The two OMS representatives will remain on the committee through the first and second year of their medical school curriculum. The dual degree graduate student representative will serve a one-year term. The Student Government President and Executive Vice President will remain on the committee through the fourth year of their medical school curriculum.

3. Research Committee

The Research Committee shall promote faculty and student research. The committee serves as an advisor to the Vice President for Research and Faculty Senate in matters concerning research. The specific duties of the committee shall include the following: develop and evaluate long-range research plans and programs of the Center; recommend policies and guidelines concerning the administration of research grants and contracts; recommend

policies and guidelines concerning intramural research grants and the use of Center research space, equipment, and personnel; review and make recommendations concerning the functions of the Office of Research; obtain faculty input concerning all areas of research and represent the research needs of the faculty to the Vice President for Research and Faculty Senate; recommend for membership and be advised of the actions of the Institutional Animal Care and Use, Institutional Review Board, Institutional Biosafety, and Chemical Hygiene and Radioisotope Use regulatory committees; recommend policies and procedures concerning fraud and misconduct in research.

The Research Committee shall operationalize its mission by regularly meeting no less than quarterly with special meetings allowed under authority of the Oklahoma Open Meeting Act, Title 25, Oklahoma Statutes §§ 301-314. The Committee shall receive, review, and make comments and recommendations on regulatory committee reports and other business brought to the Research Committee in open meetings. Minutes of Research Committee meetings, once approved, will then be forwarded to the Offices/Representatives of the Vice President for Research and Faculty Senate with copies to the Department Heads of the Center for Health Sciences.

Membership shall consist of two (2) members from the clinical sciences faculty and two (2) members from the biomedical sciences faculty, two (2) Members-at-large who may represent other programs in which research is conducted, the chairs of the four (4) regulatory research committees (Institutional Animal Care and Use, Institutional Review Board, Institutional Biosafety, and Chemical Hygiene & Radioisotope Use) or their designees, recognizing that one (1) person may chair more than one (1) committee, the Director of the Medical Library, the Assistant Director of Research Compliance or designee, and the Vice President for Research. The Vice President of Research is a non-voting ex-officio member. The committee defines a quorum as a simple majority of the membership.

F. Faculty Senate Committees

1. Faculty Affairs Committee

The Faculty Affairs Committee shall address issues of importance to the Faculty and make recommendations to the Faculty Senate regarding such issues. These issues include but are not limited to 1) policies involving appointment, reappointment, dismissal, promotion, tenure, leave, summer work, sabbatical, professional standards of conduct, working conditions, workload, outside employment and consultation, and research activities, 2) review of governance documents, 3) appoint appropriate faculty to the Department Personnel Committee when that department does not have more than two tenured faculty members to serve. The committee shall poll faculty on committee service preference and receive recommendations for committee membership from the Chief Academic Officer and other appropriate sources as described in the Bylaws of the Faculty Senate, VIII, A. The committee shall send recommendations for committee appointments to the Faculty Senate. This committee shall also implement procedures for election of Faculty Senators and the Faculty Senate President-elect.

Membership shall consist of five (5) members of the Faculty. At least two (2) members shall come from the clinical sciences faculty and at least two (2) members from the graduate programs' faculty. Efforts should be made to represent all faculty ranks.

2. Budget and Benefits Committee

The Budget and Benefits Committee shall provide information and make recommendations to the Faculty Senate regarding budgetary policy and benefit matters formulated at state, university and Center levels.

Membership shall consist of five (5) members of the faculty and the senior fiscal officer of the Academic Health Center (ex-officio, non-voting). At least two (2) of the faculty members shall come from the clinical sciences faculty and at least two (2) from the graduate programs' faculty. Efforts should be made to represent all faculty ranks.

3. Promotion and Tenure Committee

The Promotion and Tenure Committee is a Center-level committee responsible for 1) providing the Chief Academic Officer with a recommendation regarding initial appointment, reappointment, promotion or tenure, and 2) making recommendations to the General Faculty regarding guidelines for promotion and tenure. The committee examines 1) the documentation provided by the faculty member, 2) the standards that have been adopted by the department, and 3) the Statements of Recommendation provided by the unit personnel committee and the unit administrator. The committee reviews these documents for fairness in the review procedure at the departmental level and for consistency within the Center. Promotion and Tenure Committee members are tenured faculty members who are selected by a vote of the General Faculty as described in the Charter of the General Faculty and the Faculty Senate and the Bylaws of the Faculty Senate. Faculty members who serve as departmental chairs or divisional deans are not eligible to serve on the committee.

Membership shall consist of six (6) tenured faculty (at least one (1) at the professor level) who will be selected each year by the General Faculty in an election conducted by the Faculty Senate. Three (3) members shall come from the clinical sciences faculty, at least one (1) of whom must hold the D.O. degree, and three (3) from the graduate programs' faculty.

Members shall be elected for three (3) year terms on a staggered basis one (1) clinical and one (1) graduate programs faculty member per year). The Chair of the committee shall be decided by vote of the committee members at their first meeting.

4. Promotion and Tenure Resolution Committee

The Promotion and Tenure (P&T) Resolution Committee is a Center-level committee responsible for dispute resolution in the OSU-CHS reappointment, promotion, and tenure process. The committee will use the procedure set for in the OSU-Faculty Handbook with the exception of membership and election which are described below:

Membership:

- Four (4) tenured faculty

- Two (2) members shall be elected from the clinical sciences faculty
 - At least one (1) of whom shall have a medical degree
 - Two (2) members shall be elected from the graduate programs' faculty
- The Faculty Senate President shall be the chair of the committee
 - If the President has direct involvement in the P&T process, then the Immediate Past President shall serve as the chair;
 - If the Immediate Past President has direct involvement in the P&T process, then the Incoming President shall serve as chair
- Committee membership having a conflict or current P&T involvement
 - The Faculty Senate shall elect from their membership a replacement for the committee member to temporarily serve on his/her behalf until such conflict or involvement is resolved
 - Conflict will be defined as direct involvement in the P&T process including the applicant's department chair or a member of the department personnel committee or OSU-CHS RPT Committee

G. Regulatory Committees

1. Affirmative Action Committee

The Affirmative Action Committee acts as an advisory board in all matters concerning affirmative action. The general functions of the Committee are to provide periodic training programs on affirmative action policies and procedures for Center officials and employees; to review continually the content of the Affirmative Action Program and assess the progress being made; and to give policy advice to the Chief Academic Officer with respect to affirmative action/equal opportunity for all persons on campus.

Membership shall consist of the Director of Affirmative Action, two (2) faculty members (one (1) from the clinical sciences faculty and one (1) from the graduate programs faculty), two (2) staff members, one (1) representative from either Enrollment Management or Student Affairs, the President of the Student National Medical Association, and one (1) student who is a member of a different minority group than the President of the Student National Medical Association.

2. Institutional Review Board

The Institutional Review Board shall review and approve all Center research projects involving human subjects in order to provide assurance that the Center is in compliance with all federal and state laws and regulations governing the use of human subjects in research. The committee shall review research protocols involving human subjects with respect to the qualifications of the investigators and the provisions for obtaining the informed consent of all human subjects involved in research as well as other issues pertaining to compliance with applicable laws and regulations.

Refer to the OSU-CHS Institutional Review Board Policies for membership assignment details.

3. Scientific Review Committee of the Institutional Review Board

The Scientific Review Committee (SRC) will function as a subcommittee of the Institutional Review Board (IRB). The SRC will review all intramural research projects involving human

subjects which require full Institutional Review Board (IRB) approval prior to the IRB meeting to provide assurance to the IRB that the study design is scientifically sound and has a reasonable chance of answering the research question before placing any humans at risk in the study. The SRC will evaluate and comment on scientific soundness of the proposed research to include background, design, methodology and statistical analysis. The SRC will submit recommendations in writing to the Principal Investigator and the IRB describing any problems identified with the proposed research. The recommendations are non-binding for the Principal Investigator.

Membership of the SRC will consist of four (4) to six (6) doctoral level faculty members with expertise in research design and statistics and up to two (2) public members with the same qualifications.

4. Institutional Animal Care and Use Committee

The Institutional Animal Care and Use Committee shall monitor and assure adherence to laws and regulations pertaining to the use of living animals in research projects and teaching laboratories conducted at the Center. The committee shall develop and distribute an application form for experimental animal use to Center faculty and periodically meet to review applications. The committee shall notify faculty of the approval or disapproval of their applications and provide statements that approved projects are in compliance with federal regulations concerning the humane care and use of animals in research and teaching.

Membership shall consist of two (2) members of the faculty, at least one (1) of whom must come from the graduate programs faculty, the Center's consulting veterinarian, one (1) member whose primary concerns are in a nonscientific area; and one (1) member who is not affiliated with the institution in any way other than as a member of the IACUC.

5. Institutional Biosafety Committee

The Institutional Biosafety Committee (IBC) shall review all research and instructional activities performed by individuals acting as agents of OSU-CHS (e.g., faculty, researchers, staff, students, and employees) requiring protection of workers and the environment from the biological consequences of recombinant and pathogenic organisms, as well as their products. The committee may formulate recommendations and guidelines concerning biosafety policies in order to assure compliance with applicable laws, regulations, and guidelines, as well as OSU-CHS policies. The policies, procedures and duties of the IBC will adhere to the guidelines set forth by the National Institutes of Health (NIH) and the Office of Science Policy. Membership shall be congruent with NIH eGuidelines and will consist of no fewer than five (5) individuals having expertise in the areas of biological safety, animal containment, recombinant DNA, and infectious agents. At least two (2) members must represent the local community and not be affiliated with OSU-CHS and one (1) member must represent the laboratory technical staff. One (1) Office of Research official will serve as a non-voting, ex-officio member. Members may have one or more of the above areas of expertise, but each of the areas must be represented in the final roster of at least five (5) members. OSU-CHS members will serve in their respective roles indefinitely, while unaffiliated members will serve for a term of three years. Alternate members having pertinent expertise will serve in an ad hoc capacity when a quorum cannot be established due to the recusal of regular members. Should any member decide to step down, a replacement

will be recommended by the IBC, except as noted in section VIII.B.4 of the Faculty Senate Bylaws. Meetings shall be held monthly (unless otherwise indicated) and are open to the public. The committee may close to the public any meeting, or part of a meeting, consistent with protecting privacy, proprietary interests, the health and safety of University employees, the environment, and/or the community; or as otherwise required by law or regulation.

6. Chemical Hygiene and Radioisotope Use Committee

The Chemical Hygiene and Radioisotope Use Committee (CHRUC) shall act as the faculty liaison between the PI's, staff and students and the regulatory/compliance arm of the Office of Research. Committee responsibilities consist of; a) development, coordination, implementation, and annual review the OSU-CHS Chemical Hygiene manual and the Radiation Safety manual, b) work in concert with regulatory/compliance in the Office of Research to maintain oversight and assure compliance with appropriate regulatory compliance rules regarding the safe and appropriate use of (hazardous) chemicals and radioisotopes, c) review all research and instructional activities involving radioisotopes and/or other hazardous chemicals performed by individuals acting as agents of OSU-CHS (e.g., faculty, researchers, staff, students, and employees) and d) formulate recommendations and guidelines concerning hazardous chemical policies in order to assure compliance with applicable laws, regulations, and guidelines, as well as OSU-CHS policies. The CHRUC will work with the Laboratory Safety Coordinator and the Office of Research Regulatory Compliance personnel to stop work where imminent hazards to the health and safety of employees/students exist until the hazards are eliminated. The CHRUC will have a direct report to the Research Committee but may report to other entities where appropriate. Membership shall consist of no fewer than five (5) faculty to include one (1) with expertise in the areas of chemical behavior, hazard mitigation, and containment principles, at least two (2) with expertise in the areas of proper radioisotope containment, usage, and handling principles, the Radiation Safety/Chemical Hygiene Officer [RSO/CHO *ex officio*]. A designate of the Office of Research will serve as an ex-officio member. Meetings shall be held bi-monthly and are open to the public. The committee may close to the public any meeting, or part of a meeting, consistent with protection of privacy; proprietary interests; health and safety of University employees, the environment, and the community; or as required by law or regulation.

H. College of Osteopathic Medicine (COM) Committees

1. Academic Standards Committee

The Academic Standards Committee shall formulate and monitor adherence to policies and procedures governing cognitive and non-cognitive academic activities of OSU-COM students. This includes reviewing policies governing admission, promotion, dismissal and graduation of students. This committee shall annually review and update as needed the “Academic Standards Handbook”. The Academic Standards Committee shall also determine the academic progress of all students, meet with students who have academic or non-cognitive grade deficiencies, and make recommendations on student performance and remediation of deficiencies to the Senior Associate Dean of Academic Affairs.

Membership shall consist of seven (7) members of the faculty. At least three (3) of the faculty members shall come from the clinical sciences faculty and at least three (3) from the biomedical sciences faculty. One clinical sciences faculty member and one biomedical sciences faculty will come from the OSU-COM at Cherokee Nation campus. Representatives from the Office of Academic Affairs, the Office of Clinical Education, and the Office of Student Services may also attend meetings in a support role to the committee (all are ex-officio, non-voting).

2. Student Selection Committee

The purpose of the Student Selection Committee is to provide recommendations to the Dean of the COM concerning the admission of applicants to the Doctor of Osteopathy degree program. Members of the committee shall serve on interview teams which shall review applications for admission and interview applicants invited to the Center for this purpose. The interview teams shall prepare recommendations concerning the admission of each applicant interviewed and these recommendations shall be forwarded by the committee chair to the Dean of the COM. Members of the Student Selection Committee will be appointed annually by the Dean of the COM and shall include faculty from the clinical sciences and biomedical sciences divisions. The size of the committee may vary according to need and the availability of faculty. It is expected that most COM faculty will be members of this committee.

3. Continuing Medical Education Committee

The Continuing Medical Education Committee shall review and make recommendations concerning the programs presented by the Office of Continuing Medical Education in order to assure high standards for the educational programs offered to osteopathic physicians and other health care providers.

Membership shall consist of physician representatives from all clinical departments, the Director of Continuing Medical Education, and the Associate Director/Coordinator of Continuing Medical Education.

4. Curriculum Oversight Committee

The Curriculum Oversight Committee of the COM is a college-level committee responsible for the design, oversight, and evaluation of the four-year undergraduate medical curriculum to ensure that curricular objectives inherent in the mission of the COM are achieved. Within the areas of design, oversight, and evaluation, the committee shall

1) define goals and objectives of the medical curriculum; 2) assure that the medical curriculum meets accreditation standards and fulfills the mission and vision of the medical school; 3) coordinate curriculum to ensure vertical and horizontal integration; 4) keep informed of advances in medical education and serve as a forum for discussion of curricular trends; 5) ensure that the curriculum is delivered utilizing best practices in instructional methodology; 6) conduct ongoing review and evaluation of the curriculum vis-à-vis goals, objectives, and educational standards; recommend revisions as necessary; 7) conduct scheduled, systematic, comprehensive reviews of each course, system and clerkship and recommend revisions as necessary; 8) evaluate student outcomes; 9) coordinate with Academic Skills Coordinator to identify at-risk students and to develop strategy to remedy deficiencies; 10) recommend performance standards for instructors, course directors, coordinators, clerkship directors, and thread chairs; 11) approve changes in course descriptions and contact hours; 12) set course and exam schedules; 13) make suggestions regarding the appointment of course directors/course coordinators; 14) make recommendations about faculty development programs. The Curriculum Oversight Committee will report to the Dean and receives input from the Year 1 / 2 Coordination Committee, Clerkship Committee, Student Committee, and the Thread Coordination Committee. The Curriculum Oversight Committee typically will meet monthly but may meet more frequently as needed. The Curriculum Oversight Committee shall report and make recommendations to the Dean. The Curriculum Oversight Committee shall give a monthly report to the Faculty Senate.

Curriculum Oversight Committee Membership

The Curriculum Oversight Committee shall include at-large faculty who are to be elected from the Tulsa site and the Cherokee Nation site. There will be a total of six faculty positions, with four from the Tulsa site and two from the Cherokee Nation site. Both the biomedical sciences and the clinical sciences faculty shall be equally represented at both sites. These six members are to be elected members are elected by the General Faculty in an election process supervised by the Faculty Affairs Committee. To be nominated for a faculty position, a petition shall be submitted by an eligible faculty member or his or her sponsor with signatures of three (3) voting members of the General Faculty and an accompanying signed statement by the candidate indicating willingness to serve if elected. These documents shall be filed with the Chair of the Faculty Affairs Committee at least thirty (30) days prior to election.

A faculty representative of the Year 1 / 2 Coordination Committee, Thread Coordination Committee, and Clerkship Committee shall be elected from their respective committees. These Curriculum Coordination Committees and the Student Coordination Committee will be defined by the Curriculum Oversight Committee. Other members of the Curriculum Oversight Committee include an OED representative, Director of Student Services (Academic Skills Coordinator), Chair of the Learning Resources Committee, an Information Technology Representative, the Chair of the Academic Standards Committee, and the Chair of the Biomedical Sciences Graduate Committee.

The following student representatives will serve on the committee: One student from each site will represent both of the pre-clinical years (the first four semesters) and a fourth year student to represent the clinical years (the last four semesters), for a total of three (3) student members of the Curriculum Oversight Committee. The chair of the Curriculum Oversight Committee shall be one of the four (4) at-large faculty members, elected by vote of the committee members at their first meeting, and shall serve as chair for the term of their office. The chair shall alternate, whenever possible, between biomedical sciences and clinical sciences.

If a vacancy occurs during the service term, if there is one-half or less remaining of the term, the Faculty Senate President may make an appointment for the remainder of the term. At the next election, the appointed person may, with the agreement of the department chair, be a candidate for election to a full term as part of the standard Curriculum Oversight Committee membership. If there is greater than one-half of the term remaining, the Faculty Affairs Committee shall conduct an election to fill the vacancy.

All Curriculum Oversight Committee members are expected to contribute to the committee's activities and attend at least 2/3 of regular meetings.

5. Student Accessibility Committee

The Student Accessibility Committee reviews and approves all requests from medical students for accommodations due to disabilities. The Committee will act in accordance with the College's policies and procedures with regard to student disabilities. In addition to considering requests for accommodations, the Committee may formulate and submit recommendations for revisions to the College's policies and procedures with regard to student disabilities.

Membership shall consist of at least three (3) faculty members (at least one from biomedical sciences and at least one from clinical sciences) and the Assistant Dean of Enrollment Management, the Assistant Dean of Student Life, and the Director of the Office of Academic Success.

IX. AMENDMENT OF BYLAWS

A. These Bylaws may be amended with the following procedure:

1. Amendments to the Bylaws may be proposed by any committee or member of the General Faculty and shall be submitted to the Faculty Senate for review and approval.

2. Amendments approved by the Faculty Senate shall be submitted to members of the General Faculty at least fifteen (15) days prior to a vote of the General Faculty.
3. Amendments must be approved by a majority vote of the General Faculty in a manner approved by the Faculty Senate.

B. Amendments to these Bylaws shall be effective immediately after approval by the General Faculty.

X. **ADOPTION**

These Bylaws shall become effective after they have been approved by the General Faculty. Faculty approval shall consist of a majority of General Faculty members voting by written ballot.

Amended by the General Faculty on May 10, 1994
Amended by the General Faculty on May 18, 1995
Amended by the General Faculty on May 14, 1997
Amended by the General Faculty on May 15, 2003
Amended by the General Faculty on May 9, 2007
Amended by the General Faculty on May 8, 2008
Amended by the General Faculty on May 13, 2009
Amended by the General Faculty on May 13, 2010
Amended by the General Faculty on December 16, 2011
Amended by the General Faculty on May 11, 2012
Amended by the General Faculty on May 16, 2013
Amended by the General Faculty on July 12, 2013
Amended by the General Faculty on September 16, 2013
Amended by the General Faculty on May 15, 2014
Amended by the General Faculty on May 14, 2015
Amended by the General Faculty on May 11, 2017
Amended by the General Faculty on May 10, 2018
Amended by the General Faculty on May 10, 2019
Amended by the General Faculty on October 1, 2019
Amended by the General Faculty on December 17, 2019
Amended by the General Faculty on January 23, 2020
Amended by the General Faculty on March 5, 2020
Amended by the General Faculty on May 31, 2020
Amended by the General Faculty on June 9, 2021
Amended by the General Faculty on January 12, 2022

OSU-CHS Reappointment, Promotion, and Tenure Guidelines

2022 - 2023

**Oklahoma State University Center for
Health Sciences**

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Policy Statement to Govern Appointments, Tenure, Promotions, and Related Matters of the Faculty of the Oklahoma State University Center for Health Sciences

Preface

The Board of Regents for the Oklahoma State University and Agricultural and Mechanical Colleges adopts this comprehensive set of policies with the belief that a well-defined statement of rules is essential to support academic freedom and promote excellence at the Oklahoma State University Center for Health Sciences. Well-designed academic personnel policies ensure that academic quality will be at the heart of academic personnel decisions and serve as the basis for enhancing academic excellence.

It is fundamental that institutions under the governance of the Board of Regents, such as the Oklahoma State University Center for Health Sciences, use various professional and administrative standards.

Accordingly, it is the policy of this Board that the activities at these public institutions should be conducted in a manner that will attempt to balance the rights of the individual faculty member with the OSU-CHS's and the public's legitimate needs and interests. Policy statements of the Board are to be applied and interpreted in that spirit.

The Board of Regents strongly supports the concept of faculty counsel on matters which affect faculty. The Board of Regents acknowledges that principal stakeholder groups – the Board itself, administrators, faculty, staff and students – play differing and complementary roles in effective institutional governance. The Board determines its delegations of powers to stakeholders, starting with the delegated authority required by the president to provide strong and comprehensive leadership for the institution. It is the intention of the Board that those with the responsibility to act can exercise the legitimate authority to do so in a straightforward and timely way. To ensure this outcome, and in the spirit of clarifying and streamlining shared governance and reducing burdensome aspects for all parties, the Board's working guideline on consultation with the faculty delineates three areas of interest. They are: (a) those areas of predominate interest (within Board- approved institutional mission and strategic direction) where the expertise of the faculty means that in the absence of exceptional circumstances their counsel is sought; (b) those areas of secondary interest where faculty advice may be requested and considered; and (c) those areas where faculty need not to be consulted, but may receive information as important members of the campus community.

This broad policy statement is intended to be stable and a source of reliable information and guidance to faculty, administrators, and external groups. However, in approving this policy statement for the Oklahoma State University Center for Health Sciences, the Board is not waiving or restricting its lawful power, duty, and responsibility to act at any future time to establish policies, regulations, and procedures

and to implement other decisions of the Board. As permanent changes to this policy statement are considered, it is recognized that there is substantial public benefit in consulting with Board staff, institutional administrators, appropriate faculty, and others before enacting revisions. The Board expects administrators recommending changes to discuss those proposed revisions to this policy statement with the Oklahoma State University Center for Health Sciences' Faculty Senate, and others as may be appropriate, before the Board acts on the proposed revisions.

While the Board of Regents recognizes the value of appropriate participation of faculty, administrators, and others in the formulation of professional standards, policies, and procedures, it also recognizes that extraordinary circumstances may arise where the collective judgment of the Board requires the Board to act independently in discharging its responsibility. In such instances, the Board will make every reasonable effort through the official public record and the institutional administration to inform affected personnel of the Board's actions and invite their input for subsequent consideration by the Board.

It is intended that faculty and administrators shall adhere to the standards set forth in this policy statement. It is not intended that minor variances which are not substantially prejudicial to rights of individual faculty members or contrary to the intent of the policy should serve as the sole basis for complaints or claims of erroneous treatment or action. Additionally, it is not intended that these minor variances in circumstances and conditions or events be interpreted as establishing authority to disregard the standards set forth in this policy statement.

References to the entity of the governing Board of Regents in this policy statement may include participation or representation by the Board's staff so designated or authorized by the Board. Any use of grammatical gender references shall be interpreted as applying equally to males and females.

This policy statement became effective as of the beginning of the academic year 2013-14 and has been amended by the governing Board of Regents as noted below. This policy statement shall not apply to any pending personnel actions commenced under earlier policies.

Preface and Body Approved by the OSU Board of Regents, December 6, 2013.

Modifications to Body and Appendices Approved by the OSU Board of Regents, September 9, 2022

OSU-CHS GENERAL PRINCIPLES

An essential measure of excellence of an educational institution is the quality of its faculty. The appointment, promotion, and retention of faculty members will determine how well a college accomplishes its mission and the distinction it achieves. Faculty membership carries with it inherent responsibilities to develop, disseminate and preserve the intellectual growth and professional maturation of students, prepare medical manpower of excellence, provide state-of-the-art health care delivery, and serve the needs of the lay and scientific communities.

The promotion and tenure process needs a great deal of foresight and wisdom, and requires well defined policies and procedures to provide equity, uniformity and efficiency. Faculty members should recognize that they bear an important obligation that transcends the mere technical details of procedural policies. The intent of these policies, broadly interpreted, is to attract highly-qualified candidates to the faculty, to develop and reward scholars who demonstrate a commitment to the advancement and communication of knowledge, to recognize faculty members who show promise of pursuing productive academic careers, and to retain faculty members who are a credit to the institution.

Sound, 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.¹⁰ These standards are to be implemented in a reasonable manner.¹¹ In implementation of the standards in this policy statement, the President of the Oklahoma State University Center for Health Sciences ("OSU- CHS") is authorized to decide procedural questions on uncertain points. Prior to making such decisions the President of OSU-CHS may consult with the chairperson of the OSU-CHS Faculty Senate, the Board of Regents Office of Legal Counsel, or others.

The opportunity for faculty members to participate in efforts to improve policies is critical. The Faculty Senate shall be consulted in the process of reviewing suggestions

¹⁰ A copy of all present and future implementing OSU-CHS Policies which relate to matters dealt with in this policy statement shall be authorized by the President of OSU-CHS and be on file and available to faculty members in the main library at OSU-CHS, Tulsa and OSU-COM-CN, and in the office of every academic department or similar unit within OSU-CHS. Throughout this document, the phrase "this policy statement" refers to "Policy Statement to Govern Appointments, Tenure Promotions, and Related Matters of the Faculty of the Oklahoma State University Center for Health Sciences." All documents generated by the appropriate administrative staff to aid in the implementation of these policies should be consistent with the standards in this policy statement. If there are any inconsistencies between the documents generated by administrative staff and declarations in this policy statement, the standards in this policy statement shall be the controlling OSU-CHS policy.

¹¹ Whether implementation of standards is "reasonable" is inherently a judgment based on prevailing circumstances, known facts and rational conclusions. As used in this policy statement, the determination of whether a matter is "reasonable" is to be based on (a) an evaluation of known facts, (b) utilization of applicable procedures and professional standards, (c) consideration of prudent public institutional interests, and (d) the exercise of sound judgment.

for improvements in this policy statement. Recommendations for improvements made by the Faculty Senate shall be transmitted to the President of OSU-CHS. Any change(s) in this policy statement must be approved by the governing Board of Regents.

This policy is applicable to faculty members of the OSU Center for Health Sciences.

Professional Standards and Matters of Academic Appointment Administration.

Professional Standards.

- 1.1.1 Qualifications.** The diversity of OSU-CHS activity requires that detailed academic qualification standards for each rank, function, or specialty be specified by the appropriate unit administrator.¹² In those cases in which work assignments vary greatly within a given unit or are split between units it will be necessary to specify qualifications for individual positions. In establishing these qualification standards the unit administrator shall obtain appropriate faculty counsel.¹³ When approved by the Provost, a copy of the standards shall be given to each faculty member and such standards shall be applied by all administrative units involved until duly amended.
- 1.1.2 Job Description and Terms and Conditions of Employment.** It is the policy of OSU-CHS that each faculty member's job description and the applicable standards, criteria, and procedures used in making decisions relating to renewal, tenure, and promotion should be available to the faculty member in written form. These items are provided to a faculty member in the form of the initial memorandum of understanding, written policy and procedure statements of the unit and OSU-CHS, and formal appraisal and development statements.
- 1.1.3 Professional Ethics.** Members of the faculty have the responsibility to follow the Board of Regents' approved policies on Ethics and Non-Retaliation, as well as institutional policy on

¹² The term "unit administrator", as used throughout this policy statement, refers to those individuals holding the title of department head, department chairperson, or any similar position at OSU-CHS.

¹³ Depending on the OSU-CHS organizational structure, "appropriate faculty counsel," "advice of the faculty," and "faculty consultation" referred to throughout this policy statement shall involve obtaining input from (a) the entire departmental faculty; or (b) members of a special or permanent committee selected by procedures which have been approved by a majority of the faculty of the administrative unit involved, submitted to the President of OSU-CHS for approval and retention in a permanent file; or where necessary (c) duly elected members of boards, senates, or councils at the departmental, Center or other levels. Whenever deemed necessary this counsel may seek external assistance to aid evaluation. In formulating input the faculty or its committees shall have the prerogative to meet in the absence of the unit administrator.

outside activities¹⁴, to avoid conflicts of interest prohibited by Oklahoma statutes, and, particularly, to develop and maintain student/teacher relationships which are healthy, honorable, and beneficial to students in the pursuit of legitimate educational objectives. Members of the faculty must not exploit students for their private advantage.

The faculty of OSU-CHS endorses the American Association of University Professors' 2009 Statement on Professional Ethics (Appendix A). Throughout governance and due processes outlined in this Policy Statement, committee members, unit administrators, deans, and others must be able to freely discuss personnel related issues in an open and honest manner and without fear of repercussion, retaliation, or negative impact on their professional relationships with colleagues. As such, all discussions and/or votes of individual committee members shall remain confidential.

- 1.1.4 Academic Freedom.** OSU-CHS endorses the general statement on academic freedom, as it applies to state universities and medical schools, which are embodied in "Academic Freedom and Tenure (1940 Statement of Principles)¹⁵" and in the 1999 statement on "Academic Freedom in the Medical School¹⁶" as drafted by the Association of American Colleges and the American Association of University Professors. (Appendix B)

Review of Faculty.

- 1.1.4.1 Annual Review of Faculty.** Review of faculty activities and accomplishments shall be conducted by the unit administrator every year for every faculty member, regardless of rank or tenure status. A written report of activities and accomplishments shall be submitted by the faculty member. This report shall include a work and professional development plan. If the faculty member, after due notice, fails to submit documentation, the unit administrator may conduct the review from available information. Unit administrators are expected to encourage the professional development of each faculty member. Unit administrators shall familiarize each faculty member with the applicable reappointment, promotion, and tenure guidelines established by the faculty members of the unit. The unit administrator shall endeavor to provide an environment conducive to the achievement of expected performance. The unit administrator shall submit a written evaluation that gives detailed descriptions of the faculty member's accomplishments or deficiencies. The faculty member's written report, together with the unit administrator's evaluation, shall serve as the supporting documentation for any merit pay raise or other

¹⁴ Oklahoma A&M Board of Regents Policy Manual 3.05; Oklahoma A&M Board of Regents Policy Manual 3.06; OSU-CHS Conflict of Interest Policy 9-70003

¹⁵ <https://www.aaup.org/report/1940-statement-principles-academic-freedom-and-tenure>

¹⁶ <https://www.aaup.org/sites/default/files/academic-freedom-medical-school.pdf>

salary adjustment. The completed annual review documentation shall be placed into the permanent record of the faculty member and shall be added to an accumulation of performance documents that shall be used in any further review. A complete set of annual review documents shall be available for any peer committee evaluation, particularly evaluations at the times of reappointment, tenure and promotion. If a major element of performance is judged to be unsatisfactory by the unit administrator, the following steps shall be taken:

- (a) A detailed written plan for corrective action shall be specified by the unit administrator.
- (b) If requested by the faculty member, the unit administrator shall obtain appropriate faculty counsel to determine whether the appraisal is justified, and if so, what measures to improve performance are warranted. If the judgment of unsatisfactory performance is not supported by the faculty group, the matter shall be forwarded to the Provost for resolution.

1.1.4.2 Cumulative Review of Tenured Faculty. For each tenured faculty member a cumulative review shall take place every five years. A review conducted to grant promotion qualifies as a cumulative review. The review shall be based on discussion and substantive documentation provided by the faculty member. If the faculty member, after due notice, fails to submit documentation, the unit administrator may conduct the review from available information. Individuals designated to conduct the review shall be faculty in the discipline or department of the faculty member under review. Faculty serving on review committees shall be selected by procedures approved by the department or unit. The review process shall include written feedback to the faculty member as well as a provision for response. Written feedback shall be a detailed description of the faculty member's accomplishments or deficiencies and must include a statement as to whether the faculty member's overall performance during the review period is deemed "satisfactory" or "unsatisfactory". The cumulative review requires individual development plans for each faculty member. Faculty members are responsible for their own development consistent with unit and OSU-CHS goals. Any formal development plan should respect academic freedom and professional self-direction, and it should be flexible enough to allow for subsequent alteration.

The results of a Cumulative Review of Tenured Faculty may be used by appropriate administrators as a basis for providing support which will assist faculty members in carrying out their

professional goals and responsibilities. Any disciplinary action that may follow the cumulative review must adhere to all prescribed procedures in force within this policy document. In the event that unsatisfactory performance has not improved within the timelines set in the individual development plan, any dismissal action shall be based upon those grounds for dismissal specified in this Policy Statement

If a faculty member believes that the results from a cumulative review are based on unlawful discrimination, inadequate consideration, or legitimate exercise of academic freedom, they may request a review of the matter utilizing the Dispute Resolution Procedure set forth in this Policy Statement (Appendix C)

- 1.2 Recommendations for Faculty Appointments, Reappointments, Non-reappointments, and Promotions.** A prerequisite of a strong faculty is an active involvement in decisions affecting its own membership. This is critical in appointments to and separations from the faculty.

Tenured and Tenure Track Faculty.

- 1.2.1.1** It shall be the personal responsibility of the faculty member to demonstrate that he or she meets the applicable qualifications for reappointment, tenure, or promotion.
- 1.2.1.2** Appropriate unit administrators are charged with the responsibility for recommending appointments, reappointments, non-reappointments, and promotions., the unit administrator shall obtain appropriate faculty counsel before making recommendations.
- 1.2.1.3** When the unit administrator is unable to act in accord with the faculty recommendation, the reasons shall be communicated in writing to the faculty committee that provided the counsel.
- 1.2.1.4** All recommendations generated by the unit personnel committee¹⁷ and by the unit administrator shall be available to the

¹⁷ Unit Personnel Committee. At the Unit level, the body designated by the faculty within a department to provide appropriate faculty counsel on personnel matters shall be referred to in this policy statement as the unit personnel committee. The responsibility of the unit personnel committee is to recommend whether or not the candidate has met each of the applicable criteria and qualifications for the personnel action being considered. The composition of the unit personnel committee shall be: A minimum of 3 voting faculty members are required to be at the same rank as, or above, that being sought by the candidate.

- i. If candidate is tenure-track then the UPC must be comprised of tenured faculty.
- ii. If candidate is non-tenure-track then the UPC may be comprised of either non-tenured or tenured faculty.
- iii. If the unit does not have enough qualified members to create a UPC, then the Provost, with the input of the Unit Administrator, may designate an appropriate UPC.
- iv. If the unit has not otherwise designated a UPC, the Provost shall help select an appropriate UPC.

Provost for consideration and action. Final institutional review of personnel actions may be conducted by the President of OSU-CHS and the President of the OSU System. Appointments, reappointments, promotions, and terminations must be approved by the governing Board of Regents except as authorized by Board of Regents policies.

Non-Tenure Track Faculty.

- 1.2.1.5** It shall be the personal responsibility of the faculty member to demonstrate that he or she meets the applicable qualifications for reappointment or promotion.
- 1.2.1.6** Appropriate unit administrators are charged with the responsibility for recommending appointments, reappointments, non-reappointments, and promotions.
- 1.2.1.7** For reappointment decisions, the unit administrator shall conduct a brief review of the faculty member's performance throughout the current contract period. If the review is satisfactory, the unit administrator may make a record for reappointment without seeking appropriate faculty counsel. If the unit administrator finds that the performance was not satisfactory, and is considering non-reappointment, the unit administrator must obtain appropriate faculty counsel in accordance with 1.2.2.4.
- 1.2.1.8** For appointment, non-reappointments, and promotions, the unit administrator shall obtain appropriate faculty counsel before making recommendations.
- 1.2.1.9** When the unit administrator is unable to act in accord with the faculty recommendation, the reasons shall be communicated in writing to the faculty committee that provided the counsel.
- 1.2.1.10** All recommendations generated by the unit personnel committee and by the unit administrator shall be available to the Provost for consideration and action. Final institutional review of personnel actions may be conducted by the President of OSU-CHS and the President of the OSU System. Appointments, reappointments, promotions, and terminations must be approved by the governing Board of Regents except as authorized by Board of Regents policies.

Process for Appointment and Assignment of Tenure-Track and Non-Tenure Track Faculty.

1.2.2 Appointment to Faculty Positions. The unit administrator has the principal responsibility for initiating all authorized faculty appointments (see Section 1.2.2.2). The unit administrator with the advice of faculty shall carry out this responsibility by:

- (a) filing a "Request to Staff Form;"
- (b) searching for and obtaining information about prospective candidates;
- (c) evaluating candidates; and
- (d) recommending suitable, qualified individuals for appointments, with supporting evidence concerning the candidate's qualifications.

1.2.3 Memorandum of Understanding. A statement of the proposed basic terms and conditions of every appointment shall be available in writing and be in the possession of both OSU- CHS and the prospective faculty member before the appointment is made. Where applicable, this statement will make reference to the substantive and procedural standards generally used in the decisions affecting renewal and tenure and any special standards adopted by the appropriate unit. Any other authorized agreements pertaining to conditions of appointment, reappointment, promotion, and tenure shall be part of this written statement.

No offer is binding on OSU-CHS, however, until a formal recommendation has been presented to and officially approved by the governing Board of Regents in accord with the policies of the Board.

1.2.4 Amendments. If changes in assignment or conditions of appointment (other than revisions to fringe benefits, retirement plans, and this policy statement) become necessary during the period of appointment, the changes must be discussed in advance, normally during the annual Appraisal and Development process and communicated to the affected faculty member in writing by the unit administrator. Unresolved disputes regarding changes in assignments or conditions of appointment are resolved by the Dispute Resolution Procedure set forth in this Policy Statement. (Appendix C).

Appointment and Tenure for Tenure-Track Faculty.

1.2.5 Appointment. All tenure-track faculty positions shall be filled by appointments of qualified persons with the rank of Instructor, Assistant Professor, Associate Professor, or Professor. The initial

appointment of any person to the rank of Instructor or above, shall be based on a search which is consistent with applicable state and federal equal employment opportunity standards. National searches will be conducted unless an exemption is authorized by the Provost and the office of Equal Opportunity. All initial appointments to the rank of Instructor or above are of two kinds:

- (a) tenure-track (appointments potentially leading to tenure); or
- (b) appointments with tenure (applicable only to appointments with the initial ranks of Associate Professor or Professor if specifically approved by the Board of Regents).

1.2.6 Tenure. 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. Tenured appointments shall not be terminated except under extraordinary conditions stated in *Section 1.14 of the OSU Policy Statement to Govern Appointments, Tenure, Promotions, and Related Matters of the Faculty of Oklahoma State University, Termination of Appointments*.

Tenure is a means by which to ensure academic freedom (see Section 1.1.4). Academic freedom is indispensable to the success of OSU-CHS in fulfilling its obligations to its students, to the State of Oklahoma, and to society in general. The decision to grant tenure is a judgment made with appropriate faculty counsel. Except for prestigious scholars initially appointed as Associate Professor or Professor with tenure, the decision to grant tenure is normally made toward the end of a probationary period. 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.

Academic appointments normally coincide with the beginning of the academic year. For faculty appointed after this date but before January 1, the period of probation for tenure consideration or for renewal of appointment will commence at the beginning of that academic year. The probation period for faculty appointed on or after January 1 will commence at the beginning of the following academic year. Except for extenuating circumstances (see Section 1.4.8) the period of probation for tenure consideration shall never exceed a total of seven years of continuous appointment with the University.

Review for the granting of tenure shall occur only at the following times:

- (a) when a prestigious scholar is initially considered for appointment to the rank of Associate Professor or Professor;
- (b) when a tenure-track faculty member is reviewed for promotion to the rank of Associate Professor or Professor;
- (c) when a tenure-track faculty member is reviewed for a reappointment or promotion which, if awarded, will extend the number of years in a tenure-track faculty position at the University beyond a total of seven years; or
- (d) when a person has completed at least one year of satisfactory service at OSU-CHS following an initial appointment as a tenure-track Associate Professor or Professor.

1.2.7 Appointment to the rank of Instructor shall normally be for one year at a time during the probationary period but shall not exceed three years. Individuals who have been appointed as Instructors for their sixth year of probationary service shall be evaluated for tenure and informed in writing by June 30 of the sixth year of either:

- (a) reappointment at the rank of Instructor with tenure effective at the beginning of the seventh year;
- (b) promotion to Assistant Professor with tenure effective on July 1 of that year; or
- (c) the expiration and nonrenewal of the appointment effective at the end of the seventh academic year.

If a tenure-track Instructor is promoted to a higher rank, the period of probation for tenure shall commence with the beginning of the initial appointment as an Instructor, unless the faculty member requests and is granted an extension of the probationary period (see Section 1.4.8). The initial term of appointment as Assistant Professor will vary depending on the number of years served as an Instructor:

- (a) with five years as an Instructor, promotion would result in a two-year appointment as Assistant Professor;
- (b) with four years, the appointment to Assistant Professor would be for three years;

- (c) with three years, the appointment would be for four years;
- (d) and with two years as an Instructor, the appointment to Assistant Professor would be for four years, and a second probationary term of one year is permitted.
- (e) If an Instructor is promoted to Assistant Professor after only one year, an initial four-year appointment as Assistant Professor can be followed by a second probationary term of two years.

In all cases described above, decisions will be made in the sixth year and any non- reappointment decision would be effective at the end of the seventh year, thus providing the required one-year notice of termination.

- 1.2.8 Initial appointment to the rank of Assistant Professor** shall normally be for a period of four years. Reappointment for a three-year period may be made. Promotion to Associate Professor or reappointment as an Assistant Professor after seven years of probationary service as an Assistant Professor shall confer tenure.
- 1.2.9 Initial appointment to the rank of Associate Professor** shall normally¹⁸ be for a period of five years. Reappointment as Associate Professor or promotion to Professor shall confer tenure. A special tenure review may be made after one year of service at OSU-CHS (see Section 1.4.2). In extraordinary circumstances tenure may be expressly granted at the time of initial appointment.
- 1.2.10 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.
- 1.2.11 Affect of Change in Position.** Academic tenure is not affected by change to administrative or other active status. Appointment to an administrative or other position shall not confer tenure in that position.
- 1.2.12 Extension of Probationary Period.** A period of appointment and the probationary period of a faculty member may be extended up to three years for extenuating circumstances, e.g. a leave of

¹⁸ For faculty whose initial term of appointment begins at other than the beginning of the academic year, the period of appointment shall be adjusted to expire at the end of an academic year to be consistent with the provisions of Section 1.4.2 paragraph 3. Thus, the term of the first probationary appointment may vary from the stated period in Section 1.4.4 and 1.4.5.

absence without pay, an extended sick leave, significant changes in published criteria for tenure, or significant changes in job description associated with transfer or promotion. Upon written request by the faculty member and recommendation by the unit administrator and Provost of the college, such an extension may be granted upon approval by the Provost.

Appointment of Non-Tenure Track Faculty.

- 1.2.13 Adjunct Appointments and Titles.** Professional persons who are affiliated with OSU-CHS may be granted appointments as Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Professor, or Adjunct Instructor. Such appointments do not require a national search and are recommended by the unit administrator.

Non-Tenure Track

- 1.2.13.1 Clinical Faculty.** Clinical faculty appointments are annual, renewable term, non-tenure track appointments at the rank of Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor. Clinical appointments are intended to offer a career pathway to individuals who have clinical experience, teaching experience, and/or other expert qualifications. The positions will be used to support and enhance training programs and initiatives at Oklahoma State University Center for Health Sciences. Such appointments would normally require a national search and are recommended by the Unit Administrator after obtaining appropriate faculty counsel. All clinical faculty will be expected to provide teaching, clinical supervision/teaching, and/or clinical care as assigned by the unit administrator and for which the clinical faculty member is qualified to perform. The sources of funding are dependent on respective departmental resources. Notwithstanding the appointment periods, the existence of any clinical faculty position is contingent upon availability of funding.

Appendix E: Clinical Faculty Basic Standards for Appointment and Promotion further addresses the clinical track faculty process.

- 1.2.13.2 Temporary Faculty Appointments and Titles.** In response to short-term and/or emergency needs OSU-CHS may make temporary appointments. When such appointments are made, the titles of Lecturer, Research Professional, Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor, Scholar, Artist, or "Professional" In Residence, etc. shall be used. Appropriate search procedures should be used prior to making such appointments but may vary depending upon the nature of the position. Unit administrators, after receiving appropriate faculty

counsel, shall be responsible for recommending appointments to temporary positions.

When persons are appointed to temporary faculty positions, the period of appointment shall be clearly stated and should be designated as temporary on the Employment Action Form. The memorandum of understanding will state that the appointment will not lead to tenure nor count as part of a probationary period potentially leading to tenure.

In those few instances in which OSU-CHS is confronted with an emergency situation in the areas of research, extension, or instruction, a person can be appointed on a temporary basis for a term not to exceed one year even though all of the recruitment procedures normally followed in making such an appointment may not have been met. In such cases, the administrative unit shall implement normal recruitment procedures to fill the position at the end of the initial temporary appointment. When temporary appointments are made, the memorandum of understanding should specify the term of appointment and state the conditions relating to reappointment. Persons holding temporary positions may not be awarded tenure and do not have OSU-CHS faculty voting privileges but may be awarded other professional rights and privileges afforded the faculty.

The titles described in this section are important to OSU-CHS in its management of the fluctuating demands of programs. Tenured and tenure-track faculty may be released from assigned duties as grants and contracts are obtained. To facilitate this process, the unit administrator may request authorization to establish and fill temporary positions with persons awarded one of the following titles. They may also request variations from the specific conditions and terms of appointment for persons appointed to one of the titles in this section. When determined to be in the best interest of OSU-CHS, the Provost may approve such variations in specific individual cases. Notwithstanding the appointment period, the existence of any of the following positions is contingent upon availability of funding.

1.2.13.3 Visiting Assistant Professor, Visiting Associate Professor, and Visiting Professor. These titles shall be used for persons employed to meet short-term teaching, research, or extension needs. They may also be used for scholars with a terminal degree who wish to affiliate with OSU-CHS for professional development. Limited search procedures are usually adequate when appointment to any of these positions is made. The terms of appointment shall normally be for one year and may be renewed after receiving appropriate faculty counsel. Should such an

individual be appointed to a tenure-track position following an appropriately approved search, the time spent in the temporary position shall not count as part of the probationary tenure consideration period, unless specified in the memorandum of understanding for the permanent position.

1.2.13.4 Research Faculty. Research professorships are annual, renewable term, non-tenure track appointments at the rank of Research Assistant Professor, Research Associate Professor, and Research Professor. These positions will be used to support and enhance research programs and initiatives and create research activities at OSU-CHS. These individuals will be expected to develop independent research programs and serve as principal investigators on proposals to external agencies. In hiring into the research professor track, the University looks to attract high quality researchers who hold promise to become engaged in academic and scholarly activities including but not limited to performing collaborative research with academic faculty; supervising undergraduate or graduate research; serving on departmental or college committees; and organizing, attending, and presenting at professional conferences and seminars. The primary assignment will be research, and these individuals will not serve as primary Instructors in regular course offerings of departments or degree programs. Instructional activities will be limited to offerings specific to their research expertise and supervision of graduate students as provided for by membership in the Graduate Faculty. The salaries and fringe benefits for research professors are to be paid by external grants and sponsored programs. The existence of research professor positions are contingent on availability of funding.

Continued employment of a research professor during the term of appointment will depend on the availability of external funding. If reappointment is desired, an application for reappointment is required prior to the end of the contract period. Reappointment is contingent upon satisfactory performance as determined through performance appraisal and the availability of external grant funds and/or bridge funds.

Research Assistant Professors and Research Associate Professors will be eligible to seek promotion to Research Associate Professor and Research Professor, respectively, after five years of service in rank according to guidelines for promotion developed by the sponsoring academic unit(s).

Should such an individual be appointed to a tenure-track position following an appropriately approved search, the time spent in the research position shall not count as part of the probationary tenure

consideration period, unless specified in the memorandum of understanding for the permanent position.

Promotions in Rank.

- 1.6.1 Tenure Track Faculty.** The process of review for promotion in rank shall be initiated by the unit administrator or by the unit personnel committee. Prior to the initiation of the review, the consent of the faculty member shall be obtained. Faculty members should be provided sufficient notice to enable them to assemble and submit materials believed helpful to a full review. Individual faculty members have the right to be reviewed for promotion at their own request provided they have not undergone such a review within the previous two academic years. Appendix D addresses detailed guidelines for the evaluation of tenure-track faculty through annual evaluation, reappointment, promotion, and tenure.

Following consideration of appropriate faculty counsel, the unit administrator will decide whether or not a faculty member is to be recommended for promotion by the unit. This decision should be in keeping with the established qualification guidelines of the unit. The faculty member shall be informed by the unit administrator if a recommendation for promotion is not being sent forward and shall be provided counsel by the unit administrator regarding how they might meet criteria for promotion in a subsequent consideration.

The Provost and President of OSU-CHS shall review each promotion recommended by the unit administrator. The Provost's recommendation to the President of OSU-CHS will be accompanied by the original recommendations of the unit administrator and the counsel of the unit's appropriate faculty personnel committee. In the process of review, the Provost and the President of OSU-CHS may seek counsel from suitable faculty committees. Copies of any written counsel provided by faculty committees will become part of the faculty member's documentation file. If the recommendation of the Provost and/or President of OSU-CHS differs from that of the unit administrator, the reasons shall be specified in writing and provided to the faculty member.

Changes in academic title or promotion of persons holding temporary titles (see Section 1.5.2.2) to tenure-track faculty positions (Instructor or above) is permitted only under extraordinary circumstances. (Persons holding temporary titles may, however, apply for advertised tenure-track positions.) Before any such promotions are recommended by the President of OSU-CHS, they should seek appropriate faculty counsel from the RPT

Committee of the OSU-CHS Faculty Senate.

Promotions must be recommended by the President of OSU-CHS, the President of the OSU System, and approved by the Board of Regents before becoming effective. The affected faculty member shall be informed by the Provost that a recommendation for promotion will be presented by the President of OSU-CHS and the President of the OSU System to the Board of Regents. Normally, recommendations for promotions are submitted to the Board of Regents for its consideration during its June meeting. When approved, the Board of Regents specifies the date on which the promotion shall become effective.

- 1.6.2. Non-Tenure Track Faculty.** The process of review for promotion in rank shall be initiated by the unit administrator or by the unit personnel committee. Prior to the initiation of the review, the consent of the faculty member shall be obtained. Faculty members should be provided sufficient notice to enable them to assemble and submit materials believed helpful to a full review. Individual faculty members have the right to be reviewed for promotion at their own request provided they have not undergone such a review within the previous two academic years. Appendix E addresses detailed guidelines for the evaluation of non-tenure track faculty through annual evaluation, reappointment/non-reappointment and promotion. Following consideration of appropriate faculty counsel, the unit administrator will decide whether or not a faculty member is to be recommended for promotion by the unit. This decision should be in keeping with the established qualification guidelines of the unit. The faculty member shall be informed by the unit administrator if a recommendation for promotion is not being sent forward and shall be provided counsel by the unit administrator regarding how they might meet criteria for promotion in a subsequent consideration.

The Provost and President of OSU-CHS shall review each promotion recommended by the unit administrator. The Provost's recommendation to the President of OSU-CHS will be accompanied by the original recommendations of the unit administrator and the counsel of the unit's appropriate faculty personnel committee. In the process of review, the Provost and the President of OSU-CHS may seek counsel from suitable faculty committees. Copies of any written counsel provided by faculty committees will become part of the faculty member's documentation file. If the recommendation of the Provost and/or President of OSU-CHS differs from that of the unit administrator, the reasons shall be specified in writing and provided to the faculty member.

Promotions must be recommended by the President of OSU-CHS, the President of the OSU System, and approved by the Board of Regents before becoming effective. The affected faculty member shall be informed by the Provost that a recommendation for promotion will be presented by the President of OSU-CHS and the President of the OSU System to the Board of Regents. Normally, recommendations for promotions are submitted to the Board of Regents for its consideration during its June meeting. When approved, the Board of Regents specifies the date on which the promotion shall become effective.

Reappointment and Non-reappointment.

- 1.2.14** Tenure Track Faculty. Recommendations to reappoint or not to reappoint shall originate with the unit administrator after obtaining appropriate faculty counsel (see Section 1.2). Normally, such recommendation shall be in response to a routine notice from the office of the Provost of OSU-CHS. A tenure track faculty member being considered for reappointment or non-reappointment shall be provided sufficient notice to assemble and submit materials believed helpful to a full consideration of the question.

Recommendations for both reappointment and non-reappointment of faculty members are forwarded to the Provost for review and action. Following review, all recommendations, accompanied by a statement of approval or disapproval, are forwarded to the President of OSU-CHS for action. In the process of review, the Provost and President of OSU-CHS may seek counsel from the RPT Committee of the OSU-CHS Faculty Senate. Copies of the written counsel provided by the RPT Committee of the OSU-CHS Faculty Senate should accompany recommendations to the President of OSU-CHS.

The affected faculty member shall be informed by the Provost that (a) a recommendation for reappointment will be presented by the President of the OSU System to the Board of Regents, or (b) OSU-CHS does not intend to continue the appointment beyond a specified date.

Non-Tenure Track Faculty

- 1.2.14.1 Reappointment.** Appropriate unit administrators are charged with the responsibility for recommending reappointments of non-tenure track faculty members. Normally, such recommendation shall be in response to a routine notice from the office of the Provost of OSU-CHS.

For reappointment decisions, the unit administrator shall conduct a

brief review of the faculty member's performance throughout the current contract period. If the review is satisfactory, the unit administrator may make a recommendation for reappointment without seeking appropriate faculty counsel.

1.2.14.2 Personnel Action Process. All recommendations generated by the unit personnel committee and by the unit administrator shall be available to the Provost for consideration and action. Final institutional review of personnel actions may be conducted by the President of OSU-CHS and the President of the OSU System. Appointments, reappointments, promotions, and terminations must be approved by the governing Board of Regents except as authorized by Board of Regents policies.

1.2.14.3 Non-reappointment. Non-reappointment of a nontenured appointment shall not be regarded as a termination. If a decision is made not to recommend reappointment of a faculty member, the following schedule for notification should be observed:

- (a) For clinical faculty on one-year of service or less, notice shall be given not later than March 1 of the first academic year of service, if the appointment expires at the end of the academic year, or, if an initial one-year appointment expires during an academic year, at least three months in advance of its expiration.
- (b) For clinical faculty with more than one year of service, notice shall be given at least 12 months before the expiration of an appointment. For example, if an appointment period is from July 1 – June 30, and notice of non-reappointment is given on January 1, then the end of the appointment would be December 31, which is twelve months after the notification of non-reappointment.

Non-reappointed individuals shall have the option to obtain the reasons for nonrenewal in a confidential form of their choosing. If the affected faculty member believes that the reasons for nonrenewal are based on unlawful discrimination or inadequate consideration, or legitimate exercise of academic freedom, they may request a focused review of the matter utilizing the Dispute Resolution Procedure set forth in this Policy Statement. A focused review only considers the matters raised by the affected faculty member in their request for review. (Appendix C)

- (a) **Focused Review.** Insofar as the affected faculty member asserts in writing that the decision against reappointment by the appropriate administrator was based on inadequate

consideration, the functions of the dispute resolution committee which reviews the faculty member's assertion should be the following: (a) to determine whether the decision of the appropriate faculty body and the decisions of the appropriate administrators were the result of adequate consideration in terms of the relevant standards of the institution, with the understanding that the review committee should not substitute its judgment on the merits for that of the academic department; (b) to request reconsideration by the faculty bodies and/or administrators when the committee believes that adequate consideration was not given to the faculty member's qualifications (in such instances, the committee should indicate the respects in which it believes the consideration may have been inadequate).

- 1.3 Honorary Appointments and Titles.** The following list of titles and appointments, while complete as of the present time, may be expanded or altered from time to time as conditions require.

- 1.3.1 Regents Professor.** This honorary title may be awarded to professors who have made outstanding contributions in their discipline through resident teaching, research or other scholarly activities, and extension or outreach activities at OSU- CHS or while serving as a professorial faculty member at another similar institution. Persons appointed with this title should be recognized on campus and at the national level for past and continuing scholarly accomplishments. Evidence of accomplishments may be their record of publication in nationally recognized journals or as authors of monographs, scholarly books and/or textbooks, creative activities, or outstanding performance as classroom teachers. Teaching excellence must be documented by their unit administrators, peers and students or indicated by previous teaching awards granted by student or faculty groups.

Outstanding performance in extension or outreach activities will also be considered.

A nomination for appointment as Regents Professor may be proposed by any tenured member of the OSU-CHS and the nomination seconded by another tenured member of the faculty. The nomination packet will be sent to the Provost, who will forward it to the President of OSU-CHS. When it is determined that the packet is complete, the packet will be forwarded for evaluation to the academic unit in which the nominee holds tenure. Separate letters evaluating the nominee's qualifications for the rank of Regents Professor will be prepared by the unit's promotion and

tenure committee, the unit administrator, and the Provost. The Provost will forward the packet to the Regents Professor Selection Committee. After consideration by both the Provost and the Committee, a recommendation will be sent to the President of OSU-CHS for decision and action. The appointment will be effective July 1 following formal approval by the President of the OSU System and Board of Regents.

- 1.3.2 Regents Service Professor.** Appointment to this title may be made for administrators who have rendered distinguished service to OSU-CHS and desire to be relieved of administrative duties and return to resident instruction, extension, or research positions. Recommendations shall be made by the Provost to the President of OSU-CHS. Appointment shall be for a period of four years and is not subject to renewal.
- 1.3.3 Endowed or Supported Chairs or Professorships.** After receiving appropriate faculty counsel, the unit administrator may recommend that a person be appointed to an endowed or supported position in recognition for past and continuing scholarly accomplishments in the appropriate discipline. Persons holding endowed positions will be subject to the rules and procedures governing other faculty members of the same rank.
- 1.3.4 Emeritus Faculty.** Upon retirement, faculty members shall carry as emeritus the rank and title they were holding when retired, retain all professional rights, and be accorded privileges specifically authorized by the Board of Regents.

2. Dispute Resolution Policy.

- 2.1 Policy Statement.** It is the policy of Oklahoma State University Center for Health Sciences that all full-time and part-time members of the University faculty, including those holding non tenure-track appointments, may petition for review of certain personal employment concerns defined in this document.

Persons holding a joint appointment (i.e., faculty and staff or administration combination) shall use the dispute resolution procedure germane to the nature of the dispute; e.g., if the dispute is relevant to one's work assignment as a member of the faculty, the faculty dispute resolution procedure shall be utilized.

- 2.2 Definition.** A qualified employment dispute is a faculty member's timely written objection to matters related to particular working conditions, but normally excluding suspensions, sanctions, terminations, or actions taken as a result of financial exigency.

2.3 Grounds for Dispute. A "petition for resolution of dispute" may be filed after informal consultation with appropriate administrators has failed to resolve a faculty member's concerns. Faculty members cannot file disputes against other faculty members. The dispute must address an administrator's failure to act on or address a faculty member's concerns. Some issues, including sexual discrimination or discrimination against a protected class, may be violations of law and should be immediately referred to the appropriate department and not be part of a dispute hearing. With this exception, a "petition for resolution of dispute" should be initiated for cases where the faculty member is being treated in a manner different than their peers, and inconsistent with the terms and conditions of their employment. The issue must be tangible and the faculty member must provide both evidence of the disputed issue and a potential resolution of the dispute. Examples include:

- (a) disregard on the part of the unit administrator or other member(s) of the administration of complaints relating to the terms and conditions of the appointment;
- (b) an unreasonable compensation over a prolonged period of time (two years or more);
- (c) unreasonable denial of promotion;
- (d) unreasonable denial of leave;
- (e) unreasonable denial of reappointment;
- (f) unreasonable workload or physical working conditions;
- (g) unreasonable denial of access to University resources necessary for the faculty member's compliance with the basic terms and conditions of the appointment;
- (h) unacceptable reassignment growing directly out of actions specified in Section 1.14.2.1 of the *OSU Policy Statement to Govern Appointments, Tenure, Promotions and Related Matters*;
- (i) changes in assignment or conditions of employment if unrelated to sanctions or medical leave; and/or
- (j) suspension for more than six months;

For a dispute that does not fit the specific examples above, the faculty member should bring the dispute to the President of Faculty Senate. The President may seek counsel from the Faculty Senate

Executive Committee, the Provost, and other University employees with knowledge of the issue. The President, at their discretion, will authorize the dispute, deny the dispute or refer the dispute to resolution by procedures set forth in Appendix C.

Faculty members who believe they have a qualified employment dispute that warrants filing a petition will be expected to have thoroughly discussed their complaint with their unit administrator, dean, and other appropriate administrators. Policies and procedures for resolution of disputes are set forth in the Appendix C.

- 2.4 Title IX/Equal Opportunity.** Title IX of the Education Amendments and Oklahoma State University Center for Health Science policy prohibit discrimination in the provision of services or benefits offered by the University based on gender. Any person (student, faculty, or staff) who believes that discriminatory practices have been engaged in based on gender may discuss their concerns and file informal or formal complaints of possible violations of Title IX with the Director of Human Resources and/or the OSU Title IX Coordinator. The Director of Human Resources is also specifically authorized to deal with complaints concerning sexual harassment or gender discrimination. (See OSU-CHS Policy and Procedures 1-70703 for details.) Complaints related to discrimination based on race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age, or protected veteran status will also be handled by the Director of Equal Opportunity.
- 2.5 Formal Dispute Resolution Procedures.** Faculty members who believe they have a qualified employment dispute that warrants filing a petition will be expected to have thoroughly discussed their complaint with their unit administrator, dean, and other appropriate administrators. Policies and procedures for resolution of disputes are set forth in the Appendix C.

Appendix A: Statement on Professional Ethics

The statement that follows was originally adopted in 1966. Revisions were made and approved by the American Association of University Professors' Council in 1987 and 2009.

1. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.
2. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.
3. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates, even when it leads to findings and conclusions that differ from their own. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.
4. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

5. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution.

When they speak or act as private persons they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Appendix B: Academic Freedom

The 1940 Statement of Principles as drafted by the Association of American Colleges and the American Association of University Professors follows:

1. Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.
2. Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to the subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of appointment.
3. College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they do not speak for the institution.

The statement regarding Academic Freedom in Medical Schools was adopted by the AAUP Council in 1999, as follows:

1. *Freedom to Inquire and to Publish.* The freedom to pursue research and the correlative right to transmit the fruits of inquiry to the wider community—without limitations from corporate or political interests and without prior restraint or fear of subsequent punishment—are essential to the advancement of knowledge. Accordingly, principles of academic freedom allow professors to publish or otherwise disseminate research findings that may offend the commercial sponsors of the research, potential donors, or political interests, or people with certain religious or social persuasions. As stated in a 1981 AAUP report, however, “Academic freedom does not give its possessors the right to impose any risk of harm they like in the name of freedom of inquiry. It is no violation of any right . . . that falls into the cluster named by ‘academic freedom’ for a university to prevent a member of its faculty from carrying out research, at the university, that would impose a high risk of serious physical harm on its subjects, and that would in only minimal ways benefit either them or the state of knowledge in the field in question.” The pursuit of medical research should proceed with due regard for the rights of individuals as

provided by National Institutes of Health and university protocols on the use of human and animal subjects. Any research plan involving such matters should be reviewed by a body of faculty peers or an institutional review board both before research is initiated and while it is being conducted. Any limitations on academic freedom because of the religious or other aims of an institution should be clearly stated in writing at the time of initial appointment.

2. *Freedom to Teach.* The freedom to teach includes the right of the faculty to select the materials, determine the approach to the subject, make the assignments, and assess student academic performance in teaching activities for which faculty members are individually responsible, without having their decisions subject to the veto of a department chair, dean, or other administrative officer. Teaching duties in medical schools that are commonly shared among a number of faculty members require a significant amount of coordination and the imposition of a certain degree of structure, and often involve a need for agreement on such matters as general course content, syllabi, and examinations. Often, under these circumstances, the decisions of the group may prevail over the dissenting position of a particular individual. When faculty members are engaged in patient care, they have a special obligation to respect the rights of their patients and to exercise appropriate discretion while on rounds or in other nonclassroom settings.
3. *Freedom to Question and to Criticize.* According to a 1994 AAUP statement, On the Relationship of Faculty Governance to Academic Freedom, faculty members should be free to speak out “on matters having to do with their institution and its policies,” and they should be able “to express their professional opinions without fear of reprisal.” In speaking critically, faculty members should strive for accuracy and should exercise appropriate restraint. Tolerance of criticism, however, is a crucial component of the academic environment and of an institution’s ultimate vitality. No attribute of the modern medical school that may distinguish it from other units within a university should serve as a pretext for abridging the role of the medical faculty in institutional governance, including, but not necessarily confined to, those areas specified in the AAUP’s 1966 Statement on Government of Colleges and Universities as falling within the faculty’s primary responsibility.

Appendix C: Dispute Resolution Procedures

Faculty members who believe they have a qualified employment dispute that warrants filing a petition under provision 2.0 of this policy statement will be expected to have already discussed their objection with their unit administrator and other appropriate administrators.

1. **Filing of Dispute Resolution Petition.** Faculty members who feel that they have a qualified employment dispute may submit a petition to the President of the OSU-CHS Faculty Senate for examination of their objection. The petition shall set forth in detail the nature of the objection, the specific grounds for the objection, as set forth at 1.7.2.3 or 2.3, and the specific remedial action or relief sought and identify the specific administrator(s) who should respond to the petition (the respondent(s)). It shall contain all pertinent facts and/or opinions, any circumstantial evidence which the petitioner deems pertinent to the case, and a brief summary of the results of previous discussions on the issues involved.

Objections related to specific personnel action(s) must be presented to the President of the OSU-CHS Faculty Senate within sixty calendar days of the date when the faculty member was formally notified of the action(s).

2. **Initial Review and Recommendations.** Upon receipt of a faculty member's petition for resolution of a dispute, the President of the OSU-CHS Faculty Senate shall refer the petition to the Promotion and Tenure Resolution Committee, who shall be selected utilizing the procedures set forth in the OSU-CHS Faculty Senate Bylaws.
3. **Promotion and Tenure Resolution Committee Chairperson.** The chairperson of the Promotion and Tenure Resolution Committee shall be selected using the procedures set forth in the OSU-CHS Faculty Senate Bylaws. The chairperson shall provide committee members with a copy of the petition filed by the faculty member and schedule the first meeting of the committee either in person or virtually within ten working days of receipt of the petition.
4. **Dispute Resolution Consultant.** At any step in the dispute resolution procedures, the President of the OSU-CHS Faculty Senate, if not serving as the chairperson of the Promotion and Tenure Resolution Committee--and/or the OSU-CHS Director of Human Resources, if discrimination is alleged--may be requested by any of the parties to the dispute, or by the committee to serve as a consultant in an advisory capacity without the power of decision in the disputed matter. Additional consultation and advice on special issues or rules of procedure may be provided to the committee by an available attorney from the Board of Regents Office of Legal Counsel and/or a faculty member chosen by the chairperson of the

Promotion and Tenure Resolution Committee from those with experience on past dispute resolution panels or some other specialized issue. Written functional guidelines for Promotion and Tenure Resolution Committees issued by the President of OSU-CHS should be followed.

- 5. Responsibilities for Serving on Promotion and Tenure Resolution Committee.** Members of the committee shall serve the best interests of OSU-CHS, and act as neutral examiners of issues presented. Members shall avoid external discussions of the dispute with parties to the dispute resolution process and others.

All members selected shall be expected to serve on the committee except in cases of illness, necessary absence from the campus, service on a termination hearing committee or Promotion and Tenure Resolution Committee in the current or immediately preceding academic year, conflict of interest or bias related to the dispute at issue, or other extreme hardship. The President of the OSU-CHS Faculty Senate shall decide whether a selected committee member should be excused from service upon their request and may replace such a member by the same procedure used for the original selection as detailed in the OSU-CHS Faculty Senate Bylaws. Once the Promotion and Tenure Resolution Committee is established, the committee shall serve through the final conclusion of the matter for which it was formed.

- 6. Hearings Procedures.** The following procedures and guidelines should be followed during the hearings.

- 6.1** The Promotion and Tenure Resolution Committee shall normally hold its first session within ten working days after it has been formed by the action of the President of the OSU-CHS Faculty Senate. This session shall be held without the parties to the dispute. During this meeting, the chairperson shall charge the committee with their duties, set expectations for the hearings to be held, and the committee should review the petition.

- 6.2** The committee shall then hold a joint prehearing meeting(s) with the parties, within fifteen working days of the committee's initial meeting, to:

- (a) simplify the issues;
- (b) effect stipulations of undisputed material facts or witness statements;
- (c) provide for the exchange of documentary evidence or other information;
- (d) question committee members to determine if disqualifying bias exists; and

- (e) achieve such other appropriate prehearing objectives as will make the formal hearing fair, effective, and expeditious.

6.3 The Promotion and Tenure Resolution Committee, through its chairperson, shall require from the parties involved that they submit to the committee and exchange with the other party(s), through the chairperson, within + working days following the conclusion of the first session:

- (a) a list of witnesses whom they wish to present;
- (b) a written exposition of all relevant facts and/or opinions, as well as circumstantial evidence; and
- (c) documents which they deem pertinent to the case.

6.4 Two confidential tape recordings of the dispute resolution hearing shall be made by a recorder designated for the proceedings by the chairperson of the committee. The copies of the taped recording will be accessible to the principal parties involved, the committee, the President of OSU-CHS, the President of the OSU System, the Board of Regents, and authorized representatives on a "need to know" basis.

Either party to the dispute may request that the committee endeavor to provide a complete or partial typed transcript of the testimony. The cost of preparation of such a transcript shall be paid by the party making the request. Other involved parties may obtain a duplicate copy by paying the current fees for copying.

6.5 Length of hearing sessions will be established in advance; every reasonable effort should be made to conduct the hearing(s) as expeditiously as possible, with equal fairness to both parties.

6.6 The faculty member, having initiated the dispute resolution action, must establish by a quality of proof that is clear and convincing that the requested remedial action is justified and called for under the prevailing circumstances. The faculty member shall present his or her case first, with the affected administrator(s) following.

6.7 Both parties shall be permitted during the course of the hearing(s) to introduce additional documents and present witnesses not on their original lists, subject to reasonable notice to the other party, and the consent of the Promotion and Tenure Resolution Committee.

6.8 The Promotion and Tenure Resolution Committee may call witnesses of its own to the hearing and request documents not otherwise introduced by either of the parties.

- 6.9** In cooperation with the chair of the committee the respective parties are responsible for arranging the presence of their own witnesses and will schedule them for appearance as close to the time of call as possible.
- 6.10** OSU-CHS shall provide appropriate facilities, assistance, equipment, and support to the committee and shall assist the Promotion and Tenure Resolution Committee in obtaining the cooperation of witnesses and making available non-confidential documentary and other evidence. The personnel records of the petitioning faculty member shall be accessible to the parties, Promotion and Tenure Resolution Committee review authorities and their representatives.
- 6.11** The parties shall be permitted to utilize legal counsel who shall be allowed to participate indirectly in all appropriate portions of the hearings. The dispute committee shall consider such counsel's statements on procedural matters and may receive the opinion of its own counsel. Counsel will not question witnesses or make opening or closing statements.
- 6.12** The Promotion and Tenure Resolution Committee shall not be bound by strict rules of legal evidence, and may admit any evidence which is of probative value in evaluating the issues involved. Every reasonable effort shall be made to obtain the most reliable evidence available.
- 6.13** The committee report's findings of fact and any recommendations shall be based solely on relevant evidence contained in the hearing record and reasonable inferences drawn therefrom.
- 6.14** Except for such simple announcements as may be required, covering the time of hearing and similar matters, public statements and publicity about the case by either the faculty member, affected administrators(s), or their representatives, shall be avoided so far as possible until the proceedings have been completed, including the submission of the advisory report of the Promotion and Tenure Resolution Committee to the OSU-CHS Faculty Senate while in executive session, the petitioning faculty member, and the respondent administrator(s).
- 6.15** The hearings of the Promotion and Tenure Resolution Committee shall normally be completed within forty-five working days (based on the academic calendar) of the formation of the Promotion and Tenure Resolution Committee. The report of the Promotion and Tenure Resolution Committee shall normally be completed within fifteen working days after the conclusion of all hearings. In any case in which the committee deems this time schedule to be inadequate the chairman of the Promotion and Tenure Resolution Committee shall notify the principal parties involved in writing of the amended time schedule.

7. The Report of the Promotion and Tenure Resolution Committee.

- 7.1** In preparing its report the Promotion and Tenure Resolution Committee shall specifically cite the information upon which its advisory conclusions were based.

The written report shall contain:

- (a) a statement of the purpose of the hearing(s);
- (b) issues considered;
- (c) findings of fact; and
- (d) relevant advisory recommendations.

- 7.2** The Promotion and Tenure Resolution Committee shall submit its report via the President of the OSU-CHS Faculty Senate to the parties involved in the dispute, and

- (a) If the dispute is directed against a unit administrator⁷, the report of the Promotion and Tenure Resolution Committee shall be submitted to the Provost. If the Provost concurs with the report of the committee, the case will be resolved by the Provost through the implementation of the committee's recommendations.

If the Provost disagrees with the report of the committee, the Provost shall return the report to the committee with the specific concerns stated in writing.

The committee will then reconsider the case, taking into account the Provost's concerns and reviewing new evidence with the parties if necessary and practical. If the positions of both the Provost and the Promotion and Tenure Resolution Committee cannot be reconciled, the report of the committee and the Provost's written objections to the committee's report shall be forwarded to the President of OSU-CHS for a decision and action.

- (b) If the faculty member's petition is directed against the Provost or against the Provost and another administrator, and/or a unit administrator, the Promotion and Tenure Resolution Committee report shall be submitted to the President of OSU-CHS for decision and action.

If the President of OSU-CHS concurs with the report of the committee, the case will be resolved by implementation of its

recommendations. If the President of OSU-CHS disagrees with the report of the committee, the President of OSU-CHS will return it to the committee with specific written concerns.

The committee will then reconsider the case, taking into account the concerns of the President of OSU-CHS and reviewing new evidence with the parties if necessary and practical. If the positions of the President of OSU-CHS and the committee cannot be resolved, the decisions of the President of OSU-CHS will stand, unless the faculty member appeals the decision to the Board of Regents, bearing in mind that access to the Board's appellate procedure is not automatically granted and that the procedure may be revised by action of the Board of Regents.¹⁹

A copy of the procedures for appeal to the Board of Regents is available on request from the Board of Regents Chief Executive Officer or Legal Counsel at the Board's Office, located in the Student Union of Oklahoma State University in Stillwater. The hearing of appeals is mandatory only in cases involving termination of tenured professors. Appeals arising from other categories may be allowable at the direction of the Board.

At each step in this process the administrator or committee involved should normally complete its responsibility within ten working days (based on the academic calendar).

¹⁹ Board of Regents Policy 1.16 "The hearing of appeals is mandatory only in cases involving termination of tenured professors. Appeals arising from other categories may be allowable at the discretion of the Board."

Appendix D: Reappointment, Promotion and Tenure Process for Tenure-Track Faculty (Derived from OSU Policy and Procedures Letter No. 2-0902)

PURPOSE

The purpose of this policy and procedures letter is to provide guidelines for the evaluation of tenure-track faculty through annual evaluation, reappointment, promotion, and tenure.

The ability of a university to function, progress and develop excellence depends both on the individual performance of each faculty member and on the collective performance of the faculty as a whole. The success and reputation of a university are highly dependent upon the talents that exist among its faculty and how effectively those talents are focused to accomplish the institution's mission. Accomplishing OSU's land-grant mission requires a creative, collective intermingling of individual faculty talents. Consequently, each faculty member will likely have a unique role in the institution, college and unit, and a special assignment in terms of the focus and distribution of effort among instruction, research/creative work, outreach/extension and service responsibilities.

As a land-grant university, Oklahoma State University places primary emphasis on the discovery, integration, application, dissemination, transfer and use of knowledge. Scholarly investigation is the heart of the professorate and it undergirds the mission of the land-grant system. Faculty are expected to participate continually in a broad range of scholarly activities which contribute to current knowledge in their field of expertise and which support the mission and goals of their unit, college, and university. The appraisal and development process, as well as the reappointment, promotion and tenure (RPT) process, are the means used to encourage and evaluate the professional growth of individual faculty members. The goal is to attract, retain and reward those faculty who demonstrate excellence.

Faculty Evaluation. The evaluation process at the Oklahoma State University Center for Health Sciences ("OSU-CHS") is designed to assist the institution in attracting promising faculty members, to help them reach their potential, to retain only the outstanding faculty and to reward their proficiency. Evaluation of the performance of faculty members is also conducted for the purpose of compensation review and at the appropriate times for the purpose of reappointment and/or for the awarding of tenure and promotion.

Promotion in Academic Rank. Initial academic rank is based on evidence that the faculty member has met the qualifications for the rank to which they are being appointed. Faculty members are hired to accomplish objectives of specific academic units and are to be judged accordingly. Consequently, the evaluation of faculty is to be carried out in the context of the faculty member's particular role in the institution with a clear understanding of what is expected of the individual. Accomplishments of the faculty member are judged against these expectations. Promotion in rank recognizes

exemplary performance of a faculty member. The evaluation process provides an assessment of a faculty member's growth and performance since initial appointment or since the last promotion.

The evaluation process must be based on a comprehensive assessment of the candidate's record of scholarly research/creative work, teaching, outreach/extension and service. This assessment should take into account the quality of outcomes as well as their quantity; it should also acknowledge the creativity of faculty work and the impact of the faculty member's work on students, on the field(s) in which the faculty member works, and on others the university serves. Interdisciplinary work, public scholarship and engagement, international accomplishments and initiatives, technology transfer initiatives, and other special kinds of professional activity by the candidate should be considered when appropriate.

The relative importance of these criteria may vary in different academic units, and particular faculty members within units may vary in the extent to which their responsibilities emphasize one or more parts of the OSU-CHS mission. Criteria against which individual faculty members are judged must reflect these varying assignments and must align with the work assignment specified in annual appraisal documents.

Academic Unit Standards. The primary responsibility for establishing the criteria for promotion and tenure rests with the academic unit. Each department or equivalent academic unit must have a document that clearly specifies (1) the indices and standards that will be used to determine whether candidates meet the requirements for tenure and promotion to Associate Professor, (2) the indices and standards that will be used to determine whether candidates meet requirements for promotion to Professor, and (3) the goals and expectations to be used in evaluating faculty performance in annual appraisal and developments. The unit standards must delineate the tangible evidence that the faculty member must provide to document, not simply the attainment of minimal accomplishments, but an appropriate record of sustained excellence.

The academic unit standards will define the criteria of teaching, research/creative work, outreach/extension and service in ways that reflect the discipline and its mission. The unit's refined criteria shall be applied to all faculty members in ways which equitably reflect a particular faculty member's responsibilities and assignments. How the unit's standards apply to a specific faculty member's duties should be made clear at the time of appointment and reviewed in the annual appraisal and development process. Adjustments in the workload expectations for faculty members may occur over time in keeping with changing institutional and personal priorities, but these must be discussed and documented in the annual Appraisal and Development reviews which are signed by the faculty member and administrative head.

The unit standards serve as the basis for the evaluation of the faculty member's dossier at all levels of review. The unit standards must be consistent with university and college policies but may exceed them. Each academic unit document must be approved by a vote of all tenured and tenure-track faculty within the unit, by the Provost, and the President of OSU-CHS.

a. *Instructor*. The rank of Instructor is appropriate only in disciplines where a master's degree is a commonly accepted professional degree, but is not the highest academic degree. An Instructor should have earned the highest academic degree in his or her field and should have professional skills and expertise needed in the discipline. Such expertise should be certified by the discipline's professional organization, as appropriate. An Instructor demonstrates excellent performance in teaching and other assigned duties. The record of an Instructor should include maintenance of professional expertise and participation in professional organizations.

b. *Assistant Professor*. The Assistant Professor rank is recognition that the faculty member has exhibited the potential to grow in an academic career in accordance with the institution's mission and the academic unit's objectives. An Assistant Professor should have earned the accepted highest degree in his or her field or, in exceptional cases, should have demonstrated potential via professional experience judged by the unit as beneficial and desirable for the particular appointment. In the period between appointment as an Assistant Professor and promotion to Associate Professor, terms expressed in the academic unit, college, and university standards, the memorandum of understanding, the position description, and the annual evaluations provide guidance regarding professional development of the faculty member to peers and administrators charged with judging progress toward promotion.

c. *Associate Professor*. To attain the rank of Associate Professor, the candidate must establish that they are an accomplished teacher, where teaching is an assigned responsibility, and that they have a significant record of scholarly research, artistic and/or creative work, teaching, outreach/extension and service in keeping with the academic unit, college, and university standards and his or her job responsibilities. Clear evidence should be presented that the individual has established a solid academic reputation and shows promise of further development and productivity in his or her academic field.

Promotion to Associate Professor with tenure requires tangible evidence of sustained excellence in accomplishments as measured by an appropriate assessment of his or her work, as defined in the academic unit standards. The dossier must provide tangible evidence that the faculty member shows clear promise of becoming a leading scholar, teacher, creative artist, and/or provider of outreach/extension, according to the primary assigned responsibilities. A recommendation for tenure should be based upon an assessment that the candidate has made contributions of an appropriate magnitude and quality in research/creative work, teaching, outreach/extension and service, and has demonstrated a high likelihood of sustaining contributions to the field and to the academic unit, so that granting tenure is in the long-term best interests of the academic unit and the university.

d. *Professor*. The rank of professor, the highest rank in the university,

designates that the faculty member's academic achievement merits recognition as a distinguished authority in his/her field. Professional colleagues, both within the university and nationally, recognize the professor for his or her contributions to the discipline. A professor is an outstanding member of the academic community and sustains excellent performance in teaching, where teaching is an assigned responsibility, research/creative work, outreach/extension and service in keeping with the unit criteria and his or her job responsibilities. The record of a successful candidate for professor must show evidence of sustained excellence over an extended period of time.

Promotion from Associate Professor to Professor requires tangible evidence that the faculty member has attained a national or international reputation in a field and that he or she is a leading scholar, teacher, creative artist, and/or provider of outreach/extension, according to the primary assigned responsibilities and the criteria established in the academic unit, college, and university standards. A recommendation for promotion to Professor should be based upon an assessment that, since the last promotion, the candidate has made sustained contributions of appropriate magnitude, independence and quality in research/creative work, teaching, outreach/extension and service, and has demonstrated the ability to continue to sustain contributions to the field and to the academic unit, so that granting the promotion is in the best interest of the academic unit and the university.

Tenure. The awarding of tenure (continuous appointment) is the most significant decision made relative to an institution's future and, therefore, is the highest honor bestowed on a faculty member. The *Policy Statement to Govern Appointments, Tenure, Promotions, and Related Matters of the Faculty at the Oklahoma State University Center for Health Sciences* (hereafter referred to as the *Policy Statement*) states that tenure, a means to assure academic freedom, is indispensable to the success of the University in fulfilling its obligations to students, to the state of Oklahoma and to society in general.

Intellectual curiosity is an essential requirement for effective instruction, as well as for continuing scholarly pursuits. When tenure is conferred, it is the University's expectation that the faculty member will (1) consistently contribute to the instructional, research/creative work and/or outreach/extension mission of the University; (2) remain current and intellectually curious; and (3) continue to be a wise investment for the University. The decision is a judgment made with appropriate faculty counsel. The granting of tenure is a major decision for the institution and shall not be granted unless the faculty member has demonstrated by consistent performance that OSU-CHS and the OSU-CHS RPT Committee the University will benefit from making a career-long commitment to the faculty member.

PROCEDURES

OVERVIEW OF THE RESPONSIBILITIES OF PARTICIPANTS IN THE RPT PROCESS

Operationally, the function of the RPT process is to determine whether each candidate has met the detailed academic qualifications and criteria specified by his/her unit. In this process, the candidate, unit personnel committee, unit administrator, the RPT Committee of the OSU-CHS Faculty Senate, the Provost and the President of OSU-CHS have unique responsibilities they must carry out with the highest professional integrity. Briefly the role of each participant is as follows:

Candidate. It shall be the personal responsibility of the faculty member to show that applicable qualifications for reappointment, tenure and promotion have been met. To carry out this responsibility, the candidate must develop, in cooperation with the unit administrator, a file documenting that each of the detailed qualifications and criteria of the unit have been specifically achieved. The "Development of the RPT Documentation File" form lists the documentation that must be included and should be used as a guide in the development of the file. If the faculty member, after due notice, fails to submit documentation, the unit administrator may proceed with available information.

In the review process, some of the reviewers may not personally know the candidate and will rely exclusively on materials included or referred to in this file as the basis for their recommendation. The candidate must not assume that the reviewers will know that they are an excellent teacher, scholar and colleague. It is essential that the candidate include in the file all the materials necessary to document and affirmatively establish that they have met all applicable criteria and qualifications.

Unit Personnel Committee. The responsibility of the unit personnel committee is to recommend whether or not the candidate has met each of the applicable criteria and qualifications for the personnel action being considered. The written recommendation to the unit administrator shall specifically address how each criterion and qualification in the academic unit, college, and university standards has or has not been met. If there is a divergence of opinion within the committee, both majority and minority opinions shall be indicated within a single recommendation letter.

The composition of the unit personnel committee and identification of those members eligible to vote on personnel actions shall be specified in the unit's RPT guidelines. These guidelines shall address the following

- a. A minimum of 3 voting faculty members are required to be at the same rank as, or above, that being sought by the candidate (i.e. If candidate is tenure-track then the UPC must be comprised of tenured faculty).
- b. Each academic unit will formalize a mechanism by which all unit faculty may provide input to the personnel committee. The input received will be addressed in the committee's written recommendation to the unit administrator.
- c. If a unit cannot complete its personnel committee with voting faculty of appropriate rank from within the unit, the Department Chair and Provost will convene to determine the UPC.

- d. Given that faculty from a given unit may serve on the unit and/or college level committee, they must vote only once and only at one level.
- e. Faculty members applying for reappointment, promotion or tenure may not serve on a unit personnel committee in the year of their application.
- f. The following administrators cannot serve on the UPC: President, Provost, or Dean.
- g. All voting members of the UPC are required to sign the UPC recommendation letter to the Department chair.

Unit Administrator. The unit administrator is responsible for making sure that the candidate and personnel committee are familiar with all relevant policies, procedures, and applicable qualifications and criteria.

They assist the candidate in constructing the documentation file and makes a final assessment of the candidate after they have received the recommendation of the unit personnel committee. They have a special responsibility to see that all policies and procedures are rigorously followed and that the final recommendation submitted for the unit is free of bias and based on a professional application of the standards of the unit. After reviewing the candidate's materials, the unit administrator shall attach a recommendation letter which reflects his/her professional judgment about the qualifications and merit of the candidate for reappointment, promotion or tenure and shall forward all materials to the Provost.

OSU-CHS Reappointment, Promotion, and Tenure Committee (“OSU-CHS RPT Committee”): The college-level committee is responsible for providing the Provost with a professional opinion about the qualifications of the candidate for appointment, reappointment, promotion, or tenure. The committee examines the documentation provided by the faculty member, the standards that have been adopted by the department, and the Statements of Recommendation provided by the department personnel committee and the department chair for fairness in procedure and review at the departmental level and for consistency within OSU-CHS.

The committee will then provide a written recommendation to the Provost that indicates whether the personnel action being considered is supported. The OSU-CHS RPT Committee may also be charged with including in its recommendation a professional opinion about the qualifications and merit of the candidate for reappointment, promotion, or tenure. If there is a divergence of opinion within the OSU-CHS RPT Committee, both majority and minority opinions shall be indicated within a single recommendation letter. Guidelines for the OSU-CHS RPT Committee will follow the structure outlined by the OSU-CHS Bylaws.

Provost: The Provost has several vital responsibilities both prior to and during the evaluation process. They work continuously with departments, making sure the academic unit standards for reappointment, promotion and tenure are clear and

consistent with the level of excellence expected in the college and university and that the department's emphasis on differing aspects of faculty activities matches the role the department plays in OSU-CHS. They provide explicit and detailed guidance regarding the type and quality of documentation that will be required of candidates whose applications for reappointment, promotion and tenure are to be forwarded to the President of OSU-CHS.

Upon receiving recommendations from departments, the Provost, with input from the RPT Committee of the OSU-CHS Faculty Senate, shall carefully review the candidate's documentation file, including the recommendations of the unit personnel committee and unit administrator. They shall make a professional assessment regarding whether (1) the department's evaluation of each candidate has been rigorous, fair and based on departmentally approved criteria and standards, (2) the documentation provided adequately supports the recommendations of the unit, and (3) the action recommended by the unit is warranted.

Additionally, after reviewing the candidate's materials, including all internal and external input, the Provost's recommendation letter shall reflect his/her professional judgment about the qualifications and merit of the candidate for reappointment, promotion, or tenure. This written report will be added to the documentation file and forwarded to the President of OSU-CHS as part of his/her Statement of Recommendation.

President of OSU-CHS: The President of OSU-CHS is responsible for examining the files and Statements of Recommendation written by all involved groups and administrators. The President of OSU-CHS may seek additional counsel from the OSU-CHS Faculty Senate and others as deemed appropriate. It is the responsibility of the President of OSU-CHS to be certain that all applicable standards and policies that have been approved by the University have been applied fairly to each individual. Additionally, the recommendation of the President of OSU-CHS shall reflect his/her professional judgment about the qualifications and merit of the candidate for reappointment, promotion or tenure and will be submitted to the President of the OSU System for recommendation to the Board of Regents.

REAPPOINTMENT, PROMOTION AND TENURE PROCESS

Prior to the beginning of the RPT process, it is recommended that faculty members, unit administrators, members of unit personnel committees and others review related sections in the *Policy Statement*:

- * Section 1.1.1, Qualifications;
- * Section 1.2, Recommendations for Faculty Appointment, Reappointments, Non-Reappointments, and Promotions;
- * Section 1.4, Appointment and Tenure for Tenure-Track Faculty;
- * Section 1.6, Promotions in Rank; and
- * Section 1.7, Reappointment and Non-Reappointment

Reappointment, especially when tenure is conferred, is an action taken because of superior performance and the promise of continued professional and intellectual growth. It is the process upon which the quality of an academic unit depends. All faculty committees and administrators must consider the academic unit, college, and university standards and judge carefully the faculty member's past contributions and potential for future contributions when making reappointment recommendations. Promotion is a reward and recognition for performance, not longevity. Consequently, the attainment of a minimum number of years of service alone does not justify promotion.

The following steps are taken at OSU-CHS when a faculty member is being considered for reappointment, promotion and/or tenure.

2.1 Identifying RPT Candidates - On or About September 1

a. *Notification of Process.* Early in the Fall semester, the Provost receives a memorandum from the President of OSU-CHS outlining deadlines and requirements for that year's RPT process. Included is a Departmental Faculty Reappointment and Tenure Report which lists faculty for whom it is believed personnel decisions must be made. This includes all faculty who are within their probationary period and are scheduled that year for review of reappointment in rank. An informational copy of the OSU-CHS's memorandum and departmental report is shared with the unit administrator.

Informational notification is also sent by the President of OSU-CHS office to each faculty member identified on the report, with a statement notifying the faculty member that his/her name has been sent forward to the Provost and unit administrator and encouraging the faculty member to contact the unit administrator to verify that action will be taken as scheduled. Faculty will also be encouraged to review the *Policy Statement* of the Faculty Handbook and this policy and procedures letter. For reference, an overview of faculty appointment periods and time in rank is provided below.

Appointment Periods and Time in Rank. Appointment period guidelines are governed by the *Policy Statement*. This information is summarized below:

(1) Academic appointments normally coincide with the beginning of the academic year (September 1 for 9-month appointments or July 1 for 12-month appointments). For faculty appointed after this date but before January 1, the period of probation for tenure consideration or for renewal of appointment will commence at the beginning of that academic year. The probation period for faculty appointed on or after January 1 will commence at the beginning of the following academic year.

Except for extenuating circumstances (see Section 1.4.8 of the *Policy Statement*), the period of probation for tenure consideration shall never exceed a total of seven years of continuous appointment with the

University, beginning with the initial appointment to a tenure-track position. Any credit for prior service included within the seven-year probationary period shall be agreed upon in writing at the time of employment.

(2)*Instructor.* Tenure-track faculty are appointed to the rank of Instructor initially for no longer than a 3-year period and reappointment occurs each year during the probationary period. In their first year, Instructors who are not reappointed must be notified of their non- reappointment by March 1. The probationary period at the rank of Instructor shall not exceed seven years, including one year of required notice in the event a non-reappointment decision is made after one full year of academic service at OSU.

When an Instructor is reviewed in his/her sixth year, options at this time are: (1) reappointment at the rank of Instructor with tenure effective at the beginning of the seventh year, (2) promotion to Assistant Professor with tenure effective on July 1 of that year, or (3) non-reappointment effective at the end of the seventh academic year.

If an untenured Instructor is promoted to Assistant Professor at a time earlier than the sixth year, the period of probation shall commence with the beginning of the initial appointment as Instructor, unless the faculty member requests and is granted an extension of the probation period. The initial appointment as Assistant Professor will vary depending on the number of years served as an Instructor: (1) with five years as Instructor, promotion would result in a two-year appointment as Assistant Professor; (2) with four years, the appointment to Assistant Professor would be for three years; (3) with three years, the appointment would be for four years; (4) and with two years as an Instructor, the appointment to Assistant Professor would be for four years, and a second probationary term of one year is permitted.

If an Instructor is promoted to Assistant Professor after only one year, resulting in an initial four-year appointment as Assistant Professor, a second probationary term of two years is permitted.

In all cases, decisions will be made in the sixth year and any non-reappointment decision would be effective at the end of the seventh year, thus providing the required one-year notice of termination.

(3)*Assistant Professor.* At the time of initial appointment, the first appointment period for an Assistant Professor is four years. Reappointment may be granted for three additional years. This allows for a maximum seven-year probationary period as an Assistant Professor.

In the normal process, two actions are required for an Assistant Professor. The first action is the review for reappointment which occurs during the third year in rank as Assistant Professor. Options at this time are: (1) first reappointment as an Assistant Professor for three additional years or (2) non-reappointment. Either action would be effective at the end of the following year (fourth year). For non-reappointment actions, this timing allows for the required one year's notice of termination and would be effective at the end of the fourth year in rank (which coincides with the end of the initial four-year appointment period).

The second action occurs during the sixth year in rank as an Assistant Professor. Options are: (1) promotion to Associate Professor which confers tenure (effective at the start of next academic year after approval by Board of Regents) or (2) non-reappointment. The non-reappointment would be effective at the end of the seventh year in rank and provides the required one year's notice of termination.

(4) *Associate Professor*. When an individual is initially appointed at OSU into the rank of Associate Professor (without tenure), the initial appointment period is normally for five years. During the fourth year in rank a recommendation must be made to: (1) reappoint as Associate Professor which confers tenure; (2) promote to professor which confers tenure; or (3) not reappoint and give the required one year's notice of termination. A special tenure review may be made after one year of service (see *Policy Statement*, Sections 1.4.5 and 1.4.2.d). In extraordinary circumstances tenure may be expressly granted at the time of initial appointment.

(5) *Professor*. When an individual is initially appointed to the rank of professor, tenure is often granted at the time of appointment. However, a probationary period, not to exceed three years, may be specified. If a probationary period is specified, then a special tenure review must be completed at least one year before the end of the probationary period, so that the required one year's notice of termination can be given should the review result in a decision not to grant tenure.

(6) Any action recommended by the unit administrator which is prior to the normal timeline outlined in this section is considered an *early action*. Positive early actions will require justification based on *exceptional* performance.

b. *Verification of RPT Report*. To help maintain confidence in the Departmental Faculty Reappointment and Tenure Report, it is the responsibility of the Provost and unit administrator to examine the departmental reports for completeness and accuracy. The Provost transmits the appropriate portion of the tenure report to each academic department. The unit administrator is asked to verify information regarding reappointment, promotion or non-reappointment for each

person flagged and for those not flagged but scheduled for review. The unit administrator shall review, record, initial and return corrections in the report to the Provost's office. Corrected reports are submitted in the Spring to the President of OSU-CHS when all RPT actions for the college are delivered by the Provost.

Preparing RPT Documentation File - On or About September 15 - January 15

Faculty members should be notified by the unit administrator on or about September 15 that they have through January 15 to assemble and submit materials believed helpful to a full review. It is the responsibility of the faculty member and the unit administrator to prepare a documentation file clearly summarizing the history of the faculty member's appointment before any deliberations begin regarding reappointment, promotion and/or tenure.

The OSU-CHS Reappointment, Promotion/Tenure Recommendations Form, "Development of the RPT Documentation File," included herein, ("RPT form") is used as a guide in preparing materials and is a required document in each candidate's packet. The form is completed as follows:

- a. The unit administrator must ensure that all dates of academic appointments, reappointments and promotions while at OSU-CHS are consistent with the departmental report, employment action forms and the candidate's vita.
- b. Materials for the candidate's documentation file should be compiled and arranged by the unit administrator. The following is intended to be a minimal list of items to be provided, not necessarily a listing of the *only* items to be included.
 1. For those candidates who have not yet been awarded tenure, the unit administrator should provide all initial appointment documents including memorandum of understanding, position announcement and/or description.
 2. A statement describing the work assignment within OSU-CHS (teaching, research/creative work, outreach/extension, service, administration, and/or advisement) during the time period considered for the proposed action and a summary of percentages for each category of activity should be provided by the unit administrator.
 3. Annual appraisal and development documents prepared by the unit administrator and the faculty member during the period considered for this proposed personnel action should be provided. For tenured faculty, only the documents for the three most recent formal appraisals need be included. Any written statement submitted by the faculty member as a part of, or in response to, the appraisals should be included. If the faculty

member has appealed any of the appraisals to the Provost, the Provost's written resolution of the appeal should be included.

4. The unit administrator should provide written statements, if any, documenting either special achievements or deficiencies related to the proposed personnel action.

5. Records of sabbatical or other periods of leave (not to include annual leave) should be included by the unit administrator.

6. The unit administrator should ensure that copies of all applicable departmental standards, policies and procedures for reappointment, promotion and/or tenure decisions are provided. Major revisions of the above which have occurred during the tenure of the faculty member and which may affect this personnel action must be indicated.

7. The documentation file for a candidate being considered for tenure and/or promotion should include a minimum of three letters from external reviewers who have been asked to evaluate the candidate's accomplishments and potential. Units may require additional external appraisals where appropriate or desirable for their disciplines. External evaluators should be leading scholars in their disciplines and especially knowledgeable about the candidate's areas of expertise. The three required external reviews must be obtained from individuals with no direct professional or personal interest in the advancement of the candidate's career (for example, they should not be former advisors or mentors, and generally should not be co-authors or co-investigators on previous work). The file must specify clearly the relationship of each external reviewer to the candidate and should contain a brief description of each external reviewer and his or her credentials. All solicited external review letters received before the deadline must be included in the file.

All units shall solicit outside reviews as a part of the RPT review process and shall develop rules for solicitation of such reviews that are consistent with policies of OSU-CHS and with this document.

In determining who are selected as reviewers, the candidate should be asked to provide a slate of names; the unit administrator and the unit personnel committee should also provide names; and from these two lists a group of at least three should be selected in a fair and objective manner for contact. The candidate may also specify the names of persons who should not be considered as possible reviewers, provided he or she specifies valid personal or professional reasons for the exclusion.

External review letters will be used by departmental personnel committees, unit administrators, the Provost, and other OSU-CHS administrators for personnel decisions, such as reappointment, tenure, and promotion.

A copy of the letter that is sent to external reviewers shall be provided to the faculty member and included in the documentation file. Units should be careful to allow sufficient time to gather outside peer review letters so that they can be included in the file by January 15.

A candidate may waive the right to access outside reviews. Such waivers shall not be assumed, implied or coerced, and must be executed in writing prior to solicitation of outside reviews (see Attachment 2 of this document). The scope of the waiver shall be clearly indicated in writing prior to solicitation of outside reviews. A copy of the executed waiver shall become a part of the documentation file. Any letter soliciting an outside review shall inform the potential reviewer of the extent to which the contents of the review will be known to the candidate.

c. The following materials for the RPT documentation file should be provided by the faculty member. This is intended to be a minimal list of items to be provided, not necessarily a listing of the *only* items to be included.

1. A current vita including a complete list of publications, instructional accomplishments, other creative activities and important achievements should be provided by the faculty member. Reprints of publications need not be included; however, it is helpful if the faculty member designates which publications are in refereed journals. Documentation of instructional accomplishments could include teaching awards, peer evaluations, course syllabi and tests, student evaluations, other testimonies, etc.

2. Self-assessment statement(s) on instruction, research/creative work, outreach/ extension, and/or service/professionalism activities are to be provided, as appropriate to the work assignment, by faculty members being considered for promotion and/or tenure.

d. With the exception of peer review letters which the faculty member has waived his/her right to access, all materials in the documentation file should be available for review by the faculty member. Peer review letters should be placed in a colored file folder with the signed waiver form attached to the outside of the folder.

e. If the faculty member finds that information provided by the unit administrator is

incomplete or inaccurate or if there is additional documentation they would like reviewed, documentation should be added by the candidate to clarify and complete the file prior to the signing of the RPT form.

- f. The faculty member signs the RPT form, Section 3, which indicates that they have been given the opportunity to review the materials contained in the documentation file up to this point in the process, including all materials submitted by the unit administrator and faculty member, and that the file is complete. Such signature *does not* indicate that the faculty member agrees with the substance of each document. Deliberations about the recommendation on the candidate will not begin until the file is complete; therefore, the Statements of Recommendation from the unit personnel committee, unit administrator, the OSU-CHS RPT Committee, and Provost *are not* included in the file at this point in the process.

Adding Additional Materials to Documentation File

- b. Materials can be added to/deleted from the documentation file until the unit personnel committee recommendation concerning the action is made. However, both the candidate and the unit administrator *must* be informed of the changes and be provided an opportunity to make additional modifications.
- c. Appraisal and development materials covering the period of time from the last appraisal and development document through the most recent fall semester shall be added to the RPT documentation file as soon as finalized. These documents shall be considered by the unit personnel committee and unit administrator prior to making their recommendations. It is expected that this most recent material may have to be added to the file *after* the RPT documentation file is otherwise complete, and *after* the faculty member has signified in writing that the file is otherwise complete; however, unit administrators should make strenuous efforts to complete the latest A&D review for each candidate by January 15. No new documentation regarding faculty performance or accomplishments occurring after the end of the immediately preceding calendar year may be added to the file. Documentation of accomplishments achieved after the application submission deadline can be applied to the following promotion review.
- d. After the Statement of Recommendation is formulated by the unit personnel committee and recorded, the only documentation that may be added, except as noted in 4 and 5, to a candidate's RPT packet are the Statements of Recommendation from the unit personnel committee, the unit administrator, the OSU-CHS RPT Committee, and the Provost.
- e. The candidate will be provided one opportunity to respond to a negative Statement of Recommendation and to have that response added

to his/her RPT packet. The candidate will have three working days following receipt of the *first* Statement noting denial of the proposed action to formulate a response no longer than 1,000 words. The candidate will submit his/her response to the next higher review level, i.e., if the Statement noting denial is received from the department head, the response will be submitted to the Provost's office within five working days.

At each review level, all reasonable efforts will be made to notify the faculty member, in a confidential manner, of the Statement of Recommendation. However, if the faculty member is not readily available due to current assignment or is unwilling to accept sensitive documents sent via U.S. mail, the opportunity to respond to a negative Statement of Recommendation is lost. The faculty member should bear the responsibility of keeping his/her department head informed of his/her whereabouts during this critical review process.

f. If during the review process the reviewer(s) determines that supplemental written materials are to be added to the file, all documentation, including the new materials, should be sent back to the unit administrator, who will contact the faculty member and the unit personnel committee, and restart the review process. This is to ensure that all reviewers have an opportunity to deliberate on the additional materials in the event they have a bearing on the outcome of the reviewer's recommendation.

Reviewing Documentation File and Statements of Recommendation

Once the faculty member has acknowledged the contents of the RPT documentation file, the process of seeking faculty counsel and administrative input begins. Unit administrators are charged with the responsibility of recommending reappointment, promotion, tenure and/or non-reappointment actions. They shall obtain appropriate faculty counsel prior to making these recommendations. The manner in which input and subsequent recommendations are sought is noted below.

On or About January 15 - February 14

a. *Appropriate Faculty Review.* Appropriate faculty counsel is sought when the unit personnel committee or a special or permanent committee of faculty for the academic unit involved is to review all pertinent data for those individuals who are being considered. The committee evaluates each individual's contributions in the three major areas of instruction, research/creative work, and outreach/extension, as appropriate. This evaluation is extensive, for the decision will have a direct bearing on the welfare of both the individual and the department. Consequently, the committee members will analyze annual appraisal forms, student evaluation summaries, journal articles and other publications, research results, and other outputs that can assess the individual's status as a professional. Standards established in the academic unit for quality as well as quantity are a matter of professional judgment in the discipline

relative to the mission and role of the unit within the college and university.

After deliberating, the unit personnel committee shall prepare a Statement of Recommendation regarding reappointment, promotion and/or tenure for the faculty member. The statement must address, in specific terms, how the faculty member has or has not satisfied applicable academic unit, college, and university standards for promotion, tenure or reappointment. This statement must be added to the candidate's RPT packet prior to review by the unit administrator. Additionally, the chair of the unit personnel committee or an appropriately elected representative of the faculty will record the committee's recommendation on the RPT Summary of Recommendations form, along with his/her signature.

A copy of the unit personnel committee's Statement of Recommendation, as defined above, shall be given to the faculty member in a confidential manner, normally within five working days, after the recommendation is finalized.

b. Unit Administrator Review. The unit administrator's Statement of Recommendation to the Provost must address, in specific terms, how the faculty member has or has not satisfied each applicable departmental criteria for reappointment, promotion and/or tenure. The statement must detail whether or not the performance of the faculty member adequately fulfills the published academic unit, college, and university standards for the proposed personnel action. It is understood that an individual could greatly surpass some criteria and may fall short of others. Standards for quality as well as quantity are a matter of professional judgment in the discipline relative to the mission and role of the unit within the college and university. As such, the unit administrator should provide an accurate and balanced description of the person being considered. The statement of the unit administrator must be added to the candidate's RPT packet prior to review by the OSU- CHS RPT Committee, and the Provost.

If the faculty member being reviewed for promotion and/or tenure also holds the position of unit administrator, it will be necessary for the Provost to appoint a senior member of the departmental faculty to serve in the role of the unit administrator. The "acting" unit administrator will review the documentation file and write a Statement of Recommendation as described above. The "acting" unit administrator will also record his/her recommended action and signature on the RPT Summary of Recommendations form.

If a faculty member has a split appointment, the Statement of Recommendation is to be completed by the unit administrator of the home department after consulting with the other unit administrators to whom the faculty member reports. All relevant unit administrators are expected to sign or initial the statement. If they disagree significantly with the recommendation, the matter shall be brought to the attention of the Provost of the home college for resolution of differences.

When the unit administrator is unable to act in accord with the faculty recommendation, the reasons shall be communicated in writing to the faculty committee which provided the counsel.

The unit administrator is also responsible for: (1) Ensuring that the OSU Reappointment, Promotion/Tenure Recommendation Form is complete and that all appropriate documentation is attached. (2) Preparing the Employment Action form for the proposed personnel action.

The unit administrator then transmits the documentation file to the Provost.

A copy of the unit administrator's Statement of Recommendation, as defined above, shall be given to the faculty member in a confidential manner, normally within five working days, after the unit administrator's recommendation is finalized.

c. Transmittal of the RPT Documentation File:

1. If a candidate is being considered for reappointment or for tenure (and promotion in the case of an Assistant Professor) that individual's documentation file must be forwarded to the Provost for evaluation and further transmittal to the President of OSU-CHS for review and action regardless of whether the recommendation is positive or negative.
2. If a tenured candidate is considered for promotion or an untenured candidate is considered for early tenure and promotion, and both the unit administrator and the unit personnel committee recommend against the proposed action, that individual's documentation file will not be forwarded to the Provost for further consideration unless the candidate requests otherwise. However, if the unit administrator and the unit personnel committee do not agree on a recommendation, the documentation file will be forwarded to the Provost for evaluation and further transmittal to the President of OSU-CHS.
3. At any point in the process, a candidate for promotion may elect by written request to withdraw his/her name from further consideration.
4. It is the policy of the OSU-CHS that promotion of individuals is made for outstanding performance in assigned duties over a period of time. Individuals who are considered for promotion in a given year, but are not granted a promotion, may be reconsidered. However, before such reconsideration is given, it is expected that substantial change in the candidate's performance can be documented. Normally a period of two years should elapse before the candidate is reconsidered. Unit administrators who have candidates who wish to be reconsidered earlier must demonstrate to the Provost that the candidate has made substantial accomplishments since the last consideration before the review process.

is initiated. After review by the Provost and consultation with the President of OSU-CHS, the unit administrator will be notified whether or not approval is granted for reconsideration of the candidate.

5. If the unit administrator's recommendation is for non-reappointment, the documentation file should be sent forward to the Provost along with a DRAFT copy of the non- reappointment letter.

On or About February 15 - March 14

d. *OSU-CHS Reappointment, Promotion and Tenure Committee Review.* After receiving recommendations from departments within OSU-CHS, all documentation files are reviewed by the OSU-CHS RPT Committee. Following a review of all documents provided on each candidate, the OSU-CHS RPT Committee shall prepare a Statement of Recommendation regarding whether the department's evaluation of each candidate has been rigorous, fair and based on departmentally approved criteria and standards and, where applicable, any additional evaluations specified in approved OSU-CHS policies. This statement is to be added to the candidate's RPT packet prior to review by the Provost. Additionally, the chair of the committee or an appropriately elected representative will record the committee's recommendation on the RPT Summary of Recommendations form, along with his/her signature.

A copy of the OSU-CHS RPT Committee's Statement of Recommendation shall be given to the faculty member in a confidential manner, normally within five working days, after the recommendation is finalized.

e. *Provost Review.* The Provost, after reviewing all materials and other recommendations, submits his/her Statement of Recommendation to the President of OSU-CHS. This statement shall assess whether (1) the department's evaluation has been rigorous, fair and based on departmentally approved criteria and standards, (2) the documentation provided adequately supports the recommendations of the unit, and (3) whether the action recommended by the unit is warranted. Additionally, after reviewing the candidate's materials, including all internal and external input, the Provost's recommendation letter shall reflect his/her professional judgment about the qualifications and merit of the candidate for reappointment, promotion, or tenure. If the recommendation of the Provost is that the action recommended by the appropriate faculty counsel or unit administrator is not warranted, the reasons must be explained in the statement. This statement shall include any confidential information that conditions his/her recommendation. Even if the recommendation of the Provost agrees with that of the unit personnel committee and unit administrator, the Provost is nevertheless encouraged to include in the documentation file a written statement setting forth rationale for his/her recommendation. The Provost's Statement of Recommendation must be added to the candidate's documentation file, along with his/her notation of

recommended action and signature on the RPT Summary of Recommendations form. The Provost transmits the documentation file to the President of OSU-CHS.

In addition to the RPT form and the documentation specified above, a DRAFT copy of the non- reappointment letter should be sent forward to the President of OSU-CHS with all requested documentation, if the Provost's recommendation is for non-reappointment.

A copy of the Provost's Statement of Recommendation shall be given to the faculty member in a confidential manner, normally within five working days, after the recommendation is finalized.

On or About March 15 - May 31

Materials on all candidates under review are to be submitted to the President of OSU-CHS on or about March 15 of each year.

f. *Administrative Review.* Recommendations and documentation are submitted for review by the President of OSU-CHS. In the process of his/her review, the President of OSU-CHS may seek counsel from the Promotion and Tenure Resolution Committee of the OSU-CHS Faculty Senate and others as deemed appropriate. Written input from the Promotion and Tenure Resolution Committee of the OSU-CHS Faculty Senate and/or the individual administrators consulted will become a part of the respective candidate's packet and their Statement(s) of Recommendation will be considered by the President of OSU-CHS in his/her final deliberations.

A copy of the Statements of Recommendation shall be given to the faculty member in a confidential manner, normally within five working days, after the recommendations are finalized.

It is the responsibility of the President of OSU-CHS to be certain that all applicable standards and policies that have been approved by OSU-CHS have been applied fairly to each individual.

Additionally, the recommendation of the President of OSU-CHS shall reflect his/her professional judgment about the qualifications and merit of the candidate for reappointment, promotion or tenure.

If the recommendation of the President of OSU-CHS is negative and differs from that of the Provost, the President of OSU-CHS is responsible for communicating in writing to the Provost, unit administrator, and faculty member the reasons for the disagreement.

A copy of the President of OSU-CHS' Statement of Recommendation shall be given to the faculty member in a confidential manner, normally within five

working days, after the recommendation is finalized.

On or About June 1 – 30

Final institutional review of the personnel actions submitted by the President of OSU-CHS may be conducted by the President of the OSU System. A list of actions is then developed which the University administration recommends to the Board of Regents for final action. Reappointments, promotions and confirmation of tenure must be approved by the governing Board of Regents except as authorized by Board of Regents' policies (e.g., see June 22, 1979, Board of Regents' policy statement). Normally, recommendations are submitted to the Board of Regents for consideration during a June meeting. When approved, the Board specifies the date on which the reappointment, promotion and/or tenure will become effective.

Non-reappointment actions are provided to the Board of Regents for "information only" when the affected faculty member actually separates from the University.

Recording Effective Dates

When the Employment Action form is prepared by the unit administrator for the proposed personnel action, the form is to include the effective date for the action. Additionally, when all RPT actions are submitted to the OSU Board of Regents for approval, the date on which the reappointment, promotion and/or tenure is effective shall be specified. A guide for the effective date of actions follows:

- a. Reappointment to the rank of Instructor is effective the *same calendar year* the RPT review is completed and on September 1 of that year for faculty on 9-month appointments or on July 1 for faculty on 12-month appointments.
- b. Reappointment to the rank of Assistant Professor without tenure is effective on September 1 (9-month) or July 1 (12-month) of the *calendar year following* the completion of the RPT review. As such, the effective date for reappointment coincides with the ending date of the initial appointment period.
- c. Reappointment in rank which grants tenure is effective on July 1 of the *same calendar year* as the completion of RPT review, independent of the faculty member's appointment length.
- d. Promotion in rank which grants tenure is effective on July 1 of the *same calendar year* as the completion of the RPT review, independent of the faculty member's appointment length.
- e. Promotion in rank which does not grant tenure is effective on July 1 of the *same calendar year* as the completion of the RPT review, independent of the faculty member's appointment length.

Providing Feedback to Faculty on Final RPT Action

- a. The Provost shall inform the affected faculty member that: (1) a recommendation for promotion, reappointment and/or tenure will be presented by the President of the OSU System to the Board of Regents in mid- to late June, or (2) OSU-CHS does not intend to continue the appointment beyond a specified date. Notification of non-reappointment must be sent on or before May 31, except in case of a non-reappointment of an Instructor in the first year of appointment, who must be notified by March 1.
- b. Formal notification of Board approval will be sent to each faculty candidate from the Provost and/or unit administrator relaying the final decision of his/her reappointment, promotion and/or tenure action. This notification should occur as soon as practical after, but normally within five working days of, the completion of the regularly scheduled meeting of the Board of Regents, typically in mid- to late June.
- c. Once Board approval is secured on RPT actions, all documentation files will be returned to the Provost and will be retained intact for one year.
- d. In order to eliminate an inadvertent breach of confidentiality, when the RPT files are returned to the respective Provost's office by the VPAA's office, the external peer review letters will be removed from the file and will be retained in the Provost's office (or college personnel office).
 1. All external review letters, accompanied by the signed waiver, will be placed in a sealed envelope in the faculty member's personnel file, normally located in the college fiscal office.
 2. Each folder will have a notice affixed stating that these are confidential letters and may not be read by the individuals who waived their rights.
 3. Authorization to access these letters must be obtained in writing from the Provost (the full notice is attached).
- e. The RPT files, less the external letters, will be returned to departments for retention as required by policy.

Approved by:

General Faculty: May 16, 2013

Board of Regents: December 6, 2013

General Faculty: November 6, 2018

Board of Regents: September 9, 2022

OSU-CHS Criteria for Promotion and Tenure (Tenure-Track Faculty)

1. Primary areas of evaluation

- a. Teaching
- b. Research (Scholarly Activity)
- c. Service

2. Promotion from Instructor to Assistant Professor

- a. Demonstrated effectiveness in at least one of the three areas: teaching, research and scholarly activity or service.
- b. Some accomplishment in the remaining two areas is also expected.
- c. The individual should have a reputation among colleagues for stability, integrity, and dedication and should be capable of working in harmony with peers.
- d. Membership in professional societies is expected, and physicians should be eligible for applicable medical specialty board(s).

3. Promotion from Assistant Professor to Associate Professor

- a. Ordinarily, Assistant Professors will be considered for promotion during the sixth year in rank. Any recommendation for promotion prior to this length of service will be considered extraordinary and will require exceptional justification.
- b. An Associate Professor should have substantial professional qualifications and experience beyond the terminal degree. There should be a record of accomplishment in two of the three areas (teaching, research and scholarly activity, or service) and some strength in the third.
- c. Since tenure is awarded at this rank, the individual should be desirable as a permanent colleague and member of the faculty.
- d. Physicians should have attained board certification applicable to their specialty.

4. Promotion from Associate Professor to Professor

- a. Ordinarily, an Associate Professor will be considered for promotion during the fourth year in rank (see Section 2.1 (1) of this Appendix D). Any recommendation for promotion prior to this length of service will be considered extraordinary and will require exceptional justification.
- b. A Professor should have a record of outstanding and extensive professional accomplishment in one of the three areas (teaching, research and scholarly activity or service) and significant accomplishments in the other two.
- c. The individual should have a scholarly or professional reputation among colleagues on a local, state and national level.

Appendix E: Clinical Faculty (Non-Tenure Track) Basic Standards for Appointment and Promotion

PURPOSE

The purpose of this policy and procedures letter is to provide guidelines for the evaluation of Clinical (non-tenure track) faculty through annual evaluation, reappointment/non-reappointment, and promotion.

The ability of a university to function, progress and develop excellence depends both on the individual performance of each faculty member and on the collective performance of the faculty as a whole. The success and reputation of a university are highly dependent upon the talents that exist among its faculty and how effectively those talents are focused to accomplish the institution's mission. Accomplishing OSU's land-grant mission requires a creative, collective intermingling of individual faculty talents. Consequently, each faculty member will likely have a unique role in the institution, college and unit, and a special assignment in terms of the focus and distribution of effort among instruction, research/creative work, outreach/extension and service responsibilities.

As a land-grant university, Oklahoma State University places primary emphasis on the discovery, integration, application, dissemination, transfer and use of knowledge. Scholarly investigation is the heart of the professorate and it undergirds the mission of the land-grant system. Faculty are expected to participate continually in a broad range of scholarly activities which contribute to current knowledge in their field of expertise and which support the mission and goals of their unit, college, and university. The appraisal and development process, as well as the reappointment and promotion process, are the means used to encourage and evaluate the professional growth of individual clinical track faculty members. The goal is to attract, retain and reward those faculty who demonstrate excellence.

Faculty Evaluation. The evaluation process at the Oklahoma State University Center for Health Sciences ("OSU-CHS") is designed to assist the institution in attracting promising faculty members, to help them reach their potential, to retain only the outstanding faculty and to reward their proficiency. Evaluation of the performance of faculty members is also conducted for the purpose of compensation review and at the appropriate times for the purpose of reappointment and/or for the awarding of promotion.

Promotion in Academic Rank. Initial academic rank is based on evidence that the faculty member has met the qualifications for the rank to which they are being appointed. Faculty members are hired to accomplish objectives of specific academic units and are to be judged accordingly. Consequently, the evaluation of faculty is to be carried out in the context of the faculty member's particular role in the institution with a clear understanding of what is expected of the individual. Accomplishments of the faculty member are judged against these expectations. Promotion in rank recognizes exemplary performance of a faculty member. The evaluation process provides an

assessment of a faculty member's growth and performance since initial appointment or since the last promotion.

The evaluation process must be based on a comprehensive assessment of the candidate's record of scholarly research/creative work, teaching, outreach/extension and service. This assessment should take into account the quality of outcomes as well as their quantity; it should also acknowledge the creativity of faculty work and the impact of the faculty member's work on students, on the field(s) in which the faculty member works, and on others the university serves. Interdisciplinary work, public scholarship and engagement, international accomplishments and initiatives, technology transfer initiatives, and other special kinds of professional activity by the candidate should be considered when appropriate. Faculty with clinical non-tenure track appointments primarily contribute to teaching, patient care, and/or clinical teaching/supervision. University service on committees and other such duties is not required but may be undertaken by mutual consent of the clinical faculty member and their department chair, Dean, and Provost. Likewise, research and scholarly activity is not required but may be undertaken with the mutual consent of the clinical faculty member, his/her department chair, Dean, and Provost.

The relative importance of these criteria may vary in different academic units, and particular faculty members within units may vary in the extent to which their responsibilities emphasize one or more parts of the OSU-CHS mission. Criteria against which individual faculty members are judged must reflect these varying assignments and must align with the work assignment specified in annual appraisal documents.

Academic Unit Standards. The primary responsibility for establishing the criteria for promotion rests with the academic unit. Each department or equivalent academic unit must have a document that clearly specifies (1) the indices and standards that will be used to determine whether candidates meet the requirements for promotion to Associate Professor, (2) the indices and standards that will be used to determine whether candidates meet requirements for promotion to Professor, and (3) the goals and expectations to be used in evaluating faculty performance in annual appraisal and developments. The unit standards must delineate the tangible evidence that the faculty member must provide to document, not simply the attainment of minimal accomplishments, but an appropriate record of sustained excellence.

The academic unit standards will define the criteria of teaching, clinical work, research/creative work, outreach/extension and service in ways that reflect the discipline and its mission. The unit's refined criteria shall be applied to all faculty members in ways which equitably reflect a particular faculty member's responsibilities and assignments. How the unit's standards apply to a specific faculty member's duties should be made clear at the time of appointment and reviewed in the annual appraisal and development process. Adjustments in the workload expectations for faculty members may occur over time in keeping with changing institutional and personal priorities, but these must be discussed and documented in the annual Appraisal and Development reviews which are signed by the faculty member and administrative head.

The unit standards serve as the basis for the evaluation of the faculty member's dossier at all levels of review. The unit standards must be consistent with university and college policies but may exceed them. Each academic unit document must be approved by a vote of all tenured and tenure-track faculty within the unit, by the Provost, and the President of OSU-CHS.

Basic Standards for Appointment and Promotion at each Rank

1. **Clinical Instructor:** Appointment to this rank requires that a candidate possess a terminal degree. The individual's potential to develop into an effective clinician and educator should be given consideration when appointed to this rank.
2. **Clinical Assistant Professor:** Appointment or promotion to this rank will be based on potential as a clinician and educator. Physicians should be board eligible, certified, or have comparable credentials in area of medical specialty. Other clinical faculty should have completed a recognized training program appropriate to his/her discipline. The individual should show potential for excellence in patient care and a commitment to the ethical and compassionate provision of such services. The individual should also possess a documented record of teaching contributions or show potential and interest in clinical teaching.
3. **Clinical Associate Professor:** Appointment or promotion to this rank requires certification or comparable credentials in the area of medical specialty for physicians, or as applicable to the discipline for other clinical faculty. Competence in clinical care and clinical teaching at a more advanced level than that for Clinical Assistant Professor is required. The individual must possess a record of excellence in the ethical and compassionate provision of patient care services. Clinical skill and judgment should be respected by colleagues in the department and professional community. Recognition as a clinician, clinical teacher, leader, or expert consultant should be evident or emerging. For promotion to this rank, the individual should show evidence of significant and meaningful contributions to the clinical strength, educational mission, or leadership in the department.
4. **Clinical Professor:** Appointment or promotion to this rank should signify that the individual is a distinguished authority in his/her field and is recognized regionally and/or nationally. Physician faculty must be certified or possess comparable credentials in area of medical specialty, or as applicable to the discipline for other clinical faculty. The individual must show a record of sustained excellence in the ethical and compassionate provision of patient care services. Clinical skills and clinical teaching should be of the highest quality. For

promotion to this rank, the individual should show evidence of sustained and superior contributions to the clinical strength, educational mission, or leadership in the department.

PROCEDURES

1.0 OVERVIEW OF THE RESPONSIBILITIES OF PARTICIPANTS IN THE REAPPOINTMENT/NON-REAPPOINTMENT AND PROMOTION PROCESSES

Operationally, the function of the promotion process for non-tenure track faculty is to determine whether each candidate has met the detailed academic qualifications and criteria specified by their unit. In this process, the candidate, unit personnel committee, unit administrator, the RPT Committee of the OSU-CHS Faculty Senate, the Provost and the President of OSU-CHS have unique responsibilities they must carry out with the highest professional integrity. Briefly the role of each participant is as follows:

Candidate. It shall be the personal responsibility of the faculty member to show that applicable qualifications for promotion have been met. To carry out this responsibility, the candidate must develop, in cooperation with the unit administrator, a file documenting that each of the detailed qualifications and criteria of the unit have been specifically achieved. The "Development of the RPT Documentation File" form, attached hereto, lists the documentation that must be included and should be used as a guide in the development of the file.

In the review process, some of the reviewers may not personally know the candidate and will rely exclusively on materials included or referred to in this file as the basis for their recommendation. The candidate must not assume that the reviewers will know that they are an excellent clinician, teacher, scholar and colleague. It is essential that the candidate include in the file all the materials necessary to document and affirmatively establish that they have met all applicable criteria and qualifications.

Unit Personnel Committee. The responsibility of the unit personnel committee is to recommend whether or not the candidate has met each of the applicable criteria and qualifications for the personnel action being considered. The written recommendation to the unit administrator shall specifically address how each criterion and qualification in the academic unit, college, and university standards has or has not been met. If there is a divergence of opinion within the committee, both majority and minority opinions shall be indicated within a single recommendation letter.

The composition of the unit personnel committee and identification of those members eligible to vote on personnel actions shall be specified in the unit's RPT guidelines. These guidelines shall address the following:

- a. A minimum of 3 voting faculty members are required to be at the same rank as, or above, that being sought by the candidate, i.e. If candidate is non-tenure-track then the UPC may be comprised of tenured faculty and non-tenured faculty.

- b. Each academic unit will formalize a mechanism by which all unit faculty may provide input to the unit personnel committee. The input received will be addressed in the committee's written recommendation to the unit administrator.
- c. If a unit cannot complete its personnel committee with voting faculty of appropriate rank from within the unit, the Department Chair and Provost will convene to determine the UPC.
- d. Given that faculty from a given unit may serve on the unit and/or college level committee, they must vote only once and only at one level.
- e. Faculty members applying for reappointment (tenure-track only), promotion or tenure may not serve on a unit personnel committee in the year of their application.
- f. The following administrators cannot serve on the UPC: President, Provost, or Dean.
- g. All Voting members of the UPC are required to sign the UPC recommendation letter to the Department chair.

Unit Administrator. The unit administrator is responsible for making sure that the candidate and personnel committee are familiar with all relevant policies, procedures, and applicable qualifications and criteria. They assist the candidate in constructing the documentation file for promotion and make a final assessment of the candidate after they have received the recommendation of the unit personnel committee. They have a special responsibility to see that all policies and procedures are rigorously followed, and that the final recommendation submitted for the unit is free of bias and based on a professional application of the standards of the unit. After reviewing the candidate's materials, the unit administrator shall attach a recommendation letter which reflects his/her professional judgment about the qualifications and merit of the candidate for non-reappointment, and promotion actions and shall forward all materials to the Provost.

OSU-CHS Reappointment, Promotion, and Tenure Committee ("OSU-CHS RPT Committee"). The college-level committee is responsible for providing the Provost with a professional opinion about the qualifications of the candidate for promotion. This committee is not involved in clinical (non-tenure) track reappointment/non-reappointment decisions. The committee examines the documentation provided by the faculty member, the standards that have been adopted by the department, and the Statements of Recommendation provided by the department personnel committee and the department chair for fairness in procedure and review at the departmental level and for consistency within OSU-CHS.

The committee will then provide a written recommendation to the Provost that indicates whether the personnel action being considered is supported. The OSU-CHS RPT

Committee may also be charged with including in its recommendation a professional opinion about the qualifications and merit of the candidate for promotion. If there is a divergence of opinion within the OSU-CHS RPT Committee, both majority and minority opinions shall be indicated within a single recommendation letter. Guidelines for the OSU-CHS RPT Committee will follow the structure outlined by the OSU-CHS Bylaws.

Provost. The Provost has several vital responsibilities both prior to and during the non-reappointment and promotion evaluation processes. They work continuously with departments, making sure the academic unit standards for promotion are clear and consistent with the level of excellence expected in the college and university and that the department's emphasis on differing aspects of faculty activities matches the role the department plays in OSU-CHS. They provide explicit and detailed guidance regarding the type and quality of documentation that will be required of candidates whose applications for promotion are to be forwarded to the President of OSU-CHS.

Upon receiving recommendations from departments, the Provost, with input from the RPT Committee of the OSU-CHS Faculty Senate, shall carefully review the candidate's documentation file, including the recommendations of the unit personnel committee and unit administrator. They shall make a professional assessment regarding whether (1) the department's evaluation of each candidate has been rigorous, fair and based on departmentally approved criteria and standards, (2) the documentation provided adequately supports the recommendations of the unit, and (3) the action recommended by the unit is warranted.

Additionally, after reviewing the candidate's materials, including all internal and external input, the Provost's recommendation letter shall reflect his/her professional judgment about the qualifications and merit of the candidate for promotion. This written report will be added to the documentation file and forwarded to the President of OSU-CHS as part of his/her Statement of Recommendation.

President of OSU-CHS. The President of OSU-CHS is responsible for examining the files and Statements of Recommendation written by all involved groups and administrators. The President of OSU-CHS may seek additional counsel from the OSU-CHS Faculty Senate and others as deemed appropriate. It is the responsibility of the President of OSU-CHS to be certain that all applicable standards and policies that have been approved by the University have been applied fairly to each individual. Additionally, the recommendation of the President of OSU-CHS shall reflect his/her professional judgment about the qualifications and merit of the candidate for promotion and will be submitted to the President of the OSU System for recommendation to the Board of Regents.

Guidelines for Clinical Faculty Track Appointments:

- 1. Procedures for recruitment:** A national search will not be required when recruiting for a clinical faculty position and will be determined at the discretion of the department chair and Provost.
- 2. Initial appointment:** Initial academic rank is based on evidence that

the faculty member has met the qualifications for the rank to which they are being appointed. An applicant's qualifications for a clinical track appointment shall be assessed by department chair, departmental faculty counsel, and OSU-CHS RPT Committee evaluation, which includes but is not limited to review of application, curriculum vitae, licensure, certifications, and other supporting documentation.

- 3. Length of appointment:** The length of appointment for clinical faculty members will be determined by the department chair and Provost, following appropriate departmental faculty counsel and based on availability of funds. The length of appointment shall be stated in the memorandum of understanding. Appointments automatically expire at the time specified in the original appointment letter or stated in the previous reappointment action.

Guidelines for Clinical Track Faculty Reappointment:

Appointments are renewable, although the University does not accrue any obligation to renew any clinical faculty appointments. Reappointment of a clinical track faculty member to the same faculty rank will be based on the individual's continued fulfillment of the qualifications for that particular rank. The continued fulfillment of these qualifications should be documented in the annual reviews of the clinical faculty member.

For reappointment decisions, the unit administrator shall conduct a brief review of the faculty member's performance throughout the current contract period. If the review is satisfactory, the unit administrator may make a record for reappointment without seeking appropriate faculty counsel. If the unit administrator finds that the performance was not satisfactory, and is considering non-reappointment, the unit administrator must obtain appropriate faculty counsel from the UPC.

Guidelines for Clinical Track Non-Reappointment:

If a decision not to recommend reappointment of a clinical faculty member is based on performance rather than on lack of institutional support for the position, the schedule of notification outlined below should be observed:

- For clinical faculty on one-year of service or less, notice shall be given not later than March 1 of the first academic year of service, if the appointment expires at the end of the academic year, or, if an initial one-year appointment expires during an academic year, at least three months in advance of its expiration.
- For clinical faculty with more than one year of service, notice shall be given at least 12 months before the expiration of an

appointment. For example, if an appointment period is from July 1 – June 30, and notice of non-reappointment is given on January 1, then the end of the appointment would be December 31, which is twelve months after the notification of non-reappointment.

Recommendations to not reappoint shall originate with the department chair after obtaining appropriate faculty counsel from the Unit Personnel Committee. Normally, recommendations shall be in response to a routine notice from the office of the Provost.

If the unit administrator's recommendation is for non-reappointment, the documentation file should be sent forward to the Provost along with a DRAFT copy of the non- reappointment letter.

Non-reappointment actions are provided to the Board of Regents for "information only" when the affected faculty member actually separates from the University.

Non-reappointed individuals shall have the option to obtain the reasons for non-reappointment in a confidential form of their choosing. If the affected faculty member believes that the reasons for nonrenewal are based on unlawful discrimination, an exercise of academic freedom, or inadequate consideration, they may request a limited review of the matter utilizing the Dispute Resolution Procedure contained in Appendix C. The promotion and tenure committee will be advised of yearly reappointments and non-reappointments of clinical faculty.

Guidelines for Clinical Faculty Track Promotions

- 1. Promotion in rank:** Promotion in rank recognizes exemplary performance of a faculty member. The evaluation process provides an assessment of a faculty member's growth and performance since initial appointment or last promotion. For promotion in the clinical track, a faculty member's clinical competence, teaching competence, collegiality, clinical productivity (as assigned by chair), and quality of professional work are among areas that deserve consideration in the evaluation for promotion. The faculty member should meet or exceed the basic standards for each rank.

Clinical track faculty will be eligible to seek promotion, after appropriate time of service in rank, according to the timetable below. Earlier consideration of promotion in rank may be considered if documented in the original letter of appointment or in exceptional cases that are fully justified by additional documentation. Contingent upon reappointment, the schedule of eligibility to seek promotion is as follows:

Ordinarily, Clinical Assistant Professors will be considered for promotion during the seventh year in rank. Any recommendation for

promotion prior to this length of service will be considered extraordinary and will require exceptional justification.

Ordinarily, Clinical Associate Professors will be considered for promotion during the fifth year in rank. Any recommendation for promotion prior to this length of service will be considered extraordinary and will require exceptional justification. Promotion is a reward and recognition for performance, not longevity. Consequently, the attainment of a minimum number of years of service alone does not justify promotion.

The following steps are taken at OSU-CHS when a clinical (non-tenure track) faculty member is being considered for promotion.

Identifying Promotion Candidates - On or About September 1

h. *Notification of Process.* Early in the Fall semester, the Provost receives a memorandum from the President of OSU-CHS outlining deadlines and requirements for that year's RPT process. Included is a Departmental Faculty Reappointment and Tenure Report which lists faculty for whom it is believed personnel decisions must be made. This includes all faculty who are scheduled that year's promotion. An informational copy of the OSU-CHS's memorandum and departmental report is shared with the unit administrator.

Informational notification is also sent by the President of OSU-CHS office to each faculty member identified on the report, with a statement notifying the faculty member that his/her name has been sent forward to the Provost and unit administrator and encouraging the faculty member to contact the unit administrator to verify that action will be taken as scheduled. Faculty will also be encouraged to review the *Policy Statement* of the Faculty Handbook and this policy and procedures letter. For reference, an overview of faculty appointment periods and time in rank is provided below.

Appointment Periods and Time in Rank. Appointment period guidelines are governed by the *Policy Statement*. This information is summarized below:

1. Academic appointments normally coincide with the beginning of the academic year (September 1 for 9-month appointments or July 1 for 12-month appointments). For faculty appointed after this date but before January 1, the period of probation for tenure consideration or for renewal of appointment will commence at the beginning of that academic year. The probation period for faculty appointed on or after January 1 will commence at the beginning of the following academic year.

i. *Verification of RPT Report.* To help maintain confidence in the Departmental Faculty Reappointment and Tenure Report, it is the responsibility of the Provost

and unit administrator to examine the departmental reports for completeness and accuracy. The Provost transmits the appropriate portion of the tenure report to each academic department. The unit administrator is asked to verify information regarding reappointment, promotion or non-reappointment for each person flagged and for those not flagged but scheduled for review. The unit administrator shall review, record, initial and return corrections in the report to the Provost's office. Corrected reports are submitted in the Spring to the President of OSU-CHS when all RPT actions for the college are delivered by the Provost.

Preparing Promotion Documentation File - On or About September 15 - January 15

Faculty members should be notified by the unit administrator on or about September 15 that they have through January 15 to assemble and submit materials believed helpful to a full review. It is the responsibility of the faculty member and the unit administrator to prepare a documentation file clearly summarizing the history of the faculty member's appointment before any deliberations begin regarding promotion.

The OSU-CHS Reappointment, Promotion/Tenure Recommendations Form, "Development of the RPT Documentation File," included herein, ("RPT form") is used as a guide in preparing materials and is a required document in each candidate's packet. The form is completed as follows:

- j. The unit administrator must ensure that all dates of academic appointments, reappointments and promotions while at OSU-CHS are consistent with the departmental report, employment action forms and the candidate's vita.
- k. Materials for the candidate's documentation file should be compiled and arranged by the unit administrator. The following is intended to be a minimal list of items to be provided, not necessarily a listing of the *only* items to be included.
 - 1. The unit administrator should provide all initial appointment documents including memorandum of understanding, position announcement and/or description.
 - 2. A statement describing the work assignment within OSU-CHS (teaching, research/creative work, clinical, outreach/extension, service, administration, and/or advisement) during the time period considered for the proposed action and a summary of percentages for each category of activity should be provided by the unit administrator.
 - 3. Annual appraisal and development documents prepared by the unit administrator and the faculty member during the period considered for this proposed personnel action should be provided. Any written statement submitted by the faculty member as a part of, or in response to, the appraisals should be included.

If the faculty member has appealed any of the appraisals to the Provost, the Provost's written resolution of the appeal should be included.

4. The unit administrator should provide written statements, if any, documenting either special achievements or deficiencies related to the proposed personnel action.
5. Records of sabbatical or other periods of leave (not to include annual leave) should be included by the unit administrator.
6. The unit administrator should ensure that copies of all applicable departmental standards, policies and procedures for promotion decisions are provided. Major revisions of the above which have occurred during the tenure of the faculty member and which may affect this personnel action must be indicated.

All units shall solicit outside reviews as a part of the promotion review process and shall develop rules for solicitation of such reviews that are consistent with policies of OSU-CHS and with this document.

In determining who are selected as reviewers, the candidate should be asked to provide a slate of names; the unit administrator and the unit personnel committee should also provide names; and from these two lists a group of at least three should be selected in a fair and objective manner for contact. The candidate may also specify the names of persons who should not be considered as possible reviewers, provided he or she specifies valid personal or professional reasons for the exclusion.

I. The following materials for the promotion documentation file should be provided by the faculty member. This is intended to be a minimal list of items to be provided, not necessarily a listing of the only items to be included.

1. A current vita including a complete list of publications, instructional accomplishments, other creative activities and important achievements should be provided by the faculty member. Reprints of publications need not be included; however, it is helpful if the faculty member designates which publications are in refereed journals. Documentation of instructional accomplishments could include teaching awards, peer evaluations, course syllabi and tests, student evaluations, other testimonies, etc.
2. Self-assessment statement(s) on instruction, research/creative work, outreach/ extension, and/or service/professionalism activities are to be provided, as appropriate to the work assignment, by faculty members being considered for promotion

and/or tenure.

m. All materials in the documentation file should be available for review by the faculty member.

n. If the faculty member finds that information provided by the unit administrator is incomplete or inaccurate or if there is additional documentation they would like reviewed, documentation should be added by the candidate to clarify and complete the file prior to the signing of the RPT form.

o. The faculty member signs the RPT form, Section 3, which indicates that they have been given the opportunity to review the materials contained in the documentation file up to this point in the process, including all materials submitted by the unit administrator and faculty member, and that the file is complete. Such signature *does not* indicate that the faculty member agrees with the substance of each document. Deliberations about the recommendation on the candidate will not begin until the file is complete; therefore, the Statements of Recommendation from the unit personnel committee, unit administrator, the OSU-CHS RPT Committee, and Provost *are not* included in the file at this point in the process.

Adding Additional Materials to Documentation File

p. Materials can be added to/deleted from the documentation file until the unit personnel committee recommendation concerning the action is made. However, both the candidate and the unit administrator *must* be informed of the changes and be provided an opportunity to make additional modifications.

q. Appraisal and development materials covering the period of time from the last appraisal and development document through the most recent fall semester shall be added to the documentation file as soon as finalized. These documents shall be considered by the unit personnel committee and unit administrator prior to making their recommendations. It is expected that this most recent material may have to be added to the file *after* the documentation file is otherwise complete, and *after* the faculty member has signified in writing that the file is otherwise complete; however, unit administrators should make strenuous efforts to complete the latest A&D review for each candidate by January 15. No new documentation regarding faculty performance or accomplishments occurring after the end of the immediately preceding calendar year may be added to the file. Documentation of accomplishments achieved after the application submission deadline can be applied to the following promotion review.

r. After the Statement of Recommendation is formulated by the unit personnel committee and recorded, the only documentation that may be added, except as noted in 4 and 5, to a candidate's packet are the Statements of Recommendation from the unit personnel committee, the unit administrator, the OSU-CHS RPT Committee, and the Provost.

s. The candidate will be provided one opportunity to respond to a negative Statement of Recommendation and to have that response added to his/her packet. The candidate will have three working days following receipt of the *first* Statement noting denial of the proposed action to formulate a response no longer than 1,000 words. The candidate will submit his/her response to the next higher review level, i.e., if the Statement noting denial is received from the department head, the response will be submitted to the Provost's office within five working days.

At each review level, all reasonable efforts will be made to notify the faculty member, in a confidential manner, of the Statement of Recommendation. However, if the faculty member is not readily available due to current assignment or is unwilling to accept sensitive documents sent via U.S. mail, the opportunity to respond to a negative Statement of Recommendation is lost. The faculty member should bear the responsibility of keeping his/her department head informed of his/her whereabouts during this critical review process.

t. If during the review process the reviewer(s) determines that supplemental written materials are to be added to the file, all documentation, including the new materials, should be sent back to the unit administrator, who will contact the faculty member and the unit personnel committee, and restart the review process. This is to ensure that all reviewers have an opportunity to deliberate on the additional materials in the event they have a bearing on the outcome of the reviewer's recommendation.

Reviewing Documentation File and Statements of Recommendation

Once the faculty member has acknowledged the contents of the documentation file, the process of seeking faculty counsel and administrative input begins. Unit administrators are charged with the responsibility of recommending promotion. They shall obtain appropriate faculty counsel prior to making these recommendations. The manner in which input and subsequent recommendations are sought is noted below.

On or About January 15 - February 14

u. *Appropriate Faculty Review.* Appropriate faculty counsel is sought when the unit personnel committee or a special or permanent committee of faculty for the academic unit involved is to review all pertinent data for those individuals who are being considered. The committee evaluates each individual's contributions in the three major areas of teaching, research/creative work, and service, as appropriate. This evaluation is extensive, for the decision will have a direct bearing on the welfare of both the individual and the department. Consequently, the committee members will analyze annual appraisal forms, student evaluation summaries, journal articles and other publications, research results, and other outputs that can assess the individual's status as a professional. Standards established in the academic unit for quality as well as quantity are a matter of professional judgment in the discipline relative to the mission and role of the unit

within the college and university.

After deliberating, the unit personnel committee shall prepare a Statement of Recommendation regarding promotion for the faculty member. The statement must address, in specific terms, how the faculty member has or has not satisfied applicable academic unit, college, and university standards for promotion. This statement must be added to the candidate's packet prior to review by the unit administrator. Additionally, the chair of the unit personnel committee or an appropriately elected representative of the faculty will record the committee's recommendation on the RPT Summary of Recommendations form, along with his/her signature.

A copy of the unit personnel committee's Statement of Recommendation, as defined above, shall be given to the faculty member in a confidential manner, normally within five working days, after the recommendation is finalized.

v. *Unit Administrator Review.* The unit administrator's Statement of Recommendation to the Provost must address, in specific terms, how the faculty member has or has not satisfied each applicable departmental criteria for promotion. The statement must detail whether or not the performance of the faculty member adequately fulfills the published academic unit, college, and university standards for the proposed personnel action. It is understood that an individual could greatly surpass some criteria and may fall short of others. Standards for quality as well as quantity are a matter of professional judgment in the discipline relative to the mission and role of the unit within the college and university. As such, the unit administrator should provide an accurate and balanced description of the person being considered. The statement of the unit administrator must be added to the candidate's packet prior to review by the OSU-CHS RPT Committee, and the Provost.

If the faculty member being reviewed for promotion also holds the position of unit administrator, it will be necessary for the Provost to appoint a senior member of the departmental faculty to serve in the role of the unit administrator. The "acting" unit administrator will review the documentation file and write a Statement of Recommendation as described above. The "acting" unit administrator will also record his/her recommended action and signature on the RPT Summary of Recommendations form.

If a faculty member has a split appointment, the Statement of Recommendation is to be completed by the unit administrator of the home department after consulting with the other unit administrator(s) to whom the faculty member reports. All relevant unit administrators are expected to sign or initial the statement. If they disagree significantly with the recommendation, the matter shall be brought to the attention of the Provost for resolution of differences.

When the unit administrator is unable to act in accord with the faculty recommendation, the reasons shall be communicated in writing to the faculty

committee which provided the counsel.

The unit administrator is also responsible for: (1) Ensuring that the OSU Reappointment, Promotion/Tenure Recommendation Form is complete and that all appropriate documentation is attached. (2) Preparing the Employment Action form for the proposed personnel action.

The unit administrator then transmits the documentation file to the Provost.

A copy of the unit administrator's Statement of Recommendation, as defined above, shall be given to the faculty member in a confidential manner, normally within five working days, after the unit administrator's recommendation is finalized.

w. *Transmittal of the Documentation File:*

1. If a candidate is being considered for promotion that individual's documentation file must be forwarded to the Provost for evaluation and further transmittal to the President of OSU-CHS for review and action regardless of whether the recommendation is positive or negative.
2. If a candidate is considered for early promotion, and both the unit administrator and the unit personnel committee recommend against the proposed action, that individual's documentation file will not be forwarded to the Provost for further consideration unless the candidate requests otherwise. However, if the unit administrator and the unit personnel committee do not agree on a recommendation, the documentation file will be forwarded to the Provost for evaluation and further transmittal to the President of OSU-CHS.
3. At any point in the process, a candidate for promotion may elect by written request to withdraw his/her name from further consideration.
4. It is the policy of the OSU-CHS that promotion of individuals is made for outstanding performance in assigned duties over a period of time. Individuals who are considered for promotion in a given year, but are not granted a promotion, may be reconsidered. However, before such reconsideration is given, it is expected that substantial change in the candidate's performance can be documented. Normally a period of two years should elapse before the candidate is reconsidered. Unit administrators who have candidates who wish to be reconsidered earlier must demonstrate to the Provost that the candidate has made substantial accomplishments since the last consideration before

the review process is initiated. After review by the Provost and consultation with the President of OSU-CHS, the unit administrator will be notified whether or not approval is granted for reconsideration of the candidate.

On or About February 15 - March 14

a. *OSU-CHS Reappointment, Promotion and Tenure Committee Review.* After receiving recommendations from departments within OSU-CHS, all documentation files are reviewed by the OSU-CHS RPT Committee. Following a review of all documents provided on each candidate, the OSU-CHS RPT Committee shall prepare a Statement of Recommendation regarding whether the department's evaluation of each candidate has been rigorous, fair and based on departmentally approved criteria and standards and, where applicable, any additional evaluations specified in approved OSU-CHS policies. This statement is to be added to the candidate's packet prior to review by the Provost. Additionally, the chair of the committee or an appropriately elected representative will record the committee's recommendation on the RPT Summary of Recommendations form, along with his/her signature.

A copy of the OSU-CHS RPT Committee's Statement of Recommendation shall be given to the faculty member in a confidential manner, normally within five working days, after the recommendation is finalized.

b. *Provost Review.* The Provost, after reviewing all materials and other recommendations, submits his/her Statement of Recommendation to the President of OSU-CHS. This statement shall assess whether (1) the department's evaluation has been rigorous, fair and based on departmentally approved criteria and standards, (2) the documentation provided adequately supports the recommendations of the unit, and (3) whether the action recommended by the unit is warranted. Additionally, after reviewing the candidate's materials, the Provost's recommendation letter shall reflect his/her professional judgment about the qualifications and merit of the candidate for promotion. If the recommendation of the Provost is that the action recommended by the appropriate faculty counsel or unit administrator is not warranted, the reasons must be explained in the statement. This statement shall include any confidential information that conditions his/her recommendation. Even if the recommendation of the Provost agrees with that of the unit personnel committee and unit administrator, the Provost is nevertheless encouraged to include in the documentation file a written statement setting forth rationale for his/her recommendation. The Provost's Statement of Recommendation must be added to the candidate's documentation file, along with his/her notation of recommended action and signature on the RPT Summary of Recommendations form. The Provost transmits the documentation file to the President of OSU-CHS.

A copy of the Provost's Statement of Recommendation shall be given to the

faculty member in a confidential manner, normally within five working days, after the recommendation is finalized.

On or About March 15 - May 31

Materials on all candidates under review are to be submitted to the President of OSU-CHS on or about March 15 of each year.

a. *Administrative Review.* Recommendations and documentation are submitted for review by the President of OSU-CHS. In the process of his/her review, the President of OSU-CHS may seek counsel from the Promotion and Tenure Resolution Committee of the OSU-CHS Faculty Senate and others as deemed appropriate. Written input from the Promotion and Tenure Resolution Committee of the OSU-CHS Faculty Senate and/or the individual administrators consulted will become a part of the respective candidate's packet and their Statement(s) of Recommendation will be considered by the President of OSU-CHS in his/her final deliberations.

A copy of the Statements of Recommendation shall be given to the faculty member in a confidential manner, normally within five working days, after the recommendations are finalized.

It is the responsibility of the President of OSU-CHS to be certain that all applicable standards and policies that have been approved by OSU-CHS have been applied fairly to each individual.

Additionally, the recommendation of the President of OSU-CHS shall reflect his/her professional judgment about the qualifications and merit of the candidate for reappointment, promotion or tenure.

If the recommendation of the President of OSU-CHS is negative and differs from that of the Provost, the President of OSU-CHS is responsible for communicating in writing to the Provost, unit administrator, and faculty member the reasons for the disagreement.

A copy of the President of OSU-CHS' Statement of Recommendation shall be given to the faculty member in a confidential manner, normally within five working days, after the recommendation is finalized.

On or About June 1 – 30

Final institutional review of the personnel actions submitted by the President of OSU-CHS may be conducted by the President of the OSU System. A list of actions is then developed which the University administration recommends to the Board of Regents for final action. Reappointments, promotions and confirmation of tenure must be approved by the governing Board of Regents except as authorized by Board of Regents' policies (e.g., see June 22, 1979, Board of Regents' policy

statement). Normally, recommendations are submitted to the Board of Regents for consideration during a June meeting. When approved, the Board specifies the date on which the promotion will become effective.

Recording Effective Dates

When the Employment Action form is prepared by the unit administrator for the proposed personnel action, the form is to include the effective date for the action. Additionally, when all RPT actions are submitted to the OSU Board of Regents for approval, the date on which the promotion is effective shall be specified. A guide for the effective date of actions follows:

Promotion in rank which does not grant tenure is effective on July 1 of the *same calendar year* as the completion of the RPT review, independent of the faculty member's appointment length.

Providing Feedback to Faculty on Final RPT Action

- a. The Provost shall inform the affected faculty member that: (1) a recommendation for promotion, will be presented by the President of the OSU System to the Board of Regents in mid- to late June, or (2) OSU-CHS does not intend to promote the faculty member. Denial of promotion does not alter continued clinical faculty status at the present rank should such reappointment be made.
- b. Formal notification of Board approval will be sent to each faculty candidate from the Provost and/or unit administrator relaying the final decision of their promotion action. This notification should occur as soon as practical after, but normally within five working days of, the completion of the regularly scheduled meeting of the Board of Regents, typically in mid- to late June.
- c. Once Board approval is secured on RPT actions, all documentation files will be returned to the Provost and will be retained intact for one year.
- d. The RPT files will be returned to departments for retention as required by policy.

Credit for Time Accrued

Credit for time completed at another institution of higher learning may be allowed as partial fulfillment of time served in rank for promotion eligibility. A maximum credit of three years is allowed; the number of credited years is determined with agreement of the prospective faculty member, department chair, and Provost. The original letter of appointment shall contain specific information regarding any years credited toward the timeline for promotion eligibility, contingent upon renewal of appointment.

Sample Criteria for Clinical Faculty Evaluation

In keeping with faculty assignment, clinical track faculty may be engaged in a range of professional activities upon which performance is based. Although not exhaustive, examples of various professional endeavors and methods for documenting performance are described in the following:

a. Teaching criteria: Examples of teaching activities include but are not limited to:

- instructing students, residents, or other trainees in classroom, laboratory, or patient-care settings
- facilitating small-group teaching activities
- developing or refining curriculum, syllabi, courses, or other teaching programs
- presenting at professional educational meetings
- presenting at or organizing faculty development programs
- developing or refining instructional or evaluation materials
- serving as a role-model, mentor, or advisor for trainees
- presenting at case conferences or grand rounds
- facilitating or organizing journal clubs

b. Teaching evaluation: Methods to document achievement in teaching include, but are not limited to: evaluation by faculty counsel, peers, chair, supervisors, students, and residents; teaching awards or other teaching recognition; invited lectures; faculty evaluation of course management, curriculum, teaching programs, or educational materials; detailing of trainee achievements; letters of reference.

c. Clinical Care criteria: Examples of clinical activities include but are not limited to:

- providing direct patient care services
- supervising medical trainees or staff
- developing or overseeing quality improvement initiatives/programs
- developing new clinical procedures or techniques
- developing or refining patient care algorithms
- innovation in the delivery of patient care
- expansion of existing clinical programs or services

d. Clinical Care evaluation: Methods to document achievement in clinical care include, but are not limited to: clinical productivity; patient satisfaction; peer review documentation, if available; quality assurance indicators; faculty evaluation; reputation of clinical program; patient referrals from peers; letters of reference.

e. Service: Service to the university at large or to the medical profession is not required nor expected of clinical faculty members. However, should the clinical faculty member engage in such activities, these activities may be used to support

the promotion in rank of clinical faculty.

f. Research and Scholarly Activity: Research and Scholarly Activity is not required nor expected of clinical faculty members. However, should the clinical faculty member engage in such activities, these activities may be used to support the promotion in rank of clinical faculty.

g. External Letters: External letters are NOT required for non-tenure track faculty members. Support letters can be added to the file if desired by the faculty member.

Guidelines for Changes in Faculty Track

a. Changing from a Clinical Faculty Non-Tenure track to a Tenure Track position: Non-Tenure track clinical faculty are eligible to apply for any tenure-track position for which they may be qualified. Note that new tenure-track faculty positions should follow the guidelines for recruitment and appointment of tenure-track faculty, including a national advertising and a formal search committee process, as set forth in the OSU- CHS Policy.

1. Credit for time accrued: When changing from a non-tenure to a tenure-track position, up to three years of time served in the clinical track may be applied to the pre-tenure probationary period, if requested by the faculty member and with the approval of the department chair and Provost. If no credit is requested or awarded, the pre-tenure probationary period will begin at the time of the tenure- track appointment.

b. Appointment in rank: Should a faculty member change to a tenure-track position, tenure-track rank will be based on the criteria for appointment established for the tenure- track rank, and not based on the faculty member's pre-existing rank.

c. Changing from a Tenure track position to a Clinical Faculty Non-Tenure track position: Tenure track faculty may wish to change from a tenure-track position to a non- tenure track clinical faculty position and are eligible for consideration and appointment to these positions as openings arise. However, the rights and privileges given with the tenure-track position are lost.

1. Credit for time accrued: When changing from a tenure-track to a non-tenure clinical-track position, up to three years of time served in the tenure-track may be allowed as partial fulfillment of time served in rank for promotion eligibility, if requested by the faculty member and with the approval of the department chair and Provost. If no credit is requested or awarded, the timeline for promotion eligibility will begin at the time of the clinical-track appointment.

2. Appointment in rank: Should a faculty member change to a clinical faculty position, clinical-track rank will be based on the criteria for appointment established for the non-tenure clinical-track rank, and not based on the faculty member's pre-existing rank.

Approved:

OSU-CHS Faculty Senate: August 5, 2022

Board of Regents: September 9, 2022

Appendix F: Reappointment, Promotion and Tenure Timeline, Instructions, and Forms

Promotion Application Timeline for all Faculty

| DATE/BY: | ACTION | RESPONSIBILITY |
|--------------|---|-------------------------------------|
| September 15 | Chairs receive report of faculty due for an RPT decision | Provost OSU-CHS |
| September 30 | Faculty member notified by Chair to start preparing RPT documentation packet, due January 15th | Chair |
| October 15 | Faculty member provides to Chair list of five external referees to write letter of support, submits external letters waiver form to Chair (TENURE TRACK ONLY) | Faculty member |
| October 30 | Chair selects three names from faculty list (and/or from other names developed with departmental members) and solicits letters to arrive to the Chair within one month. Chair provides copy of soliciting letter to external referees to the faculty member and includes the letter in the applicant's RPT file. (TENURE TRACK ONLY) | Chair |
| November 30 | Chair assembles external letters received or further solicits required letters. (TENURE TRACK ONLY) | Chair |
| January 15 | Faculty member completes RPT documentation packet and gives to Chair. Faculty member signs Section 3 of the OSU-RPT form denoting completion of file at this point. | Faculty member |
| January 15 | Chair adds the external letters to the RPT document, provides copies to the candidate's departmental tenured faculty and convenes a meeting to evaluate the candidate. | Chair |
| January 30 | A representative of the departmental tenured faculty shall prepare a statement of recommendation which explicitly addresses how the candidate has or has not satisfied applicable departmental criteria for promotion, tenure or reappointment. This statement must be added to the candidate's RPT packet prior to review by the Chair. Additionally, the representative of the faculty will record their recommendation on the RPT Summary of Recommendations form, along with his/her signature. | Representative of Reviewing Faculty |
| February 15 | Chair adds statement of recommendation from the faculty representative to the RPT documents, completes a final review, denotes action and signs RPT form, writes letter of recommendation to the Chair of P & T, gives copy of letter to faculty candidate, includes letter and RPT form in RPT packet and send the original packet to the Provost. | Chair |

| | | |
|-------------|---|-------------------------------|
| February 28 | Chair of P & T Committee checks RPT packet for completeness, convenes P & T meeting, distributes copies of RPT packet to P & T members, holds meeting and votes on recommendation, writes statement of recommendation to the Provost, sends copy to faculty member, adds statement to RPT and forwards complete original RPT packet to Provost's office. | Chair, P & T |
| March 15 | Provost completes final review of RPT document, writes letter of recommendation, sends copy of letter to faculty candidate and Chair of P&T, forwards complete RPT documentation to OSU-CHS President of OSU-CHS. | Provost |
| June 30 | Final institutional review of the personnel actions submitted by the President of OSU-CHS may be conducted by the President of the OSU System. A list of actions is then developed which the University administration recommends to the Board of Regents for final action. Reappointments, promotions and confirmation of tenure must be approved by the governing Board of Regents except as authorized by Board of Regents' policies (e.g., see June 22, 1979, Board of Regents' policy statement). When approved, the Board specifies the date on which the promotion will become effective | Oklahoma A&M Board of Regents |

OSU-CHS Instructions for Department Chairs

Please review these present guidelines to determine eligibility and appropriateness of application for promotion for your departmental members. The timeline below should be consulted, and appropriate action taken. For those faculty who are eligible and whose promotion you endorse, please submit in your cover letter accompanying the RPT packet to the OSU-CHS Reappointment, Promotion, and Tenure Committee the following specific information:

1. A description of the assignments of the applicant since appointment or the last promotion.
2. A description of your departmental criteria for promotion and the review process that occurred within your department.
3. A summary of the conclusions of the departmental review. Include an identification of the areas considered to be “excellent,” “significant,” and “satisfactory,” and provide supporting evidence for each.
4. A description of the personal qualities of the applicant in the conducts of his/her professional activities.
5. A statement of the potential of the applicant for continuing contribution to the Department.
6. A statement describing student evaluations of the teaching performance of the applicant.

OSU-CHS RPT Documentation Instructions for Faculty Candidate (All Faculty)

Please submit your complete CV first followed by the documentation described below. The vita should include: (1) summary and chronology of education and postdoctoral training; (2) history of current and previous academic/professional appointment(s), promotion history, and academic rank(s) held; (3) state licensure information, and specialty boards (eligibility/passed), if applicable; (4) professional society memberships; (5) professional honors and awards, and 6) list of publications and abstracts, with complete author, journal, and date information. After your CV, documents required in the OSU RPT FORM Ilc-h should be included, followed by the three sections: (1) Teaching; (2) Research (scholarly activity) and (3) Service. Items listed below are not exhaustive; other relevant material may be included. Include letters from individuals supporting each area who can describe the quality of your work. These letter(s) should come from OSU-CHS colleagues as outside letters are solicited by the Chair.

A. Teaching

1. Topics and hours taught in classroom, laboratory/practicum, OSU-CHS Clinic, or College- affiliated hospitals and clinics.
2. Courses coordinated.
3. Letters from course coordinators, departmental chairs, or colleagues who have observed your teaching.
4. Development of instructional materials: text, laboratory manual, computer-based instruction.
5. Innovations undertaken in courses and curriculum.
6. Teaching awards, honors.
7. Teaching provided in continuing education programs.
8. Professional development activities related to teaching.
9. Other activities related to the educational mission of the College.

B. Research (scholarly activity)

1. Publications. List refereed journal articles, published abstracts, and books or book chapters. May include publication related to medical training or clinical issues. Include a copy of representative examples of publications in your folder. Pending publications: include name of journal that has been accepted, and expected date of publication.

2. Grants and Contracts. Indicate grants and contracts which have been submitted, identifying which were approved, pending, and which were funded. Include period of grant and total direct costs for each grant. Identify individuals and percent effort of P.I. and Co-I. (if applicable) on all grants.
3. Scholarly Presentations.
4. Professional development activities related to research and scholarly work.

C. Service

1. Institutional service
 - a. Committee service.
 - b. Faculty governance activities.
 - c. Student advisement.
 - d. Faculty development activities which you have provided at OSU-CHS.
2. Clinical service
 - a. Describe clinical service provided as part of departmental work assignments.
 - b. Professional licensing, credentialing, and boarding.
 - c. Letters from peers or supervisors describing your ability in your area of clinical expertise.
 - d. Professional development activities related to clinical service.
3. Professional Service
 - a. Service to professional and scientific organizations (includes committees, offices held, etc.).
 - b. Governmental appointments.
 - c. Consulting activities.
4. Public Service
 - a. Invited talks for lay audiences.
 - b. Community organization activities
 - c. Public-media-sponsored presentations.
 - d. Other public service activities related to the missions of the College or department/discipline.

| |
|--|
| <p align="center">OKLAHOMA STATE UNIVERSITY CENTER FOR HEALTH SCIENCES REAPPOINTMENT, PROMOTION/TENURE RECOMMENDATIONS FORMSUMMARY OF</p> |
|--|

NAME OF FACULTY MEMBER:_____

| | RECOMMENDED <u>ACTION</u>¹ | <u>SIGNATURE</u> | <u>DATE</u> |
|-----------------------------|--|--|--------------------|
| Department Faculty Counsel: | _____ | _____ Faculty Representative ² | _____ |
| Department Chair: | _____ | _____ | _____ |
| OSU-CHS RPT Committee: | _____ | _____ (Committee Chair) | _____ |
| Dean/Provost: | _____ | _____ | _____ |
| Provost/President: | _____ | _____ | _____ |

¹Reappointment, promotion, tenure, non-reappointment, no promotion.

²Chairman of department faculty personnel committee or appropriately elected or appointed representative of the faculty.

**WAIVER OF RIGHT TO INSPECT AND REVIEW CONFIDENTIAL LETTERS
OF RECOMMENDATION (Tenure-Track Only)**

I, _____ (type full name) hereby

☐ waive

☐ do not waive,

and renounce all rights of access, including, but not limited to, those rights established by Title 51 O.S. 24A.7 (C), to any letter or letters of reference or confidential recommendations to be hereafter written in my behalf by all peer reviewers.

This waiver is not operative and becomes null and void if at any time said letter or letters of reference or confidential recommendations are used for any purpose other than those which are specifically recommended. My specific intention is respecting an application for promotion, tenure and/or reappointment.

(Signature of Waiving Party)

(Date)

| |
|--|
| <p align="center">OKLAHOMA STATE UNIVERSITY CENTER FOR HEALTH SCIENCES REAPPOINTMENT, PROMOTION/TENURE RECOMMENDATIONS FORM DEVELOPMENT OF THE RPT DOCUMENTATION FILE</p> |
|--|

1. INFORMATION CONCERNING THE RPT ACTION:

Name: _____ Action Considered: ____ Reappointment: ____
Promotion: _____
Department: _____ Date this action will become effective if
fully approved: _____
Current rank: _____ Date of Current Rank: _____
Date of Initial appointment at Oklahoma State University: _____
Will this action confer tenure if fully approved? Yes _____ No _____
Is this considered an early action as defined in the "Appointment Periods and Time in Rank"
section of the Policy and Procedure letter on Reappointment, Promotion and Tenure Process
for Ranked Faculty?
Yes _____ No _____

NOTE: It is the responsibility of the faculty member and the department chair to prepare a documentation file to clearly summarize the history of the faculty member's appointment before any deliberations begin regarding reappointment, promotion and/or tenure.

2. DOCUMENTATION THE UNIT ADMINISTRATOR MUST PROVIDE:

The following is intended to be a minimal list of items to be provided by the department chair, not necessarily a listing of the *only* items to be included.

- a. Listing of academic appointments, reappointments and promotions at
Oklahoma State University

| <u>Rank</u> | <u>Type of Action (appointment, reappointment, promotion)</u> | <u>Effective Date</u> |
|-------------|---|-----------------------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |

Check

- _____ b. Initial appointment documents including position description (required only for those who have not yet been awarded tenure).
- _____ c. A statement describing the work assignment within the University (teaching, research, extension, service, administration, and/or advisement) during the time period considered for this personnel action. A summary of percentages for each category of activity should be included.
- _____ d. Annual appraisal and development documents prepared during the period considered for this personnel action. (For tenured faculty, only the documents for the three most recent formal appraisals need be included.)
- _____ e. Written statements, if any, documenting either special achievements or deficiencies related to the personnel action under consideration.
- _____ f. Records of sabbatical or other periods of leave (not to include annual leave).
- _____ g. Copies of applicable departmental policies and procedures for reappointment, promotion, and/or tenure decisions. Major revisions of the above which have occurred during the tenure of the faculty member and which may influence this personnel action must be indicated.
- _____ h. Letters from peer reviewers for promotion and/or tenure considerations.
 - _____ X Peer review letters are included in the documentation packet. All such letters should be placed in a colored file folder within the packet for easy identification.
 - _____ X Faculty member has waived the right to read his/her peer review letters. If checked, attach the signed waiver to the outside of the colored file folder.

3. DOCUMENTATION THE FACULTY MEMBER MUST PROVIDE:

The following is intended to be a minimal list of items to be provided by the faculty member, not necessarily a listing of the *only* items to be included.

Check

- _____ a. Current vita with complete list of publications, instructional accomplishments, other creative activities and important achievements. Reprints of publications need not be included. Designate publications in refereed journals. Documentation of instructional achievements could include teaching awards, peer evaluation, course syllabi and tests, student evaluations, other testimonies, etc.
- _____ b. Self-assessment statement(s) on instruction, research and/or extension/public service activities, as appropriate, from faculty being considered for tenure.

- _____ c. If the faculty member finds that information provided by the unit administrator in Sections 2.a. through 2.h. is incomplete or inaccurate or if there is additional documentation they would like reviewed, documentation should be added to clarify and complete the file prior to signing the RPT form.
- _____ d. The faculty member should note his/her review of the file by signature below. This signature indicates that the faculty member has been given an opportunity to review the materials contained in the documentation file up to this point in the process, including all materials submitted by the unit administrator and the faculty member, and that the file is complete. Such signature *does not* indicate that the faculty member agrees with the substance of each document. The Statements of Recommendation from the departmental committee, unit administrator, college-level committee (if applicable), and dean *are not* included in the file at this point in the process.

Faculty member's signature

Date

NOTE: With exception of peer review letters where the faculty member has waived his/her right to access, all materials in the documentation file should be reviewed by the faculty member before formal RPT deliberations begin.

4. STATEMENTS OF RECOMMENDATION:

Copies of ALL Statements of Recommendation must be placed in the documentation file as each step in the review process is completed. Additionally, a copy of each statement shall be given to the faculty member in a confidential manner as outlined in the RPT policy and procedures letter.

- a. **Departmental Faculty Counsel:** The departmental faculty or a special or permanent committee of the faculty of the administrative unit involved shall review the required documentation and prepare a Statement of Recommendation with justification regarding reappointment, promotion and/or tenure for the faculty member. The statement must address, in specific terms, how the faculty member has or has not satisfied applicable departmental criteria for promotion, tenure or reappointment.
- b. **Department Chair:** This Statement of Recommendation must address, in specific terms, how the faculty member has or has not satisfied applicable departmental criteria for reappointment, promotion and/or tenure in the view of the department chair. The statement must detail whether or not the performance of the faculty member adequately fulfills the published standards for the proposed personnel action. If the recommendation of the unit administrator differs from that of the appropriate faculty counsel, the reasons for differences must be explained in the statement.

Before the documentation file and unit recommendations are forwarded to the dean, the following must be added by the department chair.

Check

_____ (1) Completed Employment Action form for the proposed action.

_____ (2) Draft copy of a letter to be sent to a faculty member who is not recommended for reappointment.

- c. **OSU-CHS RPT Committee:** Faculty counsel may be, but is not required to be, sought by the dean from an elected college personnel committee or a special or permanent committee of the respective academic college. In such a case, the members of the committee shall review the required documentation and prepare a Statement of Recommendation with justification regarding reappointment, promotion and/or tenure for the faculty member.
- d. **Provost:** If the recommendation of the Provost differs from that of the department faculty counsel and/or department chair, the reasons must be explained in the Statement of Recommendation. Even if the recommendation of the Provost agrees with that of the departmental committee and unit administrator, the Provost is encouraged to include in the documentation file a written statement setting forth rationale for his/her recommendation.

OSU-CHS Reappointment, Promotion and TenureCheck List

[Carefully Read and Complete the Following Application]

Faculty Member (candidate's full name): _____

Department: _____

Employment Status: ☐ Full Time
☐ Part Time

This RPT Request is for:

| | |
|---|--|
| <p>2. Tenure Track</p> | <p>3. Clinical Educator Track</p> |
| <p>4. Reappointment as _____</p> <p>5. R</p> <p>6. Promotion to:</p> <p>7. Associate Professor</p> <p>8. Professor</p> | <p>9. Reappointment as _____</p> <p>10. R</p> <p>11. Promotion to:</p> <p>12. Clinical Associate Professor</p> <p>13. <input type="checkbox"/> Clinical Professor</p> |
| <p>14. elect One:</p> <p>15. This personnel action confers tenure</p> <p>16. This personnel does not confer tenure</p> | <p>17.</p> |

Documents required:*

- Letter of Request for consideration from Department Chair ☐ signed ☐ dated
- Department Faculty Counsel Input/Letter ** ☐ signed ☐ dated
(signature of all participants to faculty counsel required)
- Reappointment, Promotion/Tenure Recommendations Form
3 pages completed, signed and dated by ☐ Candidate, ☐ Chair, and ☐ Faculty Counsel Rep./Chair
- “Waiver of Right” to inspect letters of recommendation: ☐ signed ☐ dated
- Items that must be included in the submission package:

(Check each item)

- | | |
|---|---|
| <input type="checkbox"/> Current Curriculum Vitae | <input type="checkbox"/> Statement of research accomplishments |
| <input type="checkbox"/> Initial Appointment Documents | <input type="checkbox"/> Statement of teaching service and evaluation |
| <input type="checkbox"/> Self-Assessment | <input type="checkbox"/> Copy of Departmental Policy & Procedure for P&T |
| <input type="checkbox"/> Annual Reviews | <input type="checkbox"/> Points Calculation (if applicable) |
| <input type="checkbox"/> Statement of services rendered | <input type="checkbox"/> External Letters of Recommendation*** (minimum of 3) (For Promotion with tenure only) |

- *** All documents must be compiled as a single hard copy in a three-ring binder under five tabs (see binder tab order below) and the entire dossier must also be submitted as an electronic document (pdf file) with bookmarks that match the hard-copy tabs.
- ****
- a. Faculty Counsel to be composed of tenured faculty members from within candidate's department
 - b. If there are too few tenured faculty in the department to create an effective faculty counsel, tenured faculty from other departments may be chosen, with the approval of the department chair.
 - c. If the candidate is also the department chair, then faculty counsel is selected under the direction of a substitute unit administrator, appointed by the Provost.
- *****
- a. External letters of recommendation from former faculty colleagues of candidate must be from those with whom the candidate served more than three (3) years prior.
 - b. The sources of external letters of recommendation should be approved by the department chair (unless the candidate is the chair, then approval must be by the Provost).

BINDER TAB ORDER

| | |
|--|---|
| <p>Tab 1</p> <ol style="list-style-type: none"> 1. Form 1 Summary of Recommendations 2. Form 2 Documentation Form 3. Form 3 RPT Checklist (this form) | <p>Tab 4</p> <ol style="list-style-type: none"> 1. Self-Assessment 2. Statements of Service, Teaching, Research 3. Annual Appraisals 4. Department RPT Policy & Procedure |
| <p>Tab 2</p> <ol style="list-style-type: none"> 1. Dean's Letter of Recommendation 2. P & T Committee Recommendation 3. Chair Recommendation & Support Letter 4. Faculty Counsel Letter | <p>Tab 5</p> <ol style="list-style-type: none"> 1. Waiver of Right to Inspect 2. External Letters of Recommendation (provided by department chair if Waiver of Right to Inspect is signed "yes") |
| <p>Tab 3</p> <ol style="list-style-type: none"> 1. Current Curriculum Vitae 2. Initial Appointment Documents | |

“The Oklahoma State University Center for Health Sciences is in compliance with Title VI and VII of the Civil Rights Act of 1964, Executive Order 11246 as amended, Title IX of the Education Amendments of 1972, Americans with Disabilities Act of 1990, the Rehabilitation Act, and other federal laws and regulations, does not discriminate on the basis of age, race, ethnicity, color, religion, sex, sexual orientation, genetic information, gender, gender identity or expression, national origin, disability, protected veteran status, or other protected status in any of its policies, practices or procedures. This includes but is not limited to admissions, employment, financial aid, and educational services. Title IX of the Education Amendments and OSU-CHS policy prohibit discrimination in the provision of services of benefits offered by the University based on gender.

Any person (student, faculty or staff) who believes that discriminatory practices have been engaged in based upon gender may discuss their concerns and file informal or formal complaints of possible violations of Title IX with the OSU-CHS Title IX Coordinator, [Tina Tappana, Director of Human Resources, Title IX Coordinator, Oklahoma State University, Center for Health Sciences and OUS Tulsa, (918) 594-8105 or Fax 918-594-8449.]”

Revised April 2022