



Department TPR and PTR Documents Routing Sheet  
Requirements based on 2019-2020 Faculty Manual

In accordance with the Faculty Manual, each department's TPR document must be approved by the regular departmental faculty, department chair, college dean, and Provost (Chapter V,D1d).

This document is intended to support the documentation of the required approvals.

Department: **Biological Sciences**

College: **Science**

Department Faculty Meeting at which the attached TPR documents were  
approved on: **May 7, 2020**

Faculty Manual Editorial Consultant

I have reviewed this document for conformance to the Clemson University Faculty Manual.

*[Handwritten signature]*

Department Chair *Sara J. DeWalt* Date **Jun 11, 2020**

Approved  Revision Required (see comments)

*[Empty box for comments]*

Dean *Cynthia Young* Date **Jun 14, 2020**

Approved  Revision Required (see comments)

*[Empty box for comments]*

Provost *Robert T. Jones*

Approved  Revision Required (see comments) Date **June 17, 2020**

*[Empty box for comments]*

Requirements for DEPARTMENTAL TPR and PTR DOCUMENTS – 2019-2020 *Faculty Manual*

Department: Biological Sciences

Date

6/9/2020

**NOTE:** The TPR document must be approved by the regular departmental faculty, department chair, college dean, and Provost (Chapter V, D1d).

This list may be useful to ensure departmental TPR and PTR documents conform with the *Faculty Manual*. Updated 4/2/2020.

Compliance

**NOTE:** Principal lecturers must be incorporated into department TPR documents by August 1, 2021

	Requirement	Reference	Yes	No	N/A
0	Consistent otherwise with the <i>Faculty Manual</i> and internally and with departmental bylaws	Ch III, A1c	X		
1	The TPR document is distinct from departmental bylaws	Ch V, D1c	X		
2	Criteria for tenure	Ch V, D1b	X		
3	Process for tenure	Ch V, D1b	X		
4	Consistent with the requirement that tenure applications, once submitted, cannot be withdrawn (New in 2018-2019 <i>Faculty Manual</i> )	Ch V, C3	X		
5	Qualifications (criteria) for reappointment	Ch V, D1c			
5a	* assistant and untenured associate professor	Ch V, D1b	X		
5b	* research faculty	Ch IV, B2e & B2b, i(3)	X		
5c	* extension faculty	Ch IV, B2e & B2b, ii(4)	X		
5d	* clinical faculty	Ch IV, B2e	X		
5e	* lecturer	Ch IV, B2e; Ch V, C2b, i	X		
5f	* senior lecturer	Ch IV, B2e; Ch V, C2c	X		
5g	* principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B2e; Ch V, C2d	X		
5h	* Professor of Practice	Ch IV, B2e	X		
6	Processes for reappointment (annual except as noted below)	Ch V, D1c			
6a	* assistant and untenured associate professor	Ch V, D1b	X		
6b	* research faculty	Ch IV, B2e	X		
6c	* extension faculty	Ch IV, B2e	X		
6d	* clinical faculty	Ch IV, B2e	X		
6e	* lecturer	Ch IV, B2e; Ch V, C2b, i	X		
6e, i	* including feedback from senior and principal lecturers	Ch V, D1g	X		
6f	* senior lecturer	Ch IV, B2e; Ch V, C2c	X		
6f, i	* including feedback from senior and principal lecturers	Ch V, D1g	X		
6f, ii	* at least every three years and in penultimate year	Ch V, C2c, i	X		
6g	* principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B2e; Ch V, C2d	X		
6g, i	* including feedback from principal lecturers	Ch V, D1g	X		
6g, ii	* at least every five years and in penultimate year	Ch V, C2d, i	X		
6h	* Professor of Practice	Ch IV, B2e	X		
7	Qualifications (criteria) for promotion	Ch V, C4a, i			
7a	* to associate professor	Ch IV, B1f, iii	X		
7b	* to full professor	Ch IV, B1f, iv	X		
7c	* research faculty ranks	Ch IV, B1e	X		
7d	* extension faculty ranks	Ch IV, B1e	X		
7e	* clinical faculty ranks	Ch IV, B1e	X		
7f	* to senior lecturer	Ch IV, B1e & B2i, iv(3),(b)	X		
7g	* to principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B1e & B2i, iv(4),(b)	X		
8	Processes for promotion	Ch V, D1c			
8a	* to associate professor	Ch V, D1c	X		
8b	* to full professor	Ch V, D1c	X		
8c	* research faculty ranks	Ch V, D1c	X		
8d	* extension faculty ranks	Ch V, D1c	X		
8e	* clinical faculty ranks	Ch V, D1c	X		
8f	* to senior lecturer	Ch IV, B2i, iv(3),(b)	X		
8f, i	* including feedback from senior and principal lecturers	Ch V, D1g	X		
8g	* to principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B2i, iv(4),(b)	X		
8g, i	* including feedback from principal lecturers	Ch V, D1g	X		
Procedures and committee structure of departmental TPR committees, adhering to <i>Faculty Manual</i> requirements to include at least the following:					
9	• Procedures the TPR Committee must follow	Ch V, D1c	X		
10	• The composition of the TPR committee shall be defined in the TPR document (change from 2018-2019; this committee need not be elected)	Ch V, D1e, i	X		
11	• The TPR committee's members shall not be appointed by the department chair (new in 2019-2020)	Ch V, D1e, i	X		

12	• Voting rights on a committee making tenure recommendations are limited to tenured regular faculty	Ch V, D1e, ii	X		
13	• The Committee shall be composed of full-time regular faculty members excluding individuals who as administrators, have input into personnel decisions such as appointment, tenure and promotion	Ch V, D1e, ii	X		
14	• Voting rights on a committee making a recommendation concerning promotion to rank or appointment at a rank are limited to regular faculty with equivalent rank or higher	Ch V, D1e, iii	X		
15	• The Committee must have a minimum of three departmental members, and a mechanism to elect additional members from outside the unit if not possible that is consistent with Ch V, D2a, ii	Ch V, D1e, iv		X	
16	• Departmental procedures for peer evaluation shall be in writing in the TPR document and shall be available to the faculty, the chair, the dean, and the Provost	Ch V, D1f, i	X		
Guidelines providing details of the PTR process adhering to <i>Faculty Manual</i> requirements to include at least the following:					
17	Post tenure review criteria and processes are documented in the TPR document	Ch V, G3a	X		
18	• Specific guidelines	Ch V, G3a	X		
19	• Specification of ONE option for external representation	Ch V, G6a	X		
19a	• Process for <i>selecting</i> an external PTR member if this is part of the Post-tenure review process	Ch V, G6a, ii			X
19b	• If external letters are required for post-tenure review, there must be at least four letters, two from list of six submitted by faculty member	Ch V, G6e	X		
20	• Procedures for creating the Post-Tenure Review Committee (need not be separate from the TPR Committee; need not be elected)	Ch V, G4a	X		
21	• Only tenured faculty may serve on the PTR Committee	Ch V, G4b	X		
22	• The PTR Committee shall have a minimum of three members	Ch V, G4c	X		
23	• Faculty members in Part II of PTR are not eligible to serve on the PTR committee	Ch V, G4d		X	
24	• The PTR Committee shall elect its own chair	Ch V, G4e	X		

**Comments**

- 15 The TPR committee is composed of all tenured faculty members, so likely, there will be three members of the committee under all circumstances. Similarly, the number of full professors in this unit is such that it is unlikely that a committee reviewing a case for promotion to full professor will not have three members from within the department.
- 23 As long as the department does not elect any faculty in Part II of PTR to the IRC, in practice the requirements of 23 will be met.

# TENURE, PROMOTION, AND REAPPOINTMENT GUIDELINES FOR THE DEPARTMENT OF BIOLOGICAL SCIENCES

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May 7, 2020

## Table of Contents

<b>I. Committee Composition .....</b>	<b>3</b>
<b>A. Tenure and Promotion Committee .....</b>	<b>3</b>
<b>B. Initial Review Committee.....</b>	<b>3</b>
<b>C. Mentoring Committees.....</b>	<b>3</b>
<b>II. Process for Reappointment, Tenure, and Promotion .....</b>	<b>4</b>
<b>III. Reappointment, Tenure and Promotion of Regular Faculty.....</b>	<b>6</b>
<b>A. Reappointment of Assistant Professors .....</b>	<b>6</b>
<b>B. Tenure and Promotion to Associate Professor .....</b>	<b>7</b>
Criteria for Tenure and Promotion to Associate Professor .....	7
a. Research and Scholarship .....	7
b. Teaching.....	8
c. Service.....	9
<b>C. Post-tenure Review .....</b>	<b>10</b>
<b>D. Promotion to Professor.....</b>	<b>11</b>
Criteria for Promotion to Professor .....	12
a. Research and Scholarship .....	12
b. Teaching.....	12
c. Service.....	13
<b>IV. Reappointment and Promotion of Lecturers .....</b>	<b>14</b>
<b>A. Reappointment of Lecturers, Senior Lecturers, and Principal Lecturers.....</b>	<b>14</b>
Criteria for Reappointment of Lecturers, Senior Lecturers, and Principal Lecturers.....	14
<b>B. Promotion to Senior Lecturer .....</b>	<b>15</b>
Criteria for Promotion to Senior Lecturer .....	15
<b>C. Promotion to Principal Lecturer .....</b>	<b>16</b>
Criteria for Promotion to Principal Lecturer .....	16
<b>V. Research Faculty and other Special Faculty Ranks.....</b>	<b>16</b>
Criteria for Reappointment of Research Faculty and other non-Lecturer Special Faculty Ranks.....	16

## **I. Committee Composition**

### **A. Tenure and Promotion Committee**

The Tenure, Promotion and Reappointment (TPR) Committee is responsible for peer review of all candidates for reappointment, tenure, and promotion in the Department of Biological Sciences. The Committee is composed of all full-time, regular, tenured faculty members holding a majority appointment in the Department. For a given TPR decision, only Committee members holding at least the rank and tenure status sought by the candidate are eligible to vote.

An exception involves the reappointment and promotion of Lecturer ranks. For the reappointment and promotion of Lecturers, the TPR Committee solicits input from Senior Lecturers and Principal Lecturers through the TPR system. For the reappointment of Senior Lecturers, the TPR Committee solicits input from Senior Lecturers and Principal Lecturers through the TPR system. For the promotion of Senior Lecturers and the reappointment of Principal Lecturers, the TPR Committee solicits input from Principal Lecturers through the TPR system.

### **B. Initial Review Committee**

The Initial Review Committee (IRC) is responsible for the preliminary review of all candidates for reappointment, tenure and promotion; it also conducts post-tenure review. The IRC is comprised of three tenured Professors who are elected by Departmental vote to serve three-year terms. Elections are held annually, and IRC terms are staggered such that one member rotates off each year. The IRC makes annual recommendations to the full TPR committee concerning all candidates' reappointment, tenure and promotion.

Each year, the IRC elects one of its members to serve as TPR chair. His or her duties include: calling and presiding over IRC and TPR Committee meetings; providing guidance to candidates during the TPR process; liaising between candidates and the TPR Committee, Department Chair, and College Dean; and serving as the departmental representative to the Dean's TPR advisory committee. All IRC members are encouraged to familiarize themselves with the TPR system in preparation for potential service as TPR chair.

### **C. Mentoring Committees**

Within one year of his or her hire date, and in consultation with the Department Chair, each new tenure-track faculty member assembles a Mentoring Committee consisting of at least two tenured Departmental faculty members. The purpose of this committee is to work closely with the evaluated faculty member to ensure that they are making satisfactory progress toward achieving

goals necessary for reappointment, promotion, and tenure.

Lecturers who have not achieved the status of Senior Lecturer or Principal Lecturer should also select a peer mentoring committee of at least one tenured faculty member and one Senior Lecturer or Principal Lecturer mutually agreed upon by the Department Chair by the end of the first year of the employment. The purpose of this committee is to work closely with the evaluated faculty member to ensure they are making satisfactory progress toward achieving goals necessary for reappointment and promotion.

The members of the mentoring committee and the IRC will meet each year during the annual TPR review process to discuss progress of tenure-track faculty members and Lecturers, and make recommendations. The mentoring committee will also serve with the standing IRC during the year that the candidate requests promotion.

Associate Professors who are contemplating a request for promotion to Full Professor should select a peer mentoring committee of at least two Full Professors by August of the year prior to their promotion request. The members of the mentoring committee and IRC will review the candidate's CV and other materials, as requested, for a determination of suitability for promotion.

Senior Lecturers who are contemplating a request for promotion to Principal Lecturer should select a peer mentoring committee of at least one Full Professors and one Principal Lecturer by August of the year prior to their promotion request. The members of the mentoring committee and IRC will review the candidate's CV and other materials, as requested, for a determination of suitability for promotion.

## **II. Process for Reappointment, Tenure, and Promotion**

Each year at the appropriate time, the TPR Committee Chair informs candidates of the deadlines for notebook submission. These deadlines are established by the Provost's office and may change from year to year. The current year's deadlines are posted on the Provost's webpage: <http://www.clemson.edu/administration/provost/deadlines.html>.

Assistant Professors and Lecturers are evaluated annually for reappointment following the procedures outlined below. Senior Lecturers are similarly evaluated in the penultimate year of each three-year appointment, while Principal Lecturers are evaluated in the penultimate year of each five-year appointment.

At minimum, all candidates for reappointment, tenure, or promotion should upload a Letter

Requesting Action, CV, Top Achievements statement, and Goals statement. Supplemental documents, such as evidence of teaching effectiveness, service activities, and research activities, can be uploaded to the TPR system these items cannot be addressed elsewhere.

For tenure and promotion of regular faculty, four additional items are required.

- a. A research statement that describes your activities and research questions
- b. Reprints of five representative publications
- c. External evaluator listing, in which the candidate provides names of 6-8 potential referees outside the University who can assess the quality and impact of your research. Ideally, these reviewers should be from R1 or research-intensive units, but other referees can be included with appropriate justification. These referees may not include colleagues with whom the faculty member has a conflict of interest: relatives, former graduate and post-doctoral advisors, co-authors and co-PIs within the last three years, and former students or post-docs. The faculty member may also choose to provide names of up to three individuals from whom references should not be solicited. The IRC and Mentoring Committee members also develop a list of 6-8 potential referees and solicits references from 6-8 external referees, at least half of whom are selected from the candidate's list. Each referee receives the candidate's CV, Top Achievements, Research/Scholarship Activities statement, goals, reprints of five representative publications, and a copy of the departmental Tenure and Promotion Guidelines.
- d. Scheduling of a departmental research seminar, which should be presented before mid-October in the year that they are requesting promotion to familiarize the faculty with their research program.

For promotion of lecturers, additional evidence of teaching effectiveness should also be included. Supplemental materials, such as evidence of service, outreach, engagement, and research activities can be included if desired.

Each year, the TPR committee will be required to sign a confidentiality agreement stating that they will read the dossiers, attend or view seminars for promotion candidates, as applicable, and agree to keep all TPR information confidential. Afterwards, the candidate's full dossier is made available through the TPR system for review by the TPR committee. In the case of Lecturer reappointments and promotion, the dossier is made available to all Senior and Principal Lecturers. In the case of Senior Lecturer Promotion, the dossier is made available to all Principal Lecturers. Senior and Principal Lecturers provide feedback to the TPR committee. For reappointments, the IRC conducts a review of the candidate's activities and drafts a summary recommendation based on their discussions. For promotions and/or tenure, The IRC, together



with the candidate's Mentoring Committee, conducts a detailed review of the candidate's activities and accomplishments and drafts a summary recommendation. The recommendation clearly supports or opposes the candidate's request for reappointment, provides a justification for this decision, and provides feedback on the candidate's progress towards promotion.

The IRC distributes the draft recommendation letter to the TPR committee at least one week ahead of a meeting of the full TPR committee. Reappointment letters are both formative (written to guide the candidate's professional development) and summative (evaluating the candidate's performance relative to promotion criteria). TPR letters for tenure or promotion are summative.

The IRC presents the draft recommendation and letter at a meeting of the TPR committee, during which time they solicit additional input from all committee members. At least two-thirds of the TPR committee must be in attendance to discuss and vote to approve the candidate's reappointment. A secret ballot is distributed and counted at the meeting. Two-thirds of those in attendance must vote in favor for a positive recommendation. The results of the vote, including the counts for and against, are added to the letter. The committee must then vote to approve the wording of the candidate's recommendation letter in the same or later meeting. If there are one or more votes against tenure or promotion, or an objection to the wording of the draft letter, the final vote will not be taken and the TPR recommendation letter will be made available for comments. To vote on the final letter wording, a second TPR meeting will be called and at least two-thirds of the TPR committee must be in attendance. At least two-thirds of those in attendance must vote in favor of approving the revised letter. The TPR chair uploads and signs the final recommendation in the TPR system. **The Department Chair also renders a separate and independent recommendation.** The candidate has an opportunity to respond to each recommendation, if desired, before the notebook is forwarded to the Dean for review.

### **III. Reappointment, Tenure and Promotion of Regular Faculty**

#### **A. Reappointment of Assistant Professors**

All regular faculty appointments are made on a year-to-year probationary basis until tenure is granted. The probationary period for full-time regular faculty does not normally exceed seven years. See the Faculty Manual for full details of University policies during the probationary period.

Reappointment to the position of Assistant Professor is based on sustained effort and demonstrated progress across multiple performance criteria outlined in Section III.B, below. Within one year of his or her hire date, each candidate will meet with the Department and TPR chairs to fully review these criteria.

## **B. Tenure and Promotion to Associate Professor**

The award of tenure and/or promotion is among the most important and far-reaching decisions made by the department. Recommendations concerning promotion and tenure must therefore be made carefully, based upon a thorough examination of the candidate's record and the impartial application of clearly articulated criteria. Normally, the decision to grant tenure is made during the penultimate year of the probationary period and becomes effective at the beginning of the next academic year. In exceptional cases, tenure may be granted earlier. However, a faculty member forfeits the remainder of their probationary period when they official submit their tenure materials in the TPR system.

The following criteria for tenure and promotion serve as guidelines only. Conscientious attention to all performance criteria is expected, but it is recognized that individual accomplishments may vary across diverse performance areas. No individual is required to excel in all areas, and excellence in one area may offset lesser performance in other areas. This list highlights the most important activities toward which Department faculty should devote their efforts. It also provides necessary latitude for evaluating faculty with differing goals and appointments. Although no separate criteria for tenure are outlined, it is expected that a candidate for tenure will demonstrate the same level of accomplishment as a candidate for promotion to Associate Professor.

### **Criteria for Tenure and Promotion to Associate Professor**

Candidates for tenure and promotion to Associate Professor are evaluated in three performance areas: Research and Scholarship, Teaching, and Service. Priority is given to the first two performance areas, as the percent appointments of tenure-track faculty are normally split 55/40/5 among the three performance areas. Nonetheless, the weight accorded to each performance area depends on the specific responsibilities of the faculty member.

#### ***a. Research and Scholarship***

**Candidates for tenure and promotion to Associate Professor are expected to demonstrate a successful, independent scholarly career, as evidenced by the regular publication of peer-reviewed journal articles and the procurement of external research funds.** The quality, quantity and impact of the candidate's published work should clearly establish them as a nationally-recognized contributor to their field.

#### **Publications**

Candidates for promotion to Associate Professor are expected to publish regularly in peer-reviewed journals that are highly regarded in the candidate's field. Publication rates may be lower in the early years of the faculty member's appointment but should rise with time. Greatest

value is placed on full-length original research articles and invited reviews. Publication of authored books, edited books, and book chapters is viewed favorably when accompanied by a sustained record of peer-reviewed research publications. Creation of software, databases, patents and other products of scholarship is also valued.

The TPR committee will review the candidate's published works, noting their number, journal impact factors, citations, candidate authorship positions, and candidate contributions to collaborative works. The committee will also consider published scholarship metrics (e.g. h- and i10-indices), which should compare favorably to tenured faculty members of similar career stage in the candidate's discipline. Letters will be solicited from external reviewers to provide insight into the quality and impact of the candidate's scholarship.

While continuation of previous research is natural and expected, candidates are expected to demonstrate scholarly independence. Independence may be established through the publication of journal articles from their Clemson research program on which former PhD and post-doctoral advisors do not serve as co-authors, organizing symposia without their PhD and post-doctoral advisors, or serving as the Principal Investigator on a grant proposal.

### **External Funding**

Candidates for promotion to Associate Professor are expected to vigorously pursue and successfully obtain nationally competitive funding appropriate to sustain a productive research program in their discipline. Candidates should present a track record of proposal submissions, favorable reviews, and funded proposals that demonstrates their competitiveness for funding at the national level.

### **Presentations**

While publications and external funding are the most important criteria used to evaluate a candidate's research, importance is also placed on presentations at conferences, invited seminars, and other venues for scientific communication. Greater weight is given to national and international meetings; invited, keynote, or featured presentations; invited presentations at other research-intensive universities; and presentations that result from a competitive review of abstracts. Published abstracts and conference proceedings contribute to the candidate's overall record of scholarship but are less important than full-length peer-reviewed research publications.

### ***b. Teaching***

High quality teaching is serious intellectual work that requires a deep understanding of biological science and the ability to convey that understanding in clear and engaging ways. **All candidates are expected to demonstrate commitment to the effective delivery of classes, seminars and laboratories at the undergraduate and/or graduate levels. Faculty members are also expected to serve as research supervisors for graduate and undergraduate students.**

### **Teaching and Advising**

Successful candidates for tenure and promotion to Associate Professor will develop and deliver undergraduate and/or graduate courses whose number and quality are at least on par with those of other tenured faculty in the department. Candidates are encouraged to mentor undergraduates in research through Creative Inquiry classes, Honors theses, 4910 course sections, and other mechanisms for undergraduate research.

While not mandatory, additional consideration will be given to outstanding pedagogy as demonstrated by: comments from student evaluations and/or peer evaluations that reflect high quality performance as a teacher; receipt of major teaching or advising award(s); significant new course development; pedagogical presentations and/or publications; significant and successful efforts to improve pedagogy; and meaningful involvement of undergraduates in research.

### **Graduate Mentoring**

Candidates are expected to have supervised MS and PhD students to the successful completion of their degree programs and to have published scholarly work with graduate student co-authors. While successful mentoring of all graduate students is valued, additional weight is given to mentoring of PhD students. PhD students hired during the pre-tenure period may not have graduated by the candidate's penultimate year; nonetheless these students should demonstrate progress toward their degree in the form of presentations, publications and/or successful completion of comprehensive examinations. Mentoring post-doctoral associates and hosting visiting scholars will also contribute towards a positive recommendation.

### *c. Service*

**Service activities are of secondary importance in the overall performance of untenured faculty, and untenured faculty are not expected to take on significant service or leadership roles either within or outside the university.** Nonetheless, candidates are encouraged to demonstrate nationally recognized disciplinary expertise through manuscript reviews, grant panel service, and/or service on committees, working groups, conferences and editorial boards relevant to their research area. In addition, a modest level of willing service to the department and university, particularly after the third year of appointment, and serving on graduate student advisory committees in and outside the department graduate programs will contribute to a positive evaluation for tenure and promotion.

Examples of appropriate departmental or university service at this stage include (but are not limited to) serving on graduate student advisory committees; membership on departmental curriculum, graduate admissions or search committees; membership on college and university

committees; serving on the Seminar Committee and/or inviting and hosting departmental seminar speakers; and serving as the faculty advisor for a delegated student organization.

Examples of appropriate professional service include (but are not limited to) reviewing manuscripts for journals in the candidate's field; reviewing grant proposals for granting agencies such as NSF, NIH, USDA; serving on grant panels; participating in scientific professional organizations, including activities such as judging student talks and posters at national meetings; participating in professional society working groups or committees; organizing a symposium or contributed oral session at a conference; and/or assisting with the organization of a regional conference.

### **C. Post-tenure Review**

All tenured faculty members are subject to post-tenure (PT) review at five-year intervals. The first PT review is conducted by the IRC during the fall semester of the sixth year following granting of tenure, and subsequent reviews are conducted every fifth year thereafter. See the Faculty Manual for detailed University policies regarding post-tenure review.

Individual faculty members need not take action to initiate their periodic PT review. The IRC maintains records of each faculty member's PT review schedule and conducts reviews at appropriate intervals. For candidates who have received a "good" or higher on at least four of the five most recent annual evaluations, the PT review outcome is Satisfactory and no further action is required. The TPR chair uploads a recommendation letter to the TPR system, and the PT review clock is reset.

If the candidate has received two or more ratings of "fair" or below during the five most recent annual evaluations, a Part II PT review is initiated. The IRC requests that the faculty member upload a Letter Requesting Action to his or her TPR notebook, accompanied by the following items:

- a. A current CV
- b. Student evaluation of teaching forms for the past five years
- c. A plan for continued professional growth
- d. Detailed information on the outcomes of any sabbatical leave awarded during the past five years
- e. The names of six potential referees outside the department. These referees may not include colleagues with whom the faculty member has a conflict of interest as defined above. The faculty member may also choose to provide names of up to three individuals from whom references should not be solicited.

In addition to materials provided by the faculty member, the IRC also obtains:

- a. Four or more external reference letters, including at least two letters from referees on the faculty member's list. Letters are solicited as described for promotion to Associate Professor.
- b. Copies of the faculty member's five most recent annual performance reviews, provided by the Department Chair

Tenured faculty members are expected to demonstrate a sustained record of excellence across multiple performance criteria outlined for promotion to their current rank. The IRC uses these criteria as the basis for a thorough review of the faculty member's past performance and future potential. The IRC assigns the faculty member a rating of Satisfactory or Unsatisfactory and provides a written justification for this rating. The TPR chair uploads and signs the IRC's recommendation in the TPR system. **The Department Chair also renders a separate and independent recommendation.** The candidate receives copies of both recommendations. He or she may provide written responses to one or both recommendations within two weeks, after which time the recommendations and responses are forwarded to the Dean.

If the faculty member is rated Satisfactory by the IRC, the Chair, or both, then the faculty member's final rating is Satisfactory. The Dean forwards this information to the Provost in summary form without appending additional candidate materials. If both the IRC and the Chair rate the faculty member as Unsatisfactory, then the faculty member's final rating is Unsatisfactory and the Dean forwards all candidate materials to the Provost.

Faculty members who receive an Unsatisfactory rating are subject to a three-year remediation program overseen by the Department chair (see details in the Faculty Manual Section). During the remediation period, the faculty member is reviewed annually by the IRC and the chair, both of whom supply separate and independent evaluations. At the end of the three-year period, another Part II PT review is conducted as outlined above. If the outcome is again Unsatisfactory, the faculty member is subject to dismissal for unsatisfactory performance. If the review is Satisfactory, then the normal five-year annual performance review cycle resumes.

#### **D. Promotion to Professor**

Promotion to Professor is granted primarily on the basis of a sustained, high quality, productive research program that is widely recognized, both nationally and internationally. Candidates for promotion to Professor are expected to have undertaken significant leadership activities within the Department, University, and/or relevant professional organizations. Candidates will have

demonstrated a continued commitment to effective pedagogy and student mentoring at all levels.

### **Criteria for Promotion to Professor**

Candidates for tenure and promotion to Professor are evaluated in three performance areas: Research and Scholarship, Teaching, and Service. While promotion to Professor reflects the sum of a candidate's professional accomplishments, it is based primarily on activities since promotion or appointment to the rank of Associate Professor.

#### ***a. Research and Scholarship***

Candidates are expected to demonstrate a continued track record of success in all Research and Scholarship criteria outlined for promotion to Associate Professor (Section II.B.a). Nonetheless, expectations for scholarly productivity and impact exceed those required for promotion to Associate Professor. **The successful candidate will present a substantial body of nationally and internationally recognized scholarship in peer-reviewed journals that are highly regarded in the candidate's field, as well as a sustained track record of competitive extramural funding.** The TPR committee will give significant weight to external reviews when determining whether a candidate's body of work is substantial.

Fulfilling at least two of the following additional criteria will also contribute to a positive recommendation for promotion to Professor:

- Presentations of major papers or keynote addresses at multiple national or international workshops, symposia and/or professional meetings
- Presentations of seminars at multiple colleges, universities or institutes, with emphasis placed on other research-intensive universities
- Sustained track record of multiple, substantial, nationally competitive research grants
- Editorships, lectureships, awards and/or honors
- Primary authorship of major review articles, monographs or books
- Elected officer position(s) in national and international professional organizations

#### ***b. Teaching***

Candidates are expected to demonstrate a continued track record of success in all Teaching criteria outlined for promotion to Associate Professor (Section II.B.b). **Successful candidates will have a clearly documented commitment to effective undergraduate and graduate teaching, including direction of multiple MS and PhD candidates to the completion of their degree programs.**

Fulfilling at least two of the following additional criteria will also contribute to a positive

recommendation for promotion to Professor:

- Development of upper division and graduate courses in the candidate's area of expertise
- Coordination of large or multi-section course(s)
- Teaching award(s) and other recognitions of excellence
- Development of texts, manuals, or other pedagogical media
- Leadership and/or sustained service on teaching-related committees, including the departmental Graduate or Undergraduate Advisory committees
- Sustained record of success in graduate student mentoring that results in successful completion of degree programs, numerous student publications, and the receipt by students of awards, fellowships and competitive grants
- Sustained record of success in undergraduate research mentoring, including mentoring individual students and/or Creative Inquiry teams in the production of multiple research presentations and/or publications
- Successful post-doctoral associate mentoring, or hosting foreign or other visiting scholars conducting research, with emphasis on activities that result in publications, fellowships, or competitive grants
- Development, implementation, assessment and/or dissemination of novel approaches to life science pedagogy
- Development of international courses at Clemson and abroad that increase the number of students engaged in global engagement initiatives

### *c. Service*

Candidates are expected to demonstrate a continued track record of commitment to all Service criteria outlined for promotion to Associate Professor (Section III.B.c). **In addition, promotion to Professor carries with it the expectation of greater leadership and service in the Department, University and scientific community.** Successful candidates will have undertaken significant leadership responsibilities on important committees, panels, organizations and/or working groups.

Service criteria include the following:

- Leadership and/or significant contribution to Departmental, College and/or University committees and organizations
- Leadership and/or significant contribution to national and international professional organizations
- Development, leadership and/or significant contribution towards relevant public outreach activities



## **IV. Reappointment and Promotion of Lecturers**

### **A. Reappointment of Lecturers, Senior Lecturers, and Principal Lecturers**

Reappointment to the position of Lecturer is based on fulfillment of criteria from Level I, below, bearing in mind that an individual's job duties may not encompass all the criteria listed.

Promotion and Reappointment to the position of Senior Lecturer is based primarily on Level I criteria, but also includes Level II criteria. Level II contributions do not compensate for a deficiency in Level I criteria. Promotion and Reappointment to the position of Principal Lecturer is based primarily on Level I and II criteria, but also includes Level III. Level III contributions do not compensate for a deficiency in Level I or II criteria.

### **Criteria for Reappointment of Lecturers, Senior Lecturers, and Principal Lecturers**

Level I: Appointment to the rank of Lecturer is granted to individuals whose primary responsibility is teaching. Duties that support the department's teaching mission include the following:

- Effective classroom instruction that demonstrates both expertise and commitment
- Effective lab coordination and preparation activities that support high quality, lab-based instruction
- Effective mentoring and supervision of Graduate Teaching Assistants
- Effective mentoring and supervision of undergraduates, including student workers and undergraduate advisees where appropriate

Level II: Additional contributions that are consistent with the teaching and research mission of the University. Job duties vary. It is recognized that no individual will meet all these criteria, but a demonstrated record towards fulfilling at least one is expected. This list highlights some important activities and also provides necessary latitude for evaluating lecturers with differing goals and appointments.

- Development of new courses, curricula, pedagogical methods, or instructional materials
- Coordination of large or multi-section course(s)
- Teaching a genuine breadth of courses at a variety of levels, potentially including Honors courses
- Preparation of educational materials that support lab instruction
- Conscientious service to the Department, College, and University (e.g., outreach activities, consulting, academic advising, and committee service)

Level III: Substantial additional contributions that are consistent with the teaching and research mission of the University. Job duties vary. It is recognized that no individual will meet all these

criteria, but a demonstrated record towards fulfilling at least one is expected. This list highlights some important activities and also provides necessary latitude for evaluating lecturers with differing goals and appointments.

- Design/instruction of online courses, service learning, and/or study-abroad courses
- Design of comprehensive educational materials to support lecture and/or laboratory instruction
- Teaching award(s) and other recognitions of excellence
- Exceptional service to the Department, College, and University (e.g.: development of core instructional and curricular programs, extensive committee service, outreach and engagement activities)
- Conscientious participation in relevant professional societies, presentations at professional meetings or publication(s) in refereed journals or conference proceedings
- Significant contribution to the success of students in creative inquiry classes and undergraduate research projects
- Evidence of scholarship appropriate to the position, including production and publication of learning materials online and in print for local, regional, and national audiences, or submission/receipt of external grants
- Significant leadership, mentoring, and support of other faculty, peers, and students

## **B. Promotion to Senior Lecturer**

Promotion to Senior Lecturer is intended to recognize the efforts, contributions, and performance of Lecturers who combine effective instruction with additional significant contributions to the mission of the University. Length of service as a Lecturer, in itself, is not a sufficient criterion for promotion to Senior Lecturer.

Lecturers may request promotion to Senior Lecturer after their fourth year of service and *must* request promotion to Senior Lecturer by their eighth year of service. Equivalent experience at Clemson may be counted towards the four-year service requirement. If a Lecturer fails to request promotion to Senior Lecturer by their eighth year or is not promoted to Senior Lecturer following a request in their eighth year, they will not be reappointed after a final ninth year of service. See the Faculty Manual for full details of the University's Senior Lecturer promotion policy.

### **Criteria for Promotion to Senior Lecturer**

Promotion to the position of Senior Lecturer is based primarily on Level I criteria, but also includes Level II criteria (see above), bearing in mind that an individual's job duties may not

encompass all the criteria listed. Level II contributions do not compensate for a deficiency in Level I criteria.

### **C. Promotion to Principal Lecturer**

Promotion to Principal Lecturer is intended to recognize the efforts, contributions, and performance of Senior Lecturers who **combine effective instruction with additional significant contributions to the mission of the University**. Length of service as a Senior Lecturer, in itself, is not a sufficient criterion for promotion to Principal Lecturer. Senior Lecturers may request promotion to Principal Lecturer after their fourth year of service as a Senior Lecturer. See the Faculty Manual for full details of the University's Principal Lecturer promotion policy.

#### **Criteria for Promotion to Principal Lecturer**

Promotion to the position of Principal Lecturer is based primarily on Level I and II criteria, but also includes Level III criteria (see above), bearing in mind that an individual's job duties may not encompass all the criteria listed. Level III contributions do not compensate for a deficiency in Level I or II criteria.

## **V. Research Faculty and other Special Faculty Ranks**

Research Faculty appointments and appointments to other special faculty ranks are made on a year-to-year basis.

#### **Criteria for Reappointment of Research Faculty and other non-Lecturer Special Faculty Ranks**

Reappointment is based on sustained effort across specific performance criteria from Section III.B that are relevant to the nature of the candidate's appointment.