



Department TPR and PTR Documents Routing Sheet
Requirements based on 2020-2021 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: \_\_\_\_\_

College: \_\_\_\_\_

Department Faculty Meeting at which the attached TPR documents were approved:

[ ] Faculty Manual Editorial Consultant

I have reviewed this document for conformance to the Clemson University Faculty Manual.
Comments are attached immediately following this cover sheet.

Department Chair

Approved Signature \_\_\_\_\_

Revision Required (see comments) Name \_\_ Jeffrey C. Hallo \_\_\_\_\_ Date \_\_\_\_\_

[Empty box for Department Chair comments]

Dean

Approved Signature \_\_\_\_\_

Revision Required (see comments) Name \_\_\_\_\_ Date \_\_\_\_\_

[Empty box for Dean comments]

Provost

Approved Signature \_\_\_\_\_

Revision Required (see comments) Name \_\_\_\_\_ Date \_\_\_\_\_

[Empty box for Provost comments]

**Requirements for DEPARTMENTAL TPR and PTR DOCUMENTS – 2020-2021 *Faculty Manual***

**Department: Parks, Recreation and Tourism Management**

**Date**

**12/31/2020**

*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 8/12/2019.

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4	Consistent with the requirement that tenure applications, once submitted, cannot be withdrawn (New in 2018-2019 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 *Faculty Manual* 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
19c	• Allow each faculty member under review the option of either having external letters solicited or incorporating the external committee member in the review process	Ch V, G6a, iii			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

**Department of Parks, Recreation and Tourism Management  
Guidelines and Procedures for  
Tenure, Promotion, and Reappointment**

**Updated December 17, 2020**

**I. Purpose**

These guidelines and procedures are established to provide a common philosophy through which all applicants for appointment, reappointment, tenure, or promotion may be equitably judged. These statements should be used by faculty members to gauge their performance and progress toward the goals of tenure and promotion. These Guidelines are to be used only when assessing regular or special faculty who are in consideration for reappointment, tenure, and/or promotion. Eligibility for reappointment, tenure, and/or promotion for regular and special faculty is determined as outlined by the Faculty Manual.

Candidates for tenure and promotion who have three or fewer years remaining prior to their penultimate year at the time these Guidelines are adopted, may elect to be reviewed under the former Guidelines.

These guidelines and procedures are to be followed by the Department Chair as well as the Tenure, Promotion and Reappointment Committee.

**II. Definitions**

- A. Committee: Refers to the Tenure, Promotion and Reappointment Committee.
- B. Committee Chair: Refers to the Chair of the Tenure, Promotion and Reappointment Committee.
- C. Guidelines: Refers to this document: "Department of Parks, Recreation and Tourism Management Guidelines for Awarding Tenure, Promotion, and Reappointment."
- D. Performance Ratings: For the purposes of Tenure, Promotion, and Reappointment in PRTM, these Guidelines use "Excellent," "Very Good," and "Good" to evaluate the performance of Regular Faculty and Special Faculty.

Excellent: Refers to significant contributions to one's professional area. Such distinctive contributions are identified through rigorous peer review and approval. Some of the indicators which may be used to gauge this ability are listed in section V of these Guidelines.

Very Good: Refers to substantive contributions to one's professional area. Some of the indicators which may be used to gauge this ability are listed in section V of these Guidelines.

Good: Level of performance reflected by able fulfillment of the roles and functions ascribed to one's position. Some of the indicators which may be used to gauge this ability are listed in section V of these Guidelines.

- E. Regular Faculty: Per the Faculty Manual (*August 2020 v.1*), Regular appointments are full-time appointments in an academic unit that is under the jurisdiction of the Provost for individuals expected to have a permanent association with the university. Except for Instructor, these are tenurable appointments. Until tenure is granted, regular appointments are for one-year terms. These appointments include *Instructor, Assistant Professor, Associate Professor, Professor, and Library Faculty*.
- F. Special Faculty: Per the Faculty Manual (*August 2020 v.1*), Special Faculty are a Special Faculty Rank and is assigned to employees fulfilling responsibilities that are not appropriate or possible for Regular Faculty. Individuals having initial lecturer appointments beginning after 15 May 2011 shall have no administrative duties inconsistent with those of regular faculty. These academic appointments shall be for one-year terms and, may be renewed for a maximum of nine full academic years. These appointments include *Research Faculty, Extension Faculty, Clinical Faculty, Lecturer, Senior Lecturer, Principal Lecturer, Professor of Practice*.

### **III. Responsibilities**

All notifications, letters, and recommendations must follow the dates outlined in the Calendar of Dates and Deadlines provided by the Provost's office each year.

#### **Faculty Member seeking Tenure, Promotion, and/or Reappointment**

1. Provide Department Chair with Letter Requesting Action by end of business the third Friday of the Fall semester.
2. Provide documents as appropriate (see Section IV) through the online evaluation system by the date outlined in the Calendar of Dates and Deadlines provided by the Provost's office each year.
3. Complete steps in the annual evaluation and TPR processes as required.

#### **Department Chair**

1. Notify all faculty who are eligible for tenure or promotion, or who must apply for reappointment, of their eligibility or need to apply in a timely manner. A copy of the most recent, approved Guidelines shall accompany the notification.

2. Provide the Committee Chair with a list of faculty eligible for tenure, promotion, or reappointment which shall include the hire date, promotion dates, tenure date and a yearly listing of each applicant's budgeted work assignment since hire (non-tenured faculty) or last promotion (tenured faculty) including the type of contract (9 or 12 month).
3. Provide each new tenure track employee with a copy of the Guidelines.
4. Schedule the election to replace members of the Committee whose terms have ended at an April faculty meeting.
5. Ensure that the requirements and procedures for tenure, promotion and reappointment are properly executed.
6. Provide each applicant for tenure, promotion or reappointment with an opportunity to review the Department Chair's recommendations, as well as those of the Committee, prior to sending them to the Dean.
7. Forward the Committee's recommendation, along with the Chair's, to the Dean provided that the applicant has consented through his signature on Request for Faculty Personnel Action (Attachment G).
8. Provide a copy of the Chair's recommendations to the Committee Chair.
9. In addition to the tenure, promotion, and reappointment responsibilities for current faculty, the Department Chair shall refer the credentials of all finalists for tenure track positions to the Committee for evaluation and recommendation as per these Guidelines.

#### **IV. TPR Committee Composition**

1. The Tenure, Promotion and Reappointment Committee shall be composed of five (5) regular faculty members, elected by the faculty to three (3) year staggered terms. All members of the Committee shall be tenured and hold the rank of Associate Professor or Professor. The Chair will be elected by the Committee at the beginning of the academic year for a one-year term. The Chair will be responsible for coordinating Committee meetings, reviews of faculty for tenure, promotion, and reappointment, and other duties as outlined in the Department of Parks, Recreation and Tourism Management Guidelines and Procedures for Tenure, Promotion, and Reappointment. \
2. It is *required* that the Committee consist of faculty equal or higher rank to the rank for which a candidate has requested to be considered. Therefore, in the instance of candidates seeking promotion to Professor, a Special Committee of a minimum of three members will be established. The Special Committee will consist of Professors already elected to the primary Committee, and additional members elected by the regular faculty as needed to meet the requirement of three members.

3. For the fourth year Lecturer review and for the promotion of lecturers to Senior Lecturers the TPR Committee must solicit recommendations from a Senior Lecturer or Principal Lecturer representative to the Committee. The Lecturers will elect a Senior Lecturer or Principal Lecturer who is not up for post-promotion review during the academic year in question to fulfill this position no later than by the end of the third week in the Fall semester. This representative shall serve a one-year term as a consultant in discussions that relate to reappointment, and/or promotion review of Lecturers, but will not be a voting member of the committee.
4. For promotion of Senior Lecturers to Principal Lecturers the TPR Committee must solicit recommendations from a Principal Lecturer representative to the Committee. The Senior Lecturers will elect a Principal Lecturer who is not up for post-promotion review during the academic year in question to fulfill this position no later than by the end of the third week in the Fall semester. This representative shall serve a one-year term as a consultant in discussions that relate to reappointment, and/or promotion review of Principal Lecturers, but will not be a voting member of the committee. If no Principal Lecturers are available, either within or outside of the department, the review will be conducted by the regular TPR Committee.
5. Promotion for Special Rank Faculty is based on performance of their duties as specified in the letter of appointment and follows the standards set forth below that are aligned with their duties. For example, Research Faculty must meet the scholarship standards, Extension Faculty must meet the service standards, and Clinical Faculty must meet the standards in any of the three areas where they have job duties.
6. Per the Faculty Manual, a Special Post-Tenure Review Committee will be appointed to conduct a Post-Tenure Review of tenured faculty every 5 years. The Post-Tenure Review Committee will consist of two tenured faculty from PRTM, and one tenured faculty member from another department on campus. PRTM faculty service on this committee will be for one year terms, and will rotate through the tenured faculty in alphabetical order. A candidate to serve as the external committee member will be nominated by the two PRTM members on the Post-Tenure Review Committee, and approved by the TPR Committee. **The TPR Committee shall select its own chair. Faculty members subject to Part II of TPR are not eligible to serve on the TPR Committee.**
7. Per the Faculty Manual, determining the Part II Post-Tenure Review (PTR) conclusion will be guided by the following:
  - a. A post-tenure review system should incorporate all the indicators identified in the “Best Practices for a Performance Review System for Faculty” document.
  - b. The post-tenure review should be as rigorous and comprehensive in scope as initial tenure review.
  - c. The post-tenure review should incorporate annual performance reviews accumulated since the initial tenure review or since the last post-tenure review.

- d. Whereas the focus of an initial tenure review tends to be on past performance, equal emphasis should be given to future development and potential contributions in the post-tenure review.
- e. Statewide, each tenured faculty member will have a post-tenure review conducted at preestablished, published intervals of no more than six years, unless the faculty member is participating in a development/ improvement process in which case the review may be conducted more frequently.
- f. If reviews for promotion (e.g., a tenured associate professor is reviewed for promotion to tenured full professor) fall within the appropriate time interval and encompasses all the indicators in this document and in the “Best Practices for a Performance Review System for Faculty” document, they may constitute a post-tenure review.
- g. The post-tenure review must include evaluations from peers external to the department and/or institution as appropriate to the role and function of each faculty member (usually to evaluate the quality of research), as well as internal peer evaluations, student evaluations, and administrative evaluations.
- h. The post-tenure review must provide detailed information about the outcomes of any sabbatical leave awarded during the six-year post-tenure review period.
- i. The institution must identify the means by which the post-tenure review is linked with faculty reward systems, including merit raises and promotion.
- j. The institution must display a commitment to provide funds to reward high achievers on post-tenure reviews as well as to provide assistance to faculty members needing improvement.
- k. If a faculty member receives an unfavorable post-tenure review, the faculty member is immediately subject to a development process as described in the “Best Practices for a Performance Review System for Faculty”, as outlined in 10 (b) and 10 (c) of that document.
- l. The institution should develop an appeals procedure for those faculty who do not agree with the results of the post-tenure review evaluation and/or the resulting recommendations or requirements for improvement.

## **V. Selection of Committee Members**

### **TPR Committee**

Per the Faculty Manual, the Committee must consist of a minimum of three Tenured Faculty, excluding administrators with influence on personnel decisions such as appointment, promotion, and tenure. Members should be selected in accordance with the departmental bylaws. Committee must consist of Faculty of equal or higher rank to the rank for which a candidate has requested to be considered. Thus, Associate and Full Professors may serve on a committee evaluating candidates for promotion to Associate Professor, but only Full Professors may serve on a committee evaluating candidates for promotion to Full Professor.

Per the PRTM by-laws, the TPR committee shall consist of five Associate (or higher) Professors, elected by the Regular Faculty. For candidates seeking promotion to



Professor, a Special Committee of a minimum of three members will be established. The Special Committee will consist of Professors already elected to the primary Committee, and additional members elected by the Regular Faculty as needed to meet the requirement of three members. In an ex-officio role, a Senior Lecturer will be appointed to the Committee by the Regular Faculty in a consultant, non-voting role for reappointment and promotion review of Special Faculty.

### **Post-Tenure Review Committee**

Per the Faculty Manual, a Special Post-Tenure Review Committee will be appointed to conduct a Post-Tenure Review of Tenured faculty every 5 years. The Post-Tenure Review Committee will consist of two tenured faculty from PRTM, and one tenured faculty member from another department on campus. PRTM faculty service on this committee will be for one-year terms and will rotate through the tenured faculty in alphabetical order. A candidate to serve as the external committee member will be nominated by the two PRTM members on the Post-Tenure Review Committee and approved by the TPR Committee.

## **VI. Process for TPR Committee Member Selection**

The committee members should be selected as outlined in section IV of these Guidelines. It is *required* that the Committee consist of Faculty of equal or higher rank to the rank for which a candidate has requested to be considered.

1. Select and announce a Committee Chair prior to May 15 of each year. Prior to May 15 of each year, publish the updated Guidelines for the current year.
2. Review and update the Guidelines as necessary.
3. Guide, assist, and advise applicants toward identifying and reaching of the criteria for tenure, promotion, and/or reappointment.
4. Assist candidates in the preparation of their applications.
5. Seek any information and supporting documentation beyond that which is submitted by the applicant when the Committee deems this to be necessary.
6. Assist in preparing the strongest possible dossier for any candidate whom it recommends for reappointment, tenure or promotion.
7. Submit its recommendations to the Dean of the College via the Department Chair.
8. Provide the candidate a copy of its recommendation to the Dean at the time that the recommendation is submitted to the Department Chair.

9. In addition to tenure, promotion, and reappointment responsibilities for current faculty, the Committee will review the credentials of faculty candidates who have years toward tenure at another university who are being considered for employment prior to an offer being made. The evaluation and recommendation as to the maximum rank that should be awarded and the maximum years of service that should be credited toward tenure will be based on the following:
  - a. For candidates who are seeking tenure coincident with employment or a tenure probationary period of two years or less, the Committee shall evaluate them as they would be evaluated for tenure if they had been employed at Clemson. This evaluation shall be sent to the Dean via the Department Chair.
  - b. For candidates seeking appointment at a rank above that of assistant professor, the Committee shall evaluate them as they would be evaluated for the requested rank if they had been employed at Clemson. This evaluation shall be sent to the Dean via the Department Chair.
  - c. At the request of the Dean, Department Chair or the Search Committee Chair, a proposed candidate's credentials can be evaluated by the Committee for determining the appropriateness of hiring a person at a rank lower than that at which the candidate is currently employed. This evaluation shall be sent to the originator of the request.
  - d. For candidates seeking to receive tenure credit for service at other institutions, the Committee shall evaluate the candidate's credentials to determine the maximum number of years of service that should be credited toward tenure at Clemson. The results shall be sent to the Dean via the Department Chair.
10. A recommendation for appointment of Adjunct Faculty is also a responsibility of the Committee. The name of a proposed adjunct faculty member must be placed in nomination to the PRTM Committee by a current PRTM faculty member. The candidate's current vita must accompany the nomination. The Committee will evaluate the candidate based on the Faculty Manual's requirement that adjunct faculty appointments be limited to "those making active contributions to the teaching, research or public service programs of the University" and forward their recommendation to the Department Chair for final approval.

## **VII. Tenure, Promotion, and Reappointment Procedures**

### **Format for Application**

The candidates' materials for consideration of tenure, promotion, and/or reappointment should be submitted in accordance with the guidelines the Provost has provided for the development of the TPR Executive Summary Notebook or electronic submission. The candidate should maintain a file of any supporting materials that may provide evidence of effectiveness in teaching, research and service, so that supporting materials are available upon request.

Consistent with the faculty manual, tenure applications once submitted cannot be withdrawn.

### **Tenure**

Who is eligible?: Any Regular Faculty member holding the rank of assistant professor and in the penultimate year of the tenure probationary period must be considered for tenure. Application for tenure prior to the penultimate year is possible but discouraged unless the applicant can present exceptionally fine credentials.

Procedures: In accordance with the dates in the Guidelines, each eligible faculty member must submit credentials reflecting the contracted duties to the Committee Chair along with a request for evaluation for tenure.

### **Promotion**

Who is eligible?: Associate Professors seeking promotion to Full Professor may submit a Letter Requesting Action after 5 years of service at the Associate level. Assistant Professors may apply for promotion to Associate Professor prior to the penultimate year but this is discouraged unless the applicant can present exceptionally fine credentials.

Lecturers who have completed eight years of service must submit a letter requesting promotion to Senior Lecturer. Other Special Rank Faculty are eligible for promotion when their performance meets the standards identified below. (See the sections below for detail regarding criteria for promotion to Senior Lecturer and Principal Lecturer.)

Promotion for Special Rank Faculty is based on performance of their duties as specified in the letter of appointment and follows the standards set forth below that are aligned with their duties. For example, Research Faculty must meet the scholarship standards, Extension Faculty must meet the service standards, and Clinical Faculty must meet the standards in any of the three areas where they have job duties.

Procedures: In accordance with the dates in the Guidelines, faculty or Special Faculty requesting promotion shall submit credentials reflecting the contracted duties to the Committee Chair along with a request for evaluation for promotion to a specific rank.

### **Promotion to Senior Lecturer**

Promotion to Senior Lecturer will follow all guidelines and procedures outlined in the Clemson University *Faculty Manual*. The following are required for promotion to Senior Lecturer in PRTM:

**Years of service.** At least four full academic years of employment (regular nine-month annual appointment) as a full-time Lecturer in the Department (Lecturers may apply for Senior Lecturer status during their fifth year).

**Teaching.** Applicants should meet teaching standards for ‘excellent’ or ‘very good’ listed in this document. Applicants should be able to demonstrate teaching excellence through multiple means (i.e., documentation of teaching effectiveness and innovation).

**Significant service contribution.** Service that shows a commitment to the mission of the department, college, and university. Examples of significant service may include one or more of the following: service on department, college, or university committees; serving as a mentor to graduate teaching assistants; providing leadership to special events, projects, initiatives or other activities sponsored by the department, college, or university; service on professional committees, projects or initiatives; other significant outreach activities.

**Consistently positive annual reviews.** Annual reviews should be positive (e.g., eForm 3 evaluations of ‘very good’ or ‘excellent’) for four years prior to the application for promotion to Senior Lecturer.

### **Promotion to Principal Lecturer**

The following are required for promotion to Principal Lecturer in PRTM:

**Years of service.** At least 4 full consecutive academic years of employment (regular nine-month annual appointment) as a full-time Senior Lecturer in the Department. (Senior Lecturers may apply for Principal Lecturer status during their fifth year.)

**Teaching.** Applicants should meet teaching standards for ‘excellent’ or ‘very good’ listed in this document. Applicants should be able to demonstrate excellent teaching through multiple means (i.e., documentation of teaching effectiveness and innovation).

**Consistently positive annual reviews.** Annual reviews should be positive (e.g., eForm 3 evaluations of ‘very good’ or ‘excellent’) for 4 years prior to the application for promotion to principal lecturer.

**Significant service contribution.** When compared to expectations for promotion to Senior Lecturer, the service expectations for promotion to Principal Lecturer are primarily changed in terms of quality, not necessarily quantity. Applicants should demonstrate a significant and consistent program of service that is strategically selected and aligns with the department, college, and university strategic plans. This focused and programmatic approach to service should also include mentoring lecturers and, where appropriate, graduate teaching assistants. Strong candidates for promotion to Principal Lecturer will demonstrate significant service engagement across various levels of the institution (i.e., department, college, and university). Examples of service should include the following: significant service on department, college, or university committees; serving as a mentor to graduate teaching assistants and/or lecturers; assisting with special events, projects, initiatives, or other activities sponsored by the department, college, and/or university; service on professional committees, projects or initiatives; other significant outreach activities.

It is expected that candidates for Principal Lectures will have made significant contributions to the department, college, and/or university. Examples might include one or more of the following: enterprise innovations, curricular innovations, research innovations, and/or leadership innovations. Candidates will present evidence of significant contributions.

### **Credentials to be submitted for Review:**

Faculty wishing to be considered for promotion must submit the following credentials as provided by the Office of the Provost. All faculty submitting materials for review are encouraged to use this list of credentials as a checklist to compile the best possible dossier for consideration; additional and supplemental yet applicable materials to strengthen their portfolio can be included.

#### **Regular Faculty:**

- Letter requesting action
- Request for Faculty Personnel Action (Attachment G)\*
- TPR Committee's Letter(s) of Recommendation\*
- Department Chair's Letter(s) of Recommendation\*
- Dean's Letter of Recommendation (if applicable)
- Standard College Resume (Curriculum Vitae)
- Top Achievements\*
- Candidate's Teaching Statement (e.g., Teaching Philosophy)
- Student Feedback Forms\*
- Other Evidence of Teaching Effectiveness (see list provided)
- Research and Scholarship Activities
- Service Activities

- Faculty Evaluation eForm 3\*
- Evidence of Performance Effectiveness (see list provided)
- FAS Percent Workload
- FAS Goals Statement\*
- Administrative Duties
- External Evaluator Listing (See procedures for external peer review in this document)
- FAS End of Year Summary\*
- Supplementary Information
- Employment Offer Letter
- Tenure Agreement Form

Special Faculty:

- Letter requesting action
- Request for Faculty Personnel Action (Attachment G)\*
- TPR Committee's Letter(s) of Recommendation\*
- Department Chair's Letter(s) of Recommendation\*
- Dean's Letter of Recommendation (if applicable)
- Standard College Resume (Curriculum Vitae)
- Top Achievements\*
- Candidate's Teaching Statement (e.g., Teaching Philosophy)
- Student Feedback Forms\*
- Other Evidence of Teaching Effectiveness (see list provided)
- Service Activities
- Faculty Evaluation eForm 3\*
- Evidence of Performance Effectiveness (see list provided)
- FAS Percent Workload
- FAS Goals Statement\*
- FAS End of Year Summary\*
- Supplementary Information
  - Example: Evidence of performance beyond scope of assigned appointment (e.g., \*teaching evaluations for those on administrative appointments, service and administrative duties for those on teaching appointments, research/scholarship if applicable, etc.)
- Employment Offer Letter
- Promotion Agreement Form

\*all available forms since candidates' last review and/or promotion

### **VIII. Post Tenure and/or Promotion Review Procedures**

Regular Faculty: Tenured Faculty will undergo a review by their peers every 5 years. Review will consist of an assessment of Annual eForm 3' s completed by the Department Head. If a faculty member has received more than one Annual eForm 3 with "Fair," "Marginal," or "Poor" performance evaluations, the faculty member will undergo a full Post-Tenure Review, the procedures for which are outlined in the Faculty Manual.

Special Faculty: Associate ranked Special Faculty, Senior Lecturers will be evaluated by the Committee every three years, and Principal Lecturers will be evaluated every 5 years. The procedures and criteria for this process are provided in these Guidelines.

### **Credentials to be submitted for Review:**

All faculty submitting materials for review are encouraged to use this list of credentials as a checklist to compile the best possible dossier for consideration; additional and supplemental yet applicable materials to strengthen their portfolio can be included.

#### Regular Faculty:

- Letter requesting action
- Request for Faculty Personnel Action (Attachment G)\*
- TPR Committee's Letter(s) of Recommendation\*
- Department Chair's Letter(s) of Recommendation\*
- Dean's Letter of Recommendation (if applicable)
- Standard College Resume (Curriculum Vitae)
- Top Achievements\*
- Candidate's Teaching Statement (e.g., Teaching Philosophy)
- Student Feedback Forms\*
- Other Evidence of Teaching Effectiveness (see list provided)
- Research and Scholarship Activities
- Service Activities
- Faculty Evaluation eForm 3\*
- Evidence of Performance Effectiveness (see list provided)
- FAS Percent Workload
- FAS Goals Statement\*
- Administrative Duties
- External Evaluator Listing (See procedures for external peer review in this document)
- FAS End of Year Summary\*
- Supplementary Information
- Employment Offer Letter
- Tenure Agreement Form

\*all available forms since candidates' last review and/or promotion

## **IX. Reappointment**

Who is eligible?: Each regular, full-time faculty holding the title Assistant Professor or higher, but who is not tenured or is not in the penultimate probationary year; each Lecturer who has less than 9 years of service and intend to remain at Clemson University; and other Special Rank Faculty are required to submit materials for reappointment each year.

**Criteria for Reappointment as Lecturer.** To maintain their status as a lecturer in PRTM, lecturers must maintain and continue ratings of ‘excellent’ or ‘very good’ in the areas of teaching and service. This means a continued demonstration of evidence of excellent teaching, as well as the performance of service to the mission of the department, college, and/or university.

**Criteria for Reappointment as Senior Lecturer.** To maintain their status as a Senior Lecturer in PRTM, Senior Lecturers must maintain and continue ratings of ‘excellent’ or ‘very good’ in the areas of teaching and service. This means a continued demonstration of evidence of excellent teaching, as well as the performance of significant service to the mission of the department, college, and university consistent with that which led to their promotion to Senior Lecturer. Senior Lecturers are reviewed for reappointment in their penultimate year.

**Criteria for Reappointment as Principal Lecturer.** To maintain their status as a Principal Lecturer in PRTM, Principal Lecturers must maintain and continue ratings of ‘excellent’ or ‘very good’ in the areas of teaching and service. This means a continued demonstration of evidence of excellent teaching, as well as the performance of significant service to the mission of the department, college, and university consistent with that which led to their promotion to Principal Lecturer.

Reappointment for Special Rank Faculty is based on performance of their duties as specified in the letter of appointment and follows the standards set forth below that are aligned with their duties. For example, Research Faculty must meet the scholarship standards, Extension Faculty must meet the service standards, and Clinical Faculty must meet the standards related to their job duties.

Procedure: In accordance with the dates in the Guidelines, each eligible faculty member must submit credentials reflecting the contracted duties to the Committee Chair along with a request for evaluation for reappointment for a specific year.

### **Credentials to be submitted for Review:**

Faculty wishing to be considered for reappointment must submit the following credentials accordingly.

#### Regular Faculty:

- Letter requesting action
- Request for Faculty Personnel Action (Attachment G)\*
- TPR Committee's Letter(s) of Recommendation\*
- Department Chair's Letter(s) of Recommendation\*
- Dean's Letter of Recommendation (if applicable)
- Standard College Resume (Curriculum Vitae)
- Top Achievements\*
- Candidate's Teaching Statement (e.g., Teaching Philosophy)
- Student Feedback Forms\*



- Other Evidence of Teaching Effectiveness (see list provided)
- Research and Scholarship Activities
- Service Activities
- Faculty Evaluation eForm 3\*
- Evidence of Performance Effectiveness (see list provided)
- FAS Percent Workload
- FAS Goals Statement\*
- Administrative Duties
- FAS End of Year Summary\*
- Supplementary Information
- Employment Offer Letter
- Tenure Agreement Form

Special Faculty:

- Letter requesting action
- Request for Faculty Personnel Action (Attachment G)\*
- TPR Committee's Letter(s) of Recommendation\*
- Department Chair's Letter(s) of Recommendation\*
- Dean's Letter of Recommendation (if applicable)
- Standard College Resume (Curriculum Vitae)
- Top Achievements\*
- Candidate's Teaching Statement (e.g., Teaching Philosophy)
- Student Feedback Forms\*
- Other Evidence of Teaching Effectiveness (see list provided)
- Service Activities
- Faculty Evaluation eForm 3\*
- Evidence of Performance Effectiveness (see list provided)
- FAS Percent Workload
- FAS Goals Statement\*
- FAS End of Year Summary\*
- Supplementary Information
  - o Example: Evidence of performance beyond scope of assigned appointment (e.g., teaching evaluations for those on administrative appointments, service and administrative duties for those on teaching appointments, research/scholarship if applicable, etc.)
- Employment Offer Letter
- Promotion Agreement Form

Evidence of Performance Effectiveness

\*For Special Faculty primarily on Administrative appointments:

- Evidence of Service Effectiveness (e.g., letter of evaluation from Direct Supervisor if not Department Chair, etc.)
- Administrative Duties

\*all available forms since candidates' last review and/or promotion

\*Criteria as outlined for Special Faculty on administrative appointments apply only to those Special Faculty who were hired as such prior to May, 2011

## **X. Performance Criteria and Standards**

Performance Criteria and Standards for all candidates for tenure, promotion, and reappointment will be considered in conjunction with the candidates' contribution to the collegiality, and culture of excellence in the Department, College, and University.

The Committee will consider achievements toward teaching, research, and service from the time of appointment at Clemson University in their evaluation of tenure, promotion, and reappointment criteria. If a candidate has exceptionally strong credentials and arranges for early consideration for tenure or promotion, or arranges for alternative standards, both procedures for which are outlined elsewhere in this document, the Committee shall consider achievements according to such negotiations.

### **Evaluation of Criteria of Applicants for Promotion**

The Committee shall evaluate the applicant's credentials as they reflect the applicant's work assignments and as they pertain to the general criteria presented in the Faculty Manual in teaching and research/scholarship and either service or administration/ management.

The following criteria will be used in evaluating Regular Faculty applications for tenure, promotion, and reappointment:

Reappointment: A record of Good performance in teaching and research/scholarship and either service or administration/management.

Promotion to Associate Professor and Tenure: A record of sustained performance at the Very Good or Excellent level in teaching and research/scholarship and Good or higher either service or administration/management. Application for promotion to prior to the penultimate year is possible but discouraged unless the applicant can present exceptionally fine credentials.

At the penultimate year, an individual's record would typically include:

- a) Teaching at the Very Good level.
- b) Research and scholarship: A sustained and significant record scholarly publication equivalent to an average of 3 publications a year. This can include a minimum of either 15 peer reviewed publications or 12 peer reviewed publications and 3 invited chapters in books from external publisher. Be a major contributor (first, second, or third author) on at least two-thirds of the scholarly works.
- c) At least an average of one submitted external grant proposal per year in a tenure track position with at least one externally funded grant during the probationary period.

- d) Other research and scholarship standards such as the publication of a book could be negotiated on an annual contract basis with the Committee, the Department Chair, and the Dean. At any time, an individual may petition the Committee, the Department Chair, and the Dean in writing for approval of alternative standards. The TPR committee, the Department Chair, and the Dean must respond to a request within 20 working days.

Upon receiving promotion and tenure, associate professors are eligible to apply for promotion to professor. Procedures for promotion to professor are the same as those for Regular Faculty wishing to apply for tenure and promotion.

Promotion to Professor: (a) A consistent record of Good or higher levels in either service or administration/management; (b) a record of sustained performance at the Very Good or Excellent levels in teaching and research/scholarship; and (c) a minimum of 5 years of service at the associate professor rank. Application for promotion Full Professor prior to the penultimate year is possible but discouraged unless the applicant can present exceptionally fine credentials.

At the penultimate year, an individual's record would typically include:

- a) Teaching at the Very Good level.
- b) Research and scholarship: A sustained and significant record of scholarly publication. Be a major contributor on at least two-thirds of the scholarly works.
- c) At least an average of one submitted external grant proposal for each year in a tenure track position with at least three externally funded proposals during that period.
- d) Other research and scholarship standards could be negotiated on an annual contract basis with the Committee, the Department Chair, and the Dean. At any time, an individual may petition the Committee, the Department Chair, and the Dean in writing for approval of alternative standards. The Committee, the Department Chair, and the Dean must respond to a request within 20 working days.

### **Performance Indicators:**

Indicators of Good, Very Good, and Excellent performance for each of the performance areas of Teaching, Research/Scholarship, Service, and Administration/Management are given on the following pages. These lists apply to Special Faculty and Regular Faculty seeking tenure, promotion, or reappointment where applicable, and are not exhaustive. Documentation should be provided for the category in which an activity is listed. The candidate is responsible for providing documentation of all accomplishments used for promotion and tenure.

## a. Teaching

Teaching encompasses not only classroom teaching but also internship supervision, advising, tutoring, and service on graduate committees. Teaching effectiveness must be documented with course syllabi and summaries of student evaluations. Teaching documentation may also include class materials, multi-media, academic rigor of courses, measured improvements in subject mastery by students, teaching awards and recognition, contributions to course development, and professional development activities. Peer reviews of course presentations will be arranged by the Committee.

### Excellent Performance

The faculty member will be evaluated by students and peers as demonstrating with exceptional consistency the following:

1. Class Administration: Meets class as scheduled; maintains control of class; encourages class attendance; tests, projects and papers are graded fairly and in a timely fashion.
2. Teaching Effectiveness: Presentations are clear, organized and appropriate for the course; demonstrates a mastery of the subject; uses innovative teaching methods; has made improvements to the course. These elements will be measured in part by scores on Student Course Evaluations.

Evidence that indicates the students perceive that the instructor promotes growth in student interest, abilities, learning and understanding.

Evidence that the instructor defines expected performance by the student.

Evidence of significant contributions to the education of graduate students.

3. Student Advising: Available to students; files are current; advising contributes to a student's orderly completion of their program of study.

Accomplishments in the following areas may also be credited:

4. Significant contributions to major curriculum changes, course development, and other instructional programs.
5. Generation of significant grants and/or securing donations of resources to support the instructional mission.
6. Evidence of dependability and commitment to professional and Department standards when working as an internship supervisor.

7. Administration: (When assigned curriculum coordination, emphasis area coordination, graduate program coordination, center director or other administrative duties.) Completes assigned duties in a timely fashion; fairly allocates assignments and resources among the faculty; seeks the advice and consent of faculty members, the Faculty, and the students as appropriate; keeps the faculty and the students informed on standard procedures and changes to those procedures; effectively represents area to stakeholders; contributes to the mission of the unit.

### **Very Good Performance**

The faculty member will be evaluated by students and peers as consistently demonstrating items 1 through 3 above and may be credited for achievements in items 4 through 7 above.

### **Good Performance**

The faculty member will be evaluated by students and peers as generally demonstrating and displaying a consistent record of improvement on items 1 through 3 listed above.

## **b. Research/Scholarship**

These standards are for an individual who teaches on average 6 credits per academic semester. For individuals who teach an average of 3 credit hours per semester, the standards would be doubled.

### **Excellent Performance**

- i. A sustained and significant record of scholarship and an average of one submitted external grant proposal for each year in a tenure track position with at least three externally funded proposals during that period. Be a major contributor (first, second, or third author) on at least two-thirds of the scholarly works. Articles that have been published online either in an online only journal or as an advance publication prior to the hard copy or the assigning of page numbers are considered published.
- ii. National or international reputation as a scholar among appropriate academic and professional scholars and practitioners.

Below are activities that serve as examples of alternative criteria for performance evaluations of Excellent performance that could be negotiated with the Dean, Department Chair, and Committee:

- iii. Author or co-author of book.

- iv. Chapter in book from external publisher.
- v. Principal Investigator or Principal Co-Investigator on major grant from external funding agency (funded).
- vi. Editor of a national or regional journal.
- vii. Editor of a book.
- viii. Citation of work in published article (refereed journal) or book.
- ix. Nationally recognized contribution in electronic media, development (e.g., computer software).
- x. Nationally recognized contribution in the area of performing arts or other arts, related to one's professional activity as a faculty member.
- xi. Invited lecture at national or international conference.

### **Very Good Performance**

1. Meets the standard of an average of three publications in refereed journals and one submitted external grant proposal for each year in a tenure track position with at least one externally funded proposal during that period. Be a major contributor (first, second, or third author) on at least two-thirds of the scholarly works. Articles that have been published online either in an online only journal or as an advance publication prior to the hard copy or the assigning of page numbers are considered published.

Below are activities that serve as examples of alternative criteria for performance evaluations of Very Good performance that could be negotiated with the Dean, Department Chair, and Committee:

2. Invited chapter in book.
3. Paper presented at national or international professional conference.
4. Invited lecture at national or regional conference.
5. Invited reviewer for book, chapter, or journal manuscript.
6. Invited as panelist for major professional conference.
7. Citation of work in dissertation, technical report or non-refereed article.

8. Contribution to electronic media development.
9. Contribution in the area of performing arts or other arts related to one's professional activity as a faculty member.

### **Good Performance**

1. Progress toward the standard of average of three publications in refereed journals and one submitted external grant proposal for each year in a tenure track position with at least one externally funded proposal during that period. Be a major contributor (first, second, or third author) on at least two-thirds of the scholarly works. Articles that have been published online either in an online only journal or as an advance publication prior to the hard copy or the assigning of page numbers are considered published.

**Below are activities that serve as examples of additional criteria for performance evaluations of Good Performance:**

2. Book or chapter in progress (evidence of substantial effort).
3. Paper given at local meeting or state or regional conference.
4. Paper submitted to journal (evidence).
5. Paper in progress (evidence of substantial effort).
6. Research in progress (evidence of substantial effort).
7. Technical report (unpublished) and/or non-refereed journal article.
8. University grant (funded).

### **c. Service**

As with the previous categories, the indicators listed below are examples of activities that meet the criteria and are not meant to be exhaustive. All activities should be appropriately documented. This includes public service/outreach and institutional/professional service.

**Below are activities that serve as examples of additional criteria for performance evaluations of Excellent Performance:**

University level:

- i. Role of responsibility at University level.
- ii. Chair of University-level committee.

- iii. Represents University at state or national level.
- iv. Works on University-wide projects.

Professional level:

- 1. Editorial board for refereed journal.
- 2. Editor of a national or regional journal.
- 3. Attends national and international meetings.
- 4. Holds office in a national organization or contributes substantially to national work (e.g., policy making, board service, professional literature).

Outreach level:

- 1. National and international demand for services.
- 2. Projects have been replicated in other countries or regions of U.S.
- 3. Work has been cited in national and/or international publications.
- 4. Directed national and/or regional continuing education opportunities.

**Below are activities that serve as examples of additional criteria for performance evaluations of Very Good Performance:**

University level:

- 1. Role of responsibility within the Department (e.g., chair of committee).
- 2. Serves on and contributes to College or University committees.
- 3. Represents University at community level.

Professional level:

- 1. Attends regional meetings of professional organizations.
- 2. Active in State organization or contributes substantially on State-level (e.g., policy making or professional literature).

Outreach level:

- 1. Receives regional invitations to speak and/or consult.



2. Projects have received regional recognition; work has been cited in state and regional publications.
3. Directs state-wide continuing education opportunities.
4. Directed national and/or regional continuing education opportunities.

**Below are activities that serve as examples of additional criteria for performance evaluations of Good Performance:**

University level:

1. Serves on and contributes to Departmental committees.
2. Contributes to area program of study.
3. Invited class presentations.

Professional level:

1. Belongs to professional organizations.
2. Attends local meetings and contributes to local program of work.
3. Invited talks, & presentations to professional groups.

Outreach level:

1. Gives local and state service presentations.
2. Provides local or statewide consultation services (non-compensated).
3. Produces technical reports.
4. Produces local continuing education opportunities.

**d. Administration/Management**

Requires at least a 25% workload in a specific area of administration/management as defined by the PRTM Department Chair. Duties and indicators of performance at the levels of Excellent, Very Good, and Good are to be defined/negotiated between the faculty member and the PRTM Department Chair, specific to each position.

**Procedures for external peer review:**

The following guidelines have been established for the external peer review process for Promotion to Associate Professor or Professor and/or Tenure:

1. The Committee Chair will be responsible for soliciting the external reviews or delegating this responsibility to other members of the Committee.
2. A candidate's file must have a minimum of three and a maximum of five external review letters. If a reviewer cannot complete the review because of time constraints and this would reduce the number of reviews to less than three, the Committee Chair will solicit additional letters from the list of potential reviewers. If a reviewer refuses to complete a review for reasons other than time constraints, an explanation of the reason for the reviewers' refusal should be placed in the candidate's file if provided.
3. The candidate will provide the names of five external reviewers. Reviewers from an academic setting must hold rank at or above the level the candidate is applying for and also be a recognized authority in their field. Reviewers cannot be from Clemson University or from candidate's mentor or graduate schools.
4. The Committee will select at least two of the five names given by the candidate and *may* select up to three additional individuals who are knowledgeable of the candidate's work and/or area of expertise.
5. No unsolicited letters will be considered in reviewing the candidate's performance.
6. External review letters will remain active for a two-year period.
7. All external letters are to be confidential and will be kept on file. In the event of a grievance, faculty will have access to the file.
8. The Committee Chair or delegated Committee Member should prepare a cover letter and packet of material for each potential reviewer. The cover letter should consist of the following:
  - a. Explanation of individual's candidacy.
  - b. How the external review will be used.
  - c. Expectations of the reviewer in regard to judging the merits and impact of the candidate's work and assessing those areas (teaching, research and service) where they are knowledgeable of the candidate's work.

- d. Explanation that the reviewer is not to indicate whether the candidate would receive promotion and/or tenure at their institution.

In addition to the cover letter, a packet of material consisting of the following should be sent to the reviewer:

- a. Candidate's Curriculum Vitae
- b. Tenure, Promotion, and Reappointment Guidelines related to evaluation.
- c. Additional material by special request or circumstances of the candidate.

## **XI. Changing the Guidelines**

### **Editorial Changes**

Minor changes in wording to clarify intent, changes in dates or titles, and changes of Faculty Manual citations shall be made by the Committee by a simple majority vote of all Committee members.

### **Major Changes**

Changes of substance to Sections III to VII shall be made by a simple majority vote of all Regular Faculty.

The procedures for changing the Guidelines shall be:

1. The new Guidelines shall be delivered to all Regular Faculty no less than thirty (30) days prior to the vote.
2. There must be at least one faculty meeting scheduled not earlier than two (2) weeks after delivery of the Guidelines, at which meeting ample time is allocated for discussion of the changes.
3.
  - a. The vote shall be by mail ballot returned to the Department Chair's Administrative Assistant.
  - b. Ballots shall be tabulated by two Committee members and two non-Committee members selected at the faculty meeting.

A simple majority of all Regular Faculty members shall prevail. Changes in the Guidelines may be made only between the period encompassed by the first day of classes in the Fall Semester and ending with the last day of classes in the Spring Semester of the same academic year.

## **XII. Suggested Format for Curriculum Vitae**

Below is a suggested format for your curriculum vitae. Included are items which you should consider in preparing your curriculum vitae. Note that this is a suggested format. The applicant should feel free to rearrange items if/s/he believes it will strengthen the presentation. Note also that other items may be included.

---

Name:

Education: **(Give degree, date, university, location. List degrees from most recent to earliest.)**

Professional Training: **(Provide dates, title, and place for any that apply.)**

Post-doctoral Fellowships:

Teaching Assistantships:

Research Assistantships:

Academic Appointments: **(Provide dates, title, and place. List from most recent to earliest.)**

Other Professional Positions and Major Visiting Appointments: **(Provide dates, title, and place. List from most recent to earliest.)**

Public School Teaching (and/or Administrative Positions): **Provide dates, title, school name and location. List from most recent to earliest.)**

Licensure and Certification **(Give dates, type of license or certification and number of state license or certification):**

Honors and Awards: **(List date, and brief description of award or honor.)**

Editorial Boards: **(List dates and title of Journal)**

Major Committee Assignments: **(List dates and title of committee. Note: Major committee positions may also be listed under "Honors and Awards.")**

Membership and Service in Professional Societies: **(List dates and name of organization. Indicate office held - e.g., chair, president, etc. - if applicable. Note: Major professional society positions - e.g., president of state professional organization - may also be listed under "Honors and Awards" and/or "Major Committee Assignment.")**

Major Research Interests: **(List up to 10 research interests, using a single phrase for each.)**

Publications: **(List publications in the five categories indicated below. Use the APA format for identifying publications. List publications from most recent to earliest. Note: Number the items under each heading.)**

- I. Books and Monographs:
- II. Articles and Chapters: (Only published works.)
- III. Letters, Reviews and Invited Commentaries:
- IV. Technical reports, Thesis, Dissertation:

Patented or Copyrighted Materials: **(include name of product, date of copyright and/or patent and appropriate identifying information.)**

Other Creative Products (e.g., software): **(include title of product, date of publication or production and appropriate identifying information.)**

Conference Presentations and Invited Lectures and/or Seminars: **(Give date, names or presenters, title of presentation and location. Use APA format. List entries under the four headings given below. Number each entry. Under each heading list from most recent to earliest.)**

Conference Presentations (Refereed):

Invited Lectures, Symposia, Commentary:

Teacher In-Service Workshops:

Other Invited Presentations:

Grants: **(List grants in the following categories. Indicate date, name of grant and project number, sponsoring agency, and amount of grant. List principal investigator and co- investigators.)**

Research Grants:

Extramural Research:

Intramural Research:

Teaching Grants and/or Instructional Grants:

Invited Reviews of Manuscripts and/or Proposals:

Book Manuscripts: **(Give date, book and/or chapter title, and publisher.)**

Journal manuscripts: **(Give date, title of journal, and manuscript number.)**

Grant Applications: **(Give date, name of funding agency, and project number.)**

University Teaching:

Courses taught: **(List courses taught at each university at which you have taught. Indicate courses that you are currently teaching. List undergraduate and graduate courses separately for each institution. Give dates at each institution.)**

Dissertation and Thesis Committees: **(Give name of candidate, title and date of dissertation or thesis, and institution. Indicate whether you served as chair of the committee.)**

Related Teaching Activities: **(List honors, awards and/or important teaching activities, including dates for each item in the list. Information presented in this section may also be presented under "Honors and Awards," and "Teaching Grants and/or Instructional Grants.")**

Community Service: **(List community service assignments, projects or activities. Indicate dates and offices held, if applicable. Identify community organization by name and location. Note: Major community service activities may also be listed under "Honors and Awards" and/or "Major Committee Assignments.")**

University Committee Positions: **(List dates and name of committee. Indicate office held - e.g., chair, president, etc. - if applicable. Note: Major committee positions - e.g., chair of university committee - may also be listed under "Honors and Awards" and/or "Major Committee Assignments.")**

Elected Positions:

Appointments:

Other Professional Service: **(List other professional service activities not already identified.)**