



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:

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Faculty Manual 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 _____ Date _____

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Dean

Approved Signature _____

Revision Required (see comments) Name _____ Date _____

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Provost

Approved Signature _____

Revision Required (see comments) Name _____ Date _____

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

Department: **Psychology**

Date

2/5/2021

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4	Consistent with the requirement that tenure applications, once submitted, cannot be withdrawn (New in 2018-2019 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		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		
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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		

2021

DEPARTMENTAL GUIDELINES FOR PERSONNEL EVALUATION, REAPPOINTMENT,
TENURE, AND PROMOTION
DEPARTMENT OF PSYCHOLOGY
CLEMSON UNIVERSITY

Adopted by the Department on February 2, 2021

The composition and membership of the departmental Personnel Committees is described below.

ARTICLE I. PERSONNEL COMMITTEES

The Department Chair shall keep the various Personnel Committees informed of all relevant information pertaining to their deliberations. Each Personnel Committee shall be charged with making formal recommendations to the Department Chair on all matters relevant to that committee.

- A. The Tenure and Reappointment Committee shall consist of the tenured, voting Psychology faculty members, excluding the Department Chair. Between April 1 and April 15 of each year, the Tenure and Reappointment Committee shall elect a Chair (TPR Chair), who will preside over its meetings. The TPR committee must have a minimum of three people. If a full TPR committee cannot be created, tenured faculty members will be recruited from other departments to serve on the committee. This election may take place by electronic mail; the TPR Chair will serve for one year and may be re-elected. The Tenure and Reappointment committee shall review untenured faculty for tenure, reappointment, and promotion to Associate Professor and Lecturers for reappointment as well as reclassification to Senior Lecturer and Principal Lecturer, in accordance with guidelines and procedures published in the Faculty Manual and Article II below.

In May prior to the upcoming academic year, the TPR Chair shall review the reappointment, promotion, and tenure personnel actions for upcoming year, inform the committee of the Departmental and College deadlines for tenure and reappointment recommendations, and assign responsibilities to the committee members.

The TPR Chair will determine sub-committees for each faculty member being evaluated, designating a chair for that sub-committee and two additional committee members for tenure-track faculty members and full-time lecturers. Adjunct lecturer committees will consist of a sub-committee chair and one additional committee members. The sub-committee will be responsible for the initial draft of the faculty member's evaluation.

The TPR chair will ensure that all members of the committee shall have timely access to each untenured faculty member's documentation for tenure, reappointment, or promotion and each Lecturer's documentation for reappointment or promotion to Senior Lecturer or to Principal Lecturer. The initial draft letter for each faculty member will be discussed and modified in the TPR committee meetings, with the final version of the evaluation letter sent to the entire TPR committee for review. The TPR Chair will sign all recommendation letters, which shall represent the majority position of the committee.

- B. The Promotion to Professor Committee shall consist of all tenured, voting Psychology faculty members at the rank of Professor, excluding the Department Chair. The Promotion to Professor Committee shall consider the candidate's promotion and make the formal recommendation to the Dean of the College of Behavioral, Social, and Health Sciences. When a candidate has applied for promotion to Professor, the TPR Chair will designate a sub-committee consisting of a Chair and an additional two committee members. If a full Promotion to Professor committee cannot be created, full professors will be recruited from other departments to serve on the committee. The Chair of the sub-committee will be responsible for developing an initial letter for the candidate which will be shared at a meeting with all faculty members at the rank of Professor. After all these faculty members vote on the candidate's promotion to Professor, the Chair of the sub-committee will finalize the letter and share it with the rest of faculty with rank of Professor. Upon final approval the Chair of the sub-committee will sign the letter, along with the faculty member.

ARTICLE II. PERSONNEL DECISIONS

Personnel recommendations from the Department Chair and the department Personnel Committees shall be based on research and scholarship, teaching in and out of the classroom, and service. The Department is committed to Affirmative Action and shall not discriminate on grounds of race, sex, religion, ethnic origin, sexual preference, or physical condition (See the Faculty Manual). All voting on personnel decisions in the Personnel Committees shall be done by secret ballot.

The guidelines presented in Parts 2, 3, and 4 below, describe the indicators of performance that shall be employed in making Form 3 annual evaluations of all faculty members in the Department, as well as in making reappointment, tenure, and promotion recommendations to the Dean of the College of Behavioral, Social, and Health Sciences. No criterion used in evaluating faculty performance—whether in the annual Form 3 evaluation of performance or in recommendations concerning reappointment, tenure, or promotion—may be referred to as “departmental” or attributed to the Department of Psychology, unless the criterion has been approved by a Departmental vote and incorporated into the following sections of these by-laws.

The criteria and procedures contained herein (Departmental Faculty Performance Criteria), pertain to evaluations made in the Department of Psychology and recommendations made by the Department of Psychology. The power to appoint, reappoint, reclassify, tenure, and promote ultimately belongs to the President of the University.

Faculty who wish to appeal adverse personnel decisions must follow the procedures pertaining to grievances or formal complaints, as detailed in the Faculty Manual, and in any additional material published by the University.

All tenure-track and tenured faculty members in the Department are expected (1) to maintain an ongoing program of research, scholarship, and high-quality publication; (2) to be effective teachers; (3) to perform assigned departmental, College, and University duties; and (4) to comply with departmental, College, and University policies. All Lecturers, Senior Lecturers, and Principal Lecturers are expected to meet requirements (2) through (4).

A. Faculty Performance Criteria

The Psychology Department values diversity in its membership and fully recognizes that each individual can contribute to the departmental mission in his or her unique fashion. Therefore, the criteria set down in this document identify a broad spectrum of professional activities that contribute to the ultimate success of the departmental mission.

For purposes of reappointment, the Department Chair and the Tenure and Reappointment or Promotion to Professor Committee shall evaluate faculty performance using the same performance scales found in the University Evaluation of Academic Personnel, Form 3. Faculty performance must be evaluated in each area of assessment on the same six-level scale: excellent, very good, good, fair, marginal, and unsatisfactory. For purposes of tenure, or promotion to Senior Lecturer, Principal Lecturer, Associate Research Professor, Research Professor, Associate Professor with tenure, or Professor with tenure, the Chair and the relevant Committees may evaluate the faculty member as not meeting, meeting, or exceeding the pertinent departmental standards.

Personnel decisions are based on the complete performance record of the faculty member, with particular emphasis placed on the years that precede the personnel decision.

(1) Expectations for Performance in Research

The primary goal of the Psychology Department faculty is to be recognized experts and leaders in our academic discipline. Therefore, it is expected that each tenure-track, tenured faculty, or non-tenured track research faculty member will establish a systematic program of research and that they will produce quality publications and presentations of the results of those efforts in high-quality professional outlets. Publications reflecting a Clemson-based research program will be given greater weight when research and scholarship are being evaluated.

- a. Evidence for establishing a systematic program of research. Discipline-related publications in peer-reviewed professional journals are required evidence of research and scholarly activities. A common guideline would be 2 reputable peer-reviewed academic journal articles per year (on average). Deviations to the above rule may be considered due to field standards, publication quality, complexity of data collection requirements, or other obligations required for the candidate's respective research area, or other relevant issues. Additional supporting evidence may include:
- Funded extramural grants or contracts that support the candidate's research program.
 - Publication of quality scholarly books or monographs.
 - Publication of quality edited scholarly books.
 - Publication of quality chapters in edited books.
 - Unfunded grant proposals that support the candidate's research program.
 - Publication of peer-reviewed manuscripts in conference proceedings.
 - Publications of patents.
 - Publication of quality commentaries on scholarly works.
 - Presentation of invited talks and accepted talks or posters at professional conferences.
- b. Indices of productivity and quality. In considering whether the faculty member is meeting departmental standards for reappointment, tenure, and promotion in the domain of research, the committee will consider multiple indices of productivity and quality.

- Regarding publications, the committee will consider the number of publications as well as the quality of the publication outlets, the quality of the publication itself, and the faculty member's authorship position on the publication.
- Although our department values collaboration, it is expected that the faculty member will demonstrate lead authorship on scholarly publications in making the case for research productivity.
- Our department values the mentoring of undergraduate and graduate students, and therefore considers Clemson student lead authors as the faculty member being the lead author on the publication.
- Regarding grant activity, the committee will consider the scientific reputation of the funding agency and the percentage of submissions that are funded by the agency.
- Regarding presentations, it is expected that faculty will present their research in the form of posters or paper presentations at academic conferences on a yearly basis. Greater weight is given to national and international conferences.

c. Evaluation of Research Productivity. The Department Chair, as well as the Tenure and Reappointment (TPR) Committee or Promotion to Professor Committee, will each make an independent review of the quality of each candidate's research productivity. Such quality reviews will be incorporated into the Department Chair's annual evaluation of the faculty members. These quality reviews will provide the faculty member with an evaluation of whether they are meeting the research productivity standards for reappointment, tenure, and promotion on a yearly basis.

(2) Expectations for Performance in Teaching.

Psychology Department faculty are expected to effectively teach courses in our academic discipline. Therefore, it is expected that all tenured, tenure track and non-tenure-track faculty will demonstrate effective teaching and promote student engagement. This expectation may be waived for non-tenure track research faculty as appropriate for the candidate's specific role.

- a. Evidence of Effective Teaching (i.e., Teaching Quality)
- Contributes to the teaching mission of the department (i.e., number, type, size, and/or relevance of classes)
 - Student, peer, and Department Chair evaluations of classroom teaching. This should include evidence of rigor in course content and evidence that course content is appropriately challenging.
 - Establish clear course objectives and goals
 - Establish clear course requirements
 - Creates appropriate assessments (e.g., homework and/or course examinations)
 - Acceptable grade distribution
 - Creates appropriate supplementary course materials (e.g., PowerPoints, handouts, etc.)
 - Demonstrates adequate planning and preparation
 - Organizes lessons to maximize students' learning
 - Demonstrates in-depth knowledge of the subject area (i.e., demonstrates scholarly expertise in the course content)
 - Able to express ideas clearly (written)
 - Able to express ideas clearly (oral)
 - Selection for professional, university, college, or departmental teaching awards.
 - Significant contributions to curriculum development.
 - Improvement of pedagogical methods or techniques
 - Successful grants for teaching innovation and development.
 - Successful grants leading to the acquisition of teaching resources for the Department's instructional mission.
 - Publication of articles on the teaching of psychology.
 - Presentations with student co-authors at professional conferences, seminars, workshops, institutes, or special programs.
 - Collaborates with colleagues/peers to address teaching issues.
 - Plan, evaluate, and revise curricula, course content, course materials, and methods of instruction.
- b. Evidence of Student Engagement and Teaching Support
- Approaches or activities that encourages inclusive excellence
 - Appropriate variability in type of presentation (e.g., use of technology, video, handouts, etc.)
 - Engages students by effectively responding to student questions
 - Maintains regular office hours to answer questions and provide guidance
 - Engages in other teaching activities (e.g., Creative Inquiry teams)

- c. Mentorship of Undergraduate and/or Graduate Students
 - Supervision of undergraduate creative inquiry teams
 - Supervision of undergraduate students for independent study or honors theses
 - Primary mentor for graduate students
 - Development of research team including undergraduate and graduate students

(3) Expectations for Performance in Service

Psychology Department faculty are encouraged to engage in service, with service activities and accomplishments being weighed more heavily after tenure is awarded. The Committee will consider service in multiple domains and from a holistic perspective, examining a faculty member's consistency and quality of service over time. These domains include service activities and achievements in relation to the profession and to the public; through professional consulting and administration; and service to the Department, the College, and the University.

- a. Service to the Profession and to the Public. The evaluation of service to the profession and the public may include but is not limited to:
 - Editorship of a professional journal.
 - Membership on the executive board of a professional organization or professional journal.
 - Reviewer for professional journals, grants, etc.
 - Reviewer for books in the discipline.
 - Chairing the program of a national, regional or state professional meeting.
 - Organizing or chairing a paper session at a professional meeting.
 - Appearing as a guest speaker at on- or off-campus functions or the media.
 - Leadership role in national or international professional organization.
- b. Service to the Department, the College, and the University. The evaluation of service to the Department, College, and University will include but is not limited to:
 - Chairing a university, college or department committee.
 - Advising an on-campus student organization.
 - Membership on a university, college or departmental committee.

- c. Public Service. Public service includes but is not limited to:
 - Community service; for instance, on the boards of community and civic organizations.
 - Commentaries, editorials, and so forth in regional publications.
 - Other contributions that are demonstrated to be of benefit to the public

- d. Professional Consulting. Faculty members with expertise that falls within the more applied areas of psychology may be called upon to provide service through professional consulting as part of their normal responsibilities. The evaluation of professional consulting will include but is not limited to:
 - Professional consulting to the private or public sector.
 - Clinical consulting to individuals.

- e. Administration. Management activities for which the faculty member is compensated, including:
 - Serving as an Undergraduate or Graduate Coordinator in the Department.
 - Other University assignments for which compensation is received (e.g., President of the Faculty Senate).

PART 1. APPOINTMENT

A national search will be conducted for each tenure-track position in the department. The Department Chair, in consultation with the departmental Faculty, shall determine the necessary and desirable qualifications and write advertisements for all vacancies and anticipated positions.

Each member of the Search Committee (see Article I above) must examine the entire file of applicants' dossiers and credentials; other members of the departmental faculty will also have access to these files. Faculty members not on the Search Committee should feel free to submit their views to members of that committee. The Search Committee shall meet to discuss the relative merits of the candidates and select the top candidates.

The Search Committee shall subsequently inform the departmental faculty of its selection of the top candidates. The Faculty will meet to discuss the relative merits of the top candidates and decide on a rank order for the top candidates. This initial list of top candidates will be provided to the Dean of the College of Behavioral, Social and Health Sciences for approval prior to moving forward with the interviewing process.

- A. The top candidates will be invited for interviews as time and budget allow. Each candidate will deliver a colloquium and will be available to meet all members of the Faculty. The Chair of the Search Committee, in collaboration with the Department Chair, shall be responsible for the schedule and arrangements for candidates who have been invited for on-campus interviews.
- B. Following the interviews, there will be an open meeting to discuss the candidates and select the preferred candidate or candidates. After discussing all candidates, there will be a secret ballot in which each applicant is evaluated as being either “acceptable” or “not acceptable,” followed by a rank-order vote of preference among the candidates. Applicants being considered for appointments with immediate tenure, or for appointments at a rank higher than Assistant Professor must also be reviewed and approved by the Tenure and Reappointment or Promotion to Full Professor Committee (see Article I).
- C. The Department Chair will forward this information to the Dean of the College of Behavioral, Social, and Health Sciences, along with their own recommendation. The Chair will also convey this information to the Faculty.
- D. All official negotiations between any candidate and the University shall be undertaken by the Department Chair, as authorized by the Dean of the College. Neither the Search Committee as a whole nor any of its members are authorized to represent the Department, College, or University, except during the preliminary selection of candidates.
- E. If the candidate is offered the position and refuses, and there are no further acceptable candidates as per the previous department voting, the selection process will return to the Search Committee.

PART 2. REAPPOINTMENT

- A. All departmental faculty subject to reappointment - tenure-track faculty, lecturers, and research faculty - will be reviewed by the Tenure and Reappointment Committee. The Department does not have Extension Faculty or Clinical Faculty. The segments of the Faculty Manual pertaining to those ranks are not applicable to these TPR Guidelines.

The entire dossier containing a candidate’s vita, publications, teaching evaluations, and other relevant materials must be examined by each member of the Tenure and Reappointment Committee. The committee will meet and discuss the merits of each candidate. By majority vote, the committee will adopt a letter stating its evaluation of the candidate’s teaching, research, and service since the

time of hire, and providing a rationale for that recommendation. The letters will be signed by the Chair of the Tenure and Reappointment Committee and by the candidate.

Either the Chair of the Tenure and Reappointment Committee or the candidate may request a meeting to discuss their candidacy or to respond to questions concerning the contents of this recommendation.

The Department Chair will write a letter providing an independent assessment of each individual being considered for reappointment. Both letters will then be forwarded to the Dean of the College of Behavioral, Social and Health Science.

- B. Every tenure-track faculty member should be making such progress as to meet all criteria for tenure by the appropriate time. Failure to be making such progress may result in a formal recommendation by the Department Chair, by the Tenure and Reappointment Committee, or by both, to terminate the candidate's employment.
- C. Every Lecturer should be meeting the criteria for effective teaching. For reappointment of Lecturers, the Tenure and Reappointment Committee shall seek the advice of Senior and Principal Lecturers regarding the quality of a Lecturer's teaching. Senior Lecturers may be invited to submit in-class evaluations and to participate in the Committee's deliberations regarding a Lecturer's teaching. Lecturer's and other non-tenure track faculty (e.g., research faculty) should be meeting criteria for success as dictated by their specific role. Failure to meet these criteria may result in a formal recommendation by the Department Chair, by the Tenure and Reappointment Committee, or by both, to terminate the candidate's employment.

During the candidate's second year and thereafter, the Tenure and Reappointment Committee shall have access to its previous evaluations and to the Department Chair's previous recommendations, in addition to all materials provided by the candidate. It is each individual faculty member's responsibility to keep his or her dossier up-to-date and to make sure that it contains accurate, relevant materials for each performance criterion.

PART 3. PROMOTION TO SENIOR LECTURER AND REAPPOINTMENT OF SENIOR LECTURERS

As provided in the Clemson University Faculty Manual, after 4 years of satisfactory performance a Lecturer is eligible for promotion to Senior Lecturer. Following the fourth year of service, the Chair and the Tenure and Reappointment committee shall conduct a comprehensive review of the Lecturer either in response to a request for promotion to Senior Lecturer or to advise the Lecturer of his/her progress towards promotion to Senior Lecturer. Senior and Principal Lecturers will be invited to provide feedback for these candidates. The Tenure and Reappointment Committee and the Department Chair shall make independent recommendations to the Dean of the College of Behavioral, Social, and Health Sciences concerning promotion.

When promotion to Senior Lecturer is being considered, the procedures described above for Lecturers shall be followed, with special emphasis given to effective teaching and to the candidate's additional noteworthy contributions to the University's overall mission. Principal Lecturers will be invited to provide feedback for these candidates. These procedures used for promotion to Senior Lecturer shall also be followed when a Senior Lecturer's 3-year contract is in its second year and the candidate is being considered for reappointment for another 3 years. Principal Lecturers will also be asked to provide feedback concerning the reappointment of Senior Lecturers.

PART 4. PROMOTION TO PRINCIPAL LECTURER AND REAPPOINTMENT OF PRINCIPAL LECTURERS

As provided in the Clemson University Faculty Manual, after 4 years of satisfactory performance a Senior Lecturer is eligible for promotion to Principal Lecturer. Following the fourth year of service, the Chair and the Tenure and Reappointment committee shall conduct a comprehensive review of the Senior Lecturer either in response to a request for promotion to Principal Lecturer or to advise the Senior Lecturer of his/her progress towards promotion to Principal Lecturer. In such cases, the Tenure and Reappointment Committee and the Department Chair shall make independent recommendations to the Dean of the College of Behavioral, Social, and Health Sciences concerning promotion.

When promotion to Principal Lecturer is being considered, the procedures described above for Senior Lecturers shall be followed, with special emphasis given to effective teaching and to the candidate's additional noteworthy contributions to the University's overall mission.

These procedures used for promotion to Principal Lecturer shall also be followed when a Principal Lecturer's 5-year contract is in its fourth year and the candidate is being considered for reappointment for another 5 years. However, peer evaluations based on class visits by members of the Tenure and Reappointment Committee are optional for Principal Lecturers who are being considered for reappointment.

PART 5. REAPPOINTMENT OF RESEARCH FACULTY

Given the expectations for research faculty may change from year-to-year, the expectations will be set in collaboration with the supervisor at the beginning of each year. The candidate will be evaluated for reappointment relative to the research, teaching and service expectations (as applicable) to the candidate's position. Research faculty will be evaluated by both the TPR committee and department chair with procedures described in Article II, Part 2. Research faculty will be evaluated in a manner consistent with tenure-track faculty.

PART 6. TENURE.

TENURE PROCEDURES

The Tenure and Reappointment Committee shall conduct all tenure recommendations in accordance with departmental, College, and University policies. The Committee shall thoroughly examine all relevant materials and vote by secret ballot. *No candidate shall be offered tenure without formal review by the Tenure and Reappointment Committee in the Department of Psychology (unless denial of tenure is not given in advance of the expiration of the final probationary period).*

- A. Faculty members will be considered for tenure in their penultimate year, as specified in the Faculty Manual. Faculty members can submit their packages for tenure before their penultimate year under special conditions, but cannot withdraw them once submitted, and the criteria for tenure are unchanged.
- B. Faculty members will provide all material necessary for the Tenure and Reappointment Committee's deliberations.
- C. The Tenure and Reappointment Committee shall request up to ten (10) outside letters of evaluation for any candidate for tenure. The candidate must provide the Committee with a list of at least 6 outside reviewers; the Tenure and Reappointment Committee must select further potential reviewers and shall then decide which reviewers will be asked to provide letters of evaluation. The relationship between the candidate and letter writer needs to be described explicitly by the candidate and letter writer. The majority of outside reviewers should not have worked with the candidate to a significant extent, including multiple publications and funded projects. Exceptions to this guideline can be made in writing to the Committee. The final slate of reviewers shall include at least two who were nominated by the Committee and not by the candidate. Requests for letters of evaluation will be issued by the Chair of the Tenure and Reappointment Committee.

- (1) Each outside reviewer shall be given a copy of the candidate's current vita, a standard cover letter, and up to four (4) publications or manuscripts selected by the candidate.
 - (2) The Tenure and Reappointment Committee shall consider but shall not be bound by the evaluations of outside reviewers.
- D. A written request by the candidate for tenure shall be submitted to the Department Chair by May 15. The candidate's dossier should be complete and ready to review by the Tenure and Reappointment Committee according to the Dates and Deadlines specified by the Provost. Tenure applications, once submitted, cannot be withdrawn.
- E. The Chair of the Tenure and Reappointment Committee shall inform any member of the Department being considered for tenure when the procedure begins, so that candidates may meet with him or her to discuss their candidacy and to respond to questions. Either the Tenure and Reappointment Committee Chair or the candidate may request such a meeting.
- F. The Chair of the Department may be invited to meetings of the Tenure and Reappointment Committee to provide information about candidates as requested.
- G. The Department Chair and the Chair of the Tenure and Reappointment Committee shall inform the candidate in writing of their respective recommendations and the rationales for them, before these are forwarded to the Dean of the College of Behavioral, Social, and Health Sciences.

TENURE GUIDELINES

Tenure is based on performance in (A) research and scholarly activity; and (B) teaching. Performance that meets or exceeds departmental expectations is required in both areas. In addition, (C) professional service to the discipline and to the public; (D) service to the Department, College, and University; and (E) professional consulting may be considered, along with other responsibilities (F) if they are mentioned in the candidate's letter of offer. Unless otherwise stated in the letter of offer, there are no departmental expectations relating to the tenure decision for the candidate's performance in areas (C) through (F), and performance in them will not be taken to compensate for deficiencies in research or teaching.

The Department Chair and the Tenure and Reappointment Committee make independent recommendations for tenure. Both are required to adhere to the guidelines set forth below.

A. Required: Research and Scholarly Activity

Research productivity. Any candidate for tenure in the Department of Psychology is expected to demonstrate a successful, independent scholarly career (as evidenced by the above outlined expectations for research). It is also incumbent on the faculty member to provide evidence that they have a high probability of continued research productivity. Probationary faculty should strive to develop an identifiable and original program of research that demonstrates a trajectory for success beyond the tenure-track years. It is understood that each candidate's field and research needs, such as original data collection vs. secondary data analysis, differ. As such, each candidate is evaluated individually and in consideration of such differences. As noted earlier, in addition to an average of 2 publications per year in peer-reviewed academic journals, the quality of the journals, peer evaluation of the quality of the publications, and additional criteria will be considered when determining if adequate research productivity has been achieved for tenure. In press/accepted articles are considered publications.

Decisions regarding whether the faculty member has satisfied departmental research expectations for tenure includes an element of judgment for the Department Chair and individual members of the Tenure and Promotion Committee. This decision concerning research productivity cannot be reduced to a simple formula. Sometimes the decision regarding whether the faculty member has satisfied departmental research expectations is easy. For example, a favorable decision concerning faculty research productivity could be easily made when a faculty member is consistently publishing lead author articles of a high caliber in high quality outlets while also publishing chapters in important books by reputable publishers and has submitted a grant proposal to a reputable funding agency. In contrast, an unfavorable decision concerning faculty research productivity could be easily made when a faculty member is only occasionally publishing articles as a third or fourth author in low quality journals and not performing other forms of research scholarship.

On other occasions the decision concerning whether the faculty member has satisfied departmental research expectations may be more difficult. Ultimately, it is the faculty member's responsibility to demonstrate that they have satisfied departmental expectations for research productivity. As indicated above, the Department Chair and the Tenure and Reappointment Committee shall make independent reviews, on a yearly basis, of the quality of the candidate's publications. Such quality reviews will be incorporated into annual Department Chair evaluation as well as all reappointment and tenure letters. These letters provide the faculty member with a yearly summary of his or her progress towards satisfying departmental research expectations for tenure.

B. Required: Teaching

Candidates for tenure in the Department of Psychology are expected to be effective in teaching as elaborated earlier. Neither the Tenure and Promotion Committee nor the Department Chair shall recommend for tenure any candidate who is not an effective classroom teacher.

The faculty member must demonstrate teaching effectiveness by providing peer evaluations based on class visits by members of the Tenure and Reappointment Committee and the Promotion to Professor Committee, providing the Student Assessment of Instructors for each class section that the candidate has taught, and providing representative samples of teaching related materials.

What constitutes effective teaching will be determined based on all the evidence provided. At times, there will be clear evidence of teaching effectiveness. For example, a decision that the faculty member is an effective teacher could be easily made when a faculty member submits innovative course material, engages students inside and outside of class (as appropriate), and is consistently rated highly in evaluations by their students and peers within the department. Conversely, a decision that the faculty member is not demonstrating teaching effectiveness could be easily made when a faculty member is not demonstrating any form of student engagement and consistently receives low marks on evaluations of teaching from students and peers within the department.

On other occasions the decision regarding teaching effectiveness may be more difficult. Ultimately, it is the faculty member's responsibility to demonstrate that they have satisfied departmental expectations for teaching effectiveness. As indicated above, the Department Chair and the Tenure and Reappointment Committee shall make independent reviews, on a yearly basis, of the quality of the candidate's teaching. Such quality reviews will be incorporated into annual Department Chair evaluation as well as all reappointment and tenure letters. These letters provide the faculty member with a yearly summary of his or her progress towards satisfying departmental teaching expectations for tenure.

C. Optional: Professional Service to the Discipline and the Public

Achievement in the area of professional activity and service shall be judged on the basis of (1) work on assigned or elected committees; (2) receipts of awards, prizes, fellowships, or honorary degrees; and (3) activities in which the faculty member applies his or her own area(s) of expertise in professionally related activities such as:

- (1) Service on committees or boards of professional societies and organizations.
- (2) Editorship or service on the editorial boards of professional journals.
- (3) Reviewing for journals, grants, or book publishers in psychology.
- (4) Community service; for instance, on the boards of community and civic organizations.
- (5) Commentaries, editorials, and so forth in regional publications.
- (6) Other contributions that are demonstrated to be of benefit to the discipline or the public.

Optional: Service to the Department, College, or University

- (1) Service on Departmental committees.
- (2) Service on College committees.
- (3) Service on University committees.

D. Professional Consulting

Achievement in this area shall be judged on the basis of documented professional consulting (with or without compensation) to the public and private sectors that is consistent with the mission of the department, such as:

- (1) Professional activities such as clinical practice, work with industry, business or government, and other professionally related service.
- (2) Professional contacts that lead to internships, research opportunities or placement for department students.
- (3) Conducting workshops, seminars and other programs that provide service to business, industry, government, professionals or other Department, College, or University constituents.

E. Other Responsibilities

Candidates for reappointment and tenure will also be evaluated in terms of any other responsibilities that are described in their Letters of Offer.

F. Additional Considerations for Tenure

Awarding tenure constitutes more than a recognition of past performance. Recommendations for tenure shall be based on the judgment of the Tenure and Reappointment Committee and of the Department Chair that the candidate will, in all likelihood, continue to contribute via effective teaching and appropriate published research and scholarly activities.

PART 7. PROMOTION

PROMOTION PROCEDURES

- A. Any faculty member who wishes to be considered for promotion may submit a written request.
- B. A faculty member who wishes to be considered for promotion in a given academic year should submit his or her request in writing to the Department Chair prior to May 15. It is the further responsibility of the faculty member to supply all material necessary for the Tenure and Reappointment Committee or the Promotion to Full Professor Committee's deliberations by October 1.
- C. The Chair of the Tenure and Reappointment Committee or the Promotion to Professor Committee shall inform any member of the Department being considered for promotion when the procedure begins so that the candidate may meet with the Committee Chair to discuss his or her candidacy and to respond to questions. Either the Committee Chair, Department Chair, or the candidate may request such a meeting.
- D. The Chair of the Department may be invited to meetings of the Tenure and Reappointment Committee or the Promotion to Professor Committee to provide information about candidates as requested. A formal vote by secret ballot shall be taken on all promotion decisions. The appropriate Committee will make its recommendation by the time specified in the University announced dates and deadlines; the letter shall be signed by the Chair of the appropriate Committee and by the candidate.
- E. The Department Chair will write an independent letter concerning whether to support the application for promotion. The letter from the Department Chair and the letter from the relevant Tenure and Promotion Committee will then be forwarded to the Dean of the College of Behavioral, Social, and Health Sciences.
- F. Faculty members should be aware that the Department Chair and the Tenure and Reappointment or Promotion to Professor Committee make recommendations to the Dean of the College concerning promotion. Promotions are ultimately awarded by action of the President of the University.

PROMOTION GUIDELINES FOR SENIOR LECTURER

Four (4) full academic years of service as a Lecturer at Clemson University are required for promotion to Senior Lecturer; equivalent experience at Clemson may also be counted toward the required 4 years. The requirements for promotion to Senior Lecturer, as per the Faculty Manual, include “effective instruction” and “additional significant contributions to the mission of the University.”

PROMOTION GUIDELINES FOR PRINCIPAL LECTURER

Four (4) full academic years of service as a Senior Lecturer at Clemson University are required for promotion to Principal Lecturer. When promotion to Principal Lecturer is being considered, special emphasis will be given to effective teaching and to the candidate’s additional noteworthy contributions to the University’s overall mission.

PROMOTION GUIDELINES FOR RESEARCH FACULTY

Promotion of research faculty will follow all the guidelines and procedures outlined in the Clemson University *Faculty Manual*. Given the expectations for research faculty may change from year-to-year, the expectations will be set in collaboration with the supervisor at the beginning of each year. The candidate will be evaluated in light of the research, teaching and service activities (as applicable) to the candidate’s position.

PROMOTION GUIDELINES FOR ASSOCIATE PROFESSOR

A doctoral degree and a minimum of five academic years at the Assistant Professor level at Clemson University or a comparable institution are required for promotion to Associate Professor. The guidelines for promotion to Associate Professor are the same as those for tenure (see above), except that both the Department Chair and the Tenure and Reappointment Committee will place somewhat more weight on achievement than on potential.

PROMOTION GUIDELINES FOR PROFESSOR

Typically, a faculty member can be considered for promotion to Professor as early as during their 5th year after being promoted to Associate Professor (with the promotion becoming effective in the 6th year). Earlier consideration for promotion to Professor would be considered exceptional.

Promotion to the rank of Professor is based on performance in (A) research and scholarly activity; and (B) teaching; plus at least one of the following: (C) professional service to the discipline and to the public, and (D) service to the Department, College, and University. (E) Professional consulting may also be considered.

The Promotion to Professor Committee shall request up to ten (10) outside letters of evaluation for any candidate for promotion to Professor. The candidate must provide the Committee with a list of at least 6 outside reviewers; the Tenure and Reappointment Committee must select further potential reviewers and shall then decide which reviewers will be asked to provide letters of evaluation.

The final slate of reviewers shall include at least two who were nominated by the Committee and not by the candidate. Requests for letters of evaluation will be issued by the Chair of the Promotion to Professor Committee.

- A. Each outside reviewer shall be given a copy of the candidate's current vita, a standard cover letter, and up to four (4) publications or manuscripts selected by the candidate.
- B. The Promotion to Professor Committee shall consider but shall not be bound by the evaluations of outside reviewers.

The Department Chair and the Promotion to Professor Committee make independent recommendations for promotion. Both, however, shall follow the guidelines stated below.

C. Required: Research and Scholarly Activity

Any candidate for the rank of Professor in the Department of Psychology must produce substantial published research or scholarship. As described in the Faculty Manual, the Department Chair and the Promotion to Professor Committee will expect increased contributions in the areas of scholarly activity over those normally expected of an Associate Professor for promotion to the rank of Professor. Achievement in the area of scholarly activity shall be demonstrated by material documentation in such areas as the following, which are presented in order of importance:

- (1) Discipline-related contributions to peer-reviewed professional journals.
- (2) Funded extramural grants or contracts that support the candidate's research program and lead to high-quality publications of the results.
- (3) Other scholarly works such as books and chapters in edited volumes.
- (4) Published articles in peer-reviewed conference proceedings.
- (5) Invited and accepted presentations at professional conferences.
- (6) Contributions in the form of criticisms or reviews for national or international journals or magazines.

The quality of the publication, the quality of the book or journal, and order of authorship shall enter into the considerations whenever research and scholarship are being evaluated. The Department Chair and the Promotion to Professor Committee shall make independent reviews of the quality of the candidate's publications. Such quality reviews shall be incorporated into annual Form 3 evaluations, as well as into the reappointment and tenure letters.

D. Required: Teaching

Any candidate for the rank of Professor in the Department of Psychology is expected to be effective in teaching. Neither the Promotion to Professor Committee nor the Department Chair shall recommend for promotion any candidate who is not at least an effective classroom teacher.

. In compliance with the Faculty Manual, no evaluation of teaching performance shall be based on the Student Assessment of Instructors alone, nor shall any evaluation of teaching performance be completely based on the Student Assessment of Instructors plus grade distributions for the classes or sections taught.

E. Service Menu: Professional Service to the Discipline and the Public

Candidates for promotion to Professor must demonstrate service activities, either to the discipline and to the public, or to the Department, College or University that meet or exceed departmental expectations. The Department Chair and the Promotion to Professor Committee will expect substantial contributions in one of the service areas (C or D) for promotion to the rank of Professor, as described in the Faculty Manual.

Achievement in the area of professional activity and service shall be judged on the basis of receipts of awards, prizes, fellowships, or honorary degrees, and on the basis of activities in which the faculty member applies his or her own area(s) of expertise in professionally related activities such as:

- (1) Service on committees or boards of professional societies and organizations.
- (2) Editorship or service on the editorial boards of professional journals.
- (3) Reviewing for journals or book publishers in psychology
- (4) Community service; e.g., boards of community and civic organizations.
- (5) Commentaries, editorials, and so forth in regional publications.
- (6) Other contributions that benefit to the discipline or the public.

F. Service Menu: Professional Service to the Department, College, or University

- (1) Service on Departmental committees.
- (2) Service to the Department as Undergraduate Coordinator, Graduate Coordinator, or Area Coordinator.
- (3) Service on College committees.
- (4) Service on University committees.

G. Optional: Professional Consulting

Achievement in this area of professional activity shall be judged on the basis of documented professional consulting (with or without compensation) to the public and private sectors that is consistent with the mission of the department, such as:

- (1) Professional activities such as clinical practice, work with industry, business or government, and other professionally related service.
- (2) Professional contacts that lead to internships, research opportunities or placement for department students.
- (3) Conducting workshops, seminars and other programs that provide service to business, industry, government, professionals or other Department, College, or University constituents.

H. Additional Considerations for Promotion to Professor

Promotion to the rank of Professor constitutes more than a recognition of past performance. Recommendations for promotion shall be based on the judgment of the Promotion to Professor Committee and the Department Chair that the candidate will, in all likelihood, continue to contribute via effective teaching, sufficient research and scholarly publications, and service to the Department, College, and University or to the profession and the public.

POST-TENURE REVIEW

Post-tenure review shall follow all guidelines outlined in the Clemson University Faculty Manual.

- A. All faculty who received tenure following the institution of post-tenure review at Clemson University will be reviewed every 5 years (in the fifth year) following the date of tenure.
- B. Faculty hired with tenure following the institution of post-tenure review at Clemson University will be reviewed every 5 years following the date of hire.

C. Time allowed for sabbaticals and leaves will be calculated according to the Faculty Manual.

D. Post-tenure review (PTR) committee

Each faculty member eligible for post-tenure review will be reviewed by a committee consisting of 3 members of the Tenure and Promotion Committee (at a rank equal to or higher than the faculty member under consideration). Faculty members who are in Part II of the PTR process are not eligible to serve on the PTR committee. The PTR committee will elect its own chair.

E. PTR Procedures

The PTR committee will review the ratings received on the most recent available series of five years of annual performance reviews. All tenured faculty members receiving no more than one (of five) annual performance rating of “fair,” “marginal,” or “unsatisfactory” in Part I of the Post Tenure Review process receive a Post-Tenure Review rating of “satisfactory.” These faculty members are thereby exempt from Part II of Post-Tenure Review.

All tenured faculty members receiving two or more annual performance ratings of “fair,” “marginal,” or “unsatisfactory” will then be reviewed under Part II of Post Tenure Review. At this stage, the PTR committee will need to select a faculty member or professional equivalent from outside the department to serve on the committee.

The outside member of the PTR committee will be selected as follows:

- (1) The Faculty member undergoing post-tenure review shall provide the PTR committee with a list of 3-5 acceptable outside candidates. The PTR committee will determine which of these individuals to invite to join the committee.
- (2) The department chair shall secure the agreement of any outside committee members.

The faculty member undergoing Part II of PTR must provide the following to the PTR committee and the department chair:

- (1) A recent copy of the curriculum vita
- (2) A summary of student assessment of instruction for the last 5 years including a summary of statistical ratings from student assessments of instruction (if appropriate to the individual’s duties)
- (3) A plan for continued professional growth
- (4) Detailed information about the outcomes of any sabbatical leave awarded during the preceding five years;

The Department Chair will provide the PTR committee with copies of the faculty member's annual performance reviews covering the preceding five years. The Department Chair and the PTR committee will evaluate the faculty member according to the criteria set out above for associate professors and full professors. The PTR committee and the Department Chair will each provide a written report to the faculty member. The faculty member should be given at least two weeks to provide a response. Both of the written reports, as well as the faculty member response, will be given to the Dean of the College of Behavioral, Social, and Health Sciences.

The ratings of either Satisfactory or Unsatisfactory will be used in all stages of the review by the PTR committee and the chair. If both the PTR committee and the chair, or either the PTR committee or the chair, rates the candidate as satisfactory, the candidate's final rating shall be satisfactory. If the candidate's final rating is satisfactory, the dean will forward that information to the Provost in summary form without appending any candidate materials. If both the PTR Committee and the Chair rate the candidate as unsatisfactory, the candidate's final rating shall be unsatisfactory. In this instance, the Dean of the College of Behavioral, Social and Health Sciences will forward all materials to the Provost.

Remediation must occur when individuals receive a rating of Unsatisfactory so there is time to correct deficiencies detailed in the PTR reports. The chair in consultation with the PTR committee and the faculty member will provide a list of specific goals and measurable outcomes the faculty member should achieve in each of the next three calendar years following the date of formal notification of the unsatisfactory outcome. The Department Chair will meet at least twice annually with the faculty member to review progress, and the faculty member will be reviewed each year by the PTR committee and the Department Chair, both of whom will provide written evaluations.

At the end of the three-year period, another post-tenure review will be conducted. If the outcome is again Unsatisfactory, the faculty member will be subject to dismissal for unsatisfactory performance (consistent with the rules and regulations in the Faculty Manual). If the review is Satisfactory, then the normal five-year annual performance review cycle will resume.