



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 _____ 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: **JOHN E. WALKER DEPARTMENT OF ECONOMICS**

Date

6/23/2021

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4	Consistent with the requirement that tenure applications, once submitted, cannot be withdrawn (New in 2018-2019 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

PROMOTION AND TENURE GUIDELINES

JOHN E. WALKER DEPARTMENT OF ECONOMICS

Wilbur O. and Ann Powers College of Business Clemson University

This document outlines the general criteria used by the John E. Walker Department of Economics for promotion, tenure, and reappointment, the procedures that candidates must follow in applying for promotion and tenure and the procedures that the department must follow in evaluating candidates. The following sections detail the committees responsible for review, the process for reappointment, tenure and promotion of Regular Faculty, the post-tenure review process, the reappointment for promotion for Lecturers, and reappointment for Clinical Professors and Professors of the Practice. The Department does not utilize research or extension faculty.

The criteria and procedures are consistent with the guidelines set forth in the Clemson University Faculty Manual, of which both candidates for promotion or tenure and the Departmental Advisory Committee must be aware.

I. Advisory Committee

The Advisory Committee is the committee responsible for peer review of all candidates for reappointment, tenure, and promotion in the John E. Walker Department of Economics. As such, the Advisory Committee serves as the department's Tenure, Promotion, and Reappointment (TPR) Committee for all purposes specified in the Faculty Manual.

The Advisory Committee consists of five (5) tenured full-time members of the Department. Each member of this committee serves for a three (3) year period. The members of the committee are elected by the Regular Faculty in the Department. In the event of a vacancy, a replacement will be elected by members of the Regular Faculty to complete the original member's term. No faculty member in the second stage process of the Post Tenure Review is eligible to serve on the Committee. If a current member of the Committee is in the second stage of the Post Tenure Review, a replacement will be elected by members of the Regular Faculty to complete the original member's term.

The committee meets to determine recommendations for promotion and the granting of tenure for the faculty as based on standards approved by the membership. Recommendations are to be presented to the Chair of the Department and the Dean through appropriate channels.

The Committee will elect the Chair and will organize itself as necessary to accomplish its work and may subdivide duties among its members. The deliberations of the Committee will remain confidential at all times, except that the final vote totals on reappointment, promotion and tenure will be stated in the recommendation letter from the Committee.

Members of the committee will not vote in the peer review of a rank they have not attained. In the event that the Department has fewer than five tenured members able to serve on the Advisory Committee, the Committee will solicit additional faculty members from the College to assist with the evaluation of the candidates who have requested tenure or promotion. The Regular Faculty will vote on the selection of the faculty members from outside the Department to assist the Advisory Committee in its deliberations.

A mentor or adviser who is familiar with the candidate's work may, upon the request of the candidate, submit an assessment of the candidate's contributions to the objectives of the department and the university. The mentor/adviser, unless already on the Departmental Advisory Committee, will neither participate in the Committee's meetings nor be granted voting privilege.

II. Reappointment, Tenure and Promotion of Regular Faculty

A. Reappointment for Assistant Professors

All regular faculty appointments are made on a year-to-year basis until tenure is granted. The probationary period for full-time regular faculty does not normally exceed six years. Each year the candidate must upload performance evidence for review by the Departmental Advisory Committee and the Department Chair.

The candidate for reappointment should upload:

- a. a letter requesting action
- b. an updated curriculum vitae
- c. a list of their top achievements, and
- d. a goals statement.

Supplemental documents can be uploaded into the TPR system to provide additional evidence of teaching effectiveness, service activities, and research activities.

This information is used to make an annual recommendation regarding reappointment as well as suggestions for improved performance. Reappointment to the position of Assistant Professor is based on sustained effort and demonstrated progress toward the criteria outlined in Section II.B below. Within one year of his or her hire date, the candidate will meet with Department Chair or the Chair of the Advisory Committee to fully review these criteria. We also recommend that the candidate meet with the Department Chair each year after reappointment to review his or her progress. *Continued reappointment should not be construed to mean that tenure will necessarily be granted.* See the Faculty Manual for the details of University policies during the probationary period.

B. Tenure and Promotion to Associate Professor

The awarding of tenure and promotion is based on the candidate's existing research record, sustained and significant contributions to the undergraduate and graduate teaching mission of the department, service, and the likelihood of making continuing contributions to the institution and the profession. Normally, the decision to grant tenure is made during the penultimate year of the probationary period and becomes effective at the beginning of the next academic year. In certain cases, a candidate may elect to be considered early for tenure. However, in doing so the faculty member forfeits the remainder of his or her probationary period upon officially submitting tenure materials to the TPR system.

1. Review Process for tenure and promotion to Associate Professor

The candidate for tenure and-promotion to the rank of Associate Professor should upload:

- a. a letter requesting action.
- b. a current curriculum vitae.
- c. digital copies of all publications, all manuscripts accepted for publication but not yet published, and all unpublished manuscripts.
- d. additional supporting documents to supplement the letter requesting action. Evidence should include, but is not necessarily limited to, the following:
 - i. **Teaching effectiveness:** Students' evaluations and additional evidence of teaching effectiveness that may include exit interviews of graduating seniors, surveys of alumni, or assessments by senior members of the faculty.
 - ii. **Scholarly research:** Summary description of refereed publications in leading journals in economics and closely related disciplines as well as other scholarly works, with a discussion of their significance.
 - iii. **External funding:** Records of grants or other external funds obtained by the candidate and distributed to the candidate or other faculty or students in the department in support of their research, teaching, or service.
 - iv. **Professional service:** Evidence of participation in professional societies and meetings, including specific information about papers presented or discussed, program committees chaired, and professional offices held.
 - v. **University service:** Evidence of service to the department, the college, or the university, including a list of committees served on and student groups advised, and an indication of the results achieved by the candidate's university service activities.
 - vi. **Public service:** Evidence of service to individuals, businesses, and other organizations in the community, state, and nation that is work-related and draws heavily upon the candidate's professional expertise.
 - vii. **Special recognition:** Honors and awards for research, teaching, or service.
- e. *A list of potential external evaluators.* The candidate will provide a list of 6-8 potential reviewers outside the University who can assess the quality and impact of the

candidate's research. These reviewers will hold tenured positions at R1 or research-intensive universities, employed at Federal Reserve Banks or other reputable institutions and will be both engaged in research and capable of evaluating the candidate's research portfolio. Ideally, the external reviewers will have a higher academic rank than the candidate. The list submitted by the candidate may include co-authors, advisors, former colleagues, or classmates, but the candidate must inform the committee of any such relationships with any of those individuals so that the committee can assess the potential for any conflicts of interest. The candidate may also provide a negative list of up to three potential reviewers from whom the committee should not solicit a review. The candidate should provide a brief justification for each member on the negative list.

In addition to the candidate's list of potential evaluators, the Advisory Committee will construct its own list of potential external evaluators. From the combined list, the Committee will solicit 6-8 evaluations, using at least two names from the candidate's list. Each potential reviewer will be contacted in advance and asked if he or she is willing and able to assess the candidate's portfolio. Each reviewer will receive the candidate's CV; lists of the candidate's top achievements; research activities and goals; copies of the candidate's published papers and unpublished manuscripts; and a copy of the departmental Tenure and Promotion Guidelines.

In accordance with the Faculty Manual, the Departmental Advisory Committee and the Chair of the Department each perform an independent review of the candidate's materials and issue separate recommendations to the Dean of the College. The Dean reviews the complete TPR file and submits a report and recommendation to the Provost.

2. Criteria for tenure and promotion to Associate Professor

The candidate for promotion to Associate Professor with tenure is evaluated in three performance areas: Research, Teaching, and Service. While success in all areas of responsibility is expected, much greater emphasis is placed upon research excellence and teaching effectiveness. The candidate must be acutely aware that tenure is not a reward for past performance; the tenure decision is prospective rather than retrospective. The candidate for tenure will be judged on the basis of his or her prospects for continued professional growth and productivity. Evaluating past performance is clearly an essential element in the tenure decision, but only insofar as it contributes to the department's forecast of the candidate's likely development over the remainder of a career that in most cases will span many decades. Notwithstanding any other explicit criteria for tenure, the decision is ultimately an assessment of whether the candidate's overall performance advances the reputation and stature of the Department in the discipline of economics. Service to the university, the community, and the profession is a responsibility of every member of the faculty, but it is not a sufficient condition for tenure or promotion.

The prospective candidate must make progress toward tenure from the beginning of his or her appointment. Candidates who are unable to meet the requirements for promotion to Associate Professor are ineligible for tenure. The tenure decision takes place in the candidate's penultimate year and, although based partly on annual reappointment recommendations, is a separate decision. This is an unavoidable consequence of the unusually extensive and long-range evaluation that is an integral part of the tenure review. While reviews for reappointment to the fourth year and beyond will become especially extensive, they fulfill a purpose that is distinct from, and subordinate to, the tenure review.

1. *Research and Scholarship*: The candidate for tenure and promotion to Associate Professor is expected to have demonstrated sufficient research excellence to lead the Department to believe that the candidate will have an influential scholarly career. Scholarly research published in high-quality refereed journals in economics and closely related fields is of primary importance. Books or monographs published by distinguished academic presses are also highly valued. Other scholarly works are of lesser importance. In reviewing the candidate, the Advisory Committee will examine the candidate's published research and current working papers. The successful candidate's research will suggest an upward trajectory that will continue to have a growing impact on his or her field of expertise. The Advisory Committee's evaluation will give significant weight to the external reviews and will consider a variety of other factors that may include:

- Publications in high-quality journals (as measured by rankings or impact factors, with appropriate consideration given the heterogeneity in impact factors across fields and disciplines).
- Comparisons of citation counts relative to a cohort of scholars working in similar areas at universities that are in our peer group.
- Invited presentations at colleges, universities, or institutes.
- Peer review service for high-quality journals or institutions, editorial positions at journals, or service on conference committees.
- Keynote presentations at major conferences.
- Success in obtaining high-profile grants or other external support for research projects.
- Recognition by professional journals or organizations for outstanding research contributions.
- Recognition of outstanding research by Clemson University.
- Research Associate for national and international professional organizations.

2. *Teaching*: The candidate is expected to demonstrate a commitment to excellence in graduate and undergraduate teaching. Teaching effectiveness will be assessed using students' evaluations and additional evidence that may include exit interviews of graduating seniors, surveys of alumni, assessments by senior members of the faculty, or assessment by the Chair of the Department. While not mandatory, additional

consideration will be given to the candidate who develop new courses or improvements in pedagogy.

3. *Service:* During the probationary period, we do not expect the candidate to be heavily invested in University committees or other service activities. Therefore, service activities play a secondary role in the committee's recommendation of tenure and promotion. Nonetheless, the candidate is encouraged to demonstrate nationally recognized disciplinary expertise through manuscript review and participation in conferences as a presenter or discussant. In addition, a modest level of service to the department and university, particularly after the third year of appointment, will contribute to a positive evaluation. Examples of appropriate departmental or university service include, but are not limited to, department faculty recruitment committees, membership on college and university committees, participating in graduate student recruitment, serving on the seminar committee or inviting and hosting departmental seminar speakers, and serving as a faculty advisor for student groups. Once tenure is granted, it is expected that an Associate Professor will strive for excellence in all three areas of research, teaching, and service.

C. Professor

Promotion to the rank of Full Professor normally is granted on the basis of excellence in research, teaching, and service. The candidate's research expected to have made a substantial impact upon at least a subfield within the discipline, and to have achieved international standing in the profession beyond that achieved at the time of promotion to associate professor. Moreover, the candidate is expected to have undertaken significant leadership activities within the Department, College, the University, or other relevant professional organizations. The candidate will have demonstrated a sustained commitment to undergraduate and graduate pedagogy and student mentoring at all levels. The candidate will have received the terminal degree in the discipline and have had at least nine (9) years of relevant, full-time experience. The candidate will generally be expected to have been an Associate Professor for at least five years. Exceptions are noted in the Clemson University Faculty Manual.

1. Review Process for tenure and promotion to Full Professor

The candidate's review for promotion to Full Professor follows the same procedure used to evaluate candidates for tenure or promotion to Associate Professor. This process is described in detail in Section II.B.1 of this document.

2. Criteria for promotion to Full Professor

The candidate will have demonstrated conspicuous success in all areas of responsibility, with relative emphasis placed on research and graduate teaching. While promotion to full professor reflects the sum of the candidate's professional accomplishments, it is based primarily on activities since promotion or appointment to the rank of Associate Professor.

1. *Research and Scholarship*: The candidate for promotion to Professor is expected to have demonstrated an ongoing record of influential scholarly activities and research excellence. Scholarly research published in *high-quality* refereed journals in economics and closely related fields is of primary importance. Books or monographs published by distinguished academic presses are also highly valued. In reviewing the candidate, the Advisory Committee will consider the candidate's published research and current working papers. The successful candidate's research will be recognized nationally and internationally for notable contributions to his or her field of expertise. The Advisory Committee's evaluation will give significant weight to the external reviews and will consider a variety of other factors that may include:

- Publications in high-quality journals as measured by rankings or impact factors, with appropriate consideration given the heterogeneity in impact factors across fields and disciplines.
- Comparisons of citation counts relative to a cohort of scholars working in similar areas at universities in our peer group.
- Editorial positions held at journals or service on conference committees.
- Seminar presentations at multiple colleges, universities, or institutes.
- Keynote presentations at major conferences.
- Sustained track record of grants or outside support for research projects.
- Elected officer of one or more nationally or internationally recognized professional organizations.
- Recognition of outstanding research by a journal or professional organization.
- Recognition of outstanding research by Clemson University.
- Research Associate for national and international professional organizations.

2. *Teaching*: The candidate for internal promotion to, or for an initial appointment, at the rank of Professor is expected to document an ongoing commitment to excellence and effectiveness in graduate and undergraduate teaching. In addition to demonstrate teaching effectiveness, other factors that are likely to contribute to a positive recommendation for promotion or appointment as Professor include:

- Membership on Ph.D. dissertations or Master's thesis committees.
- Mentoring graduate students in the faculty-led workshops.
- Development of graduate courses in the candidate's areas of expertise.
- Development of undergraduate courses in the candidate's areas of expertise.
- Coordination of large section or multi-section undergraduate courses.
- Supervising and mentoring graduate assistants.
- Teaching awards or other recognition for excellence in the classroom.
- A record of success in mentoring of graduate students that results in the completion of the degree, student publications, academic placements (including post-doctoral fellowships), and non-academic placements (including industry and federal, state and local government).

- Success in advising undergraduate research, including the mentoring of individual students and groups of students, and the development Creative Inquiry courses.
 - Development, implementation, or assessment of new and novel approaches to teaching methods.
 - Development of international courses and programs abroad that increase the number of students engaged in global engagement initiatives.
3. *Service*: The candidate is expected to demonstrate a commitment of excellence in service to the profession, the Department and the University. In addition, promotion to Professor will carry with it the expectation of greater leadership and service to the Department, the University, and the profession. The service areas include:
- Membership on Department, College, or University Committees.
 - Manuscript review for professional journals in the discipline.
 - Organizing regional or national conferences.
 - Faculty recruitment and mentoring of junior faculty.
 - Leadership of regional, national, or international professional organizations.

D. Post-Tenure Review

All tenured faculty members are subject to post-tenure review at five-year intervals. The Advisory Committee also serves as the Post-Tenure Review (PTR) Committee. The first post-tenure review is conducted five years after promotion to Associate Professor with tenure. Subsequent reviews will be conducted every fifth year after the initial review. See the Faculty Manual for detailed University policies regarding post-tenure review.

Individual faculty members need not take any action to initiate the post-tenure review. The Dean's Office and the Department Chair maintain records of each faculty member's post-tenure review timeline and conducts a review at appropriate intervals. The basis for the review is the candidate's annual review over the five-year interval. For the candidate who has received a "good" or higher on at least four of the five most recent annual evaluations, the Department Chair reviews the outcome as "Satisfactory" and no further action is required. The Department Chair uploads a recommendation letter to the TPR system, the post-tenure review clock is reset, and no other action is required.

If the faculty member undergoing post-tenure review has received two or more ratings of "fair" or below during the five most recent annual evaluations, a second stage of the post-tenure review shall be initiated. The Advisory Committee, serving as the PTR Committee, shall request that the faculty member upload to his or her TPR notebook a Letter Requesting Action accompanied by the following items:

- a. a current CV
- b. student teaching evaluations
- c. a plan for continued professional growth
- d. detailed information on the outcomes of any sabbatical leave awarded during the last five years

- e. the names of six potential reviewers outside the department.

In addition to the materials provided by the faculty member, the Advisory Committee will also obtain:

- a. four or more external reference letters obtained following the procedure described for promotion to Associate Professor. At least two letters will be obtained from reviewers on the faculty member's list of suggested evaluators.
- b. copies of the faculty member's recent performance reviews, provided by the Department Chair.

Tenured faculty members are expected to demonstrate a sustained record of excellence in teaching, research, and service at a level appropriate to their current rank. Typically, the service component receives a higher weight post-tenure as the faculty member is likely have served on additional department, college and university committees. The Advisory Committee uses these criteria as the basis for a thorough review of the faculty member's past performance and future potential. The Advisory Committee assigns a committee member to write a review and assign a rating of Satisfactory or Unsatisfactory. The Department Chair will also review the faculty member's packet and render a separate and independent recommendation. The candidate receives copies of both recommendations.

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

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

III. Clinical Professors and Professors of the Practice

Per the Faculty Manual and the Bylaws of the Department, the Advisory Committee evaluates Clinical Faculty and Professors of the Practice for reappointment. Professors of the Practice are reviewed annually by the Advisory Committee and the Department Chair the procedures for this review are outlined in the faculty manual.

General Expectations: The candidate for reappointment should demonstrate his or her contributions to the teaching and research mission of the Department and the College. Reappointment will be based on the faculty member's teaching, research, and service.

The criteria for reappointment of Professor of the Practice or Clinical Professor may include:

- Evidence of recognized teaching excellence, including university and national awards.
- Effective classroom instruction that demonstrates commitment and expertise.
- Effective mentoring and advising of undergraduate students.
- Effective coordination of classes with other faculty.
- Development of new or improved pedagogical methods or instructional materials.
- Coordination of large or multi-section courses.
- Conscientious service to the Department including, but not limited to, serving on Department Committees and working with student groups and organizations.
- Conscientious service to the College and University including, but not limited to committee service, and outreach activities.
- Design of educational materials to support the teaching mission of the Department.
- Participation in relevant professional societies and programs.
- Significant contributions to the success of our undergraduate students.
- Evidence of scholarship appropriate with the position.

The Department realizes that these individuals will not likely be active in all areas listed above, and that there may be other responsibilities and activities that are enumerated in their appointment letters that are not on this list. It is the role of the Department Chair and the Advisory Committee to make clear which of these criteria will be used in the evaluation for reappointment.

Process for Reappointment and Promotion

To be reappointed, a faculty member must provide evidence of his or her contributions based on the duties and responsibilities described in his or her appointment letter, in the Faculty Manual, or as negotiated by the Department Chair. A faculty member seeking reappointment as Professor of the Practice or Clinical Professor must provide the Committee, through the online TPR system, evidence of her or his contributions.

Part I: The process for reappointment begins with the Department Chair's review of the candidate's performance reviews covering the last three years as well as evidence of teaching effectiveness and evidence of contributions in other areas as enumerated in the candidate's contract. In the case of a candidate who has received no more than one annual performance of "fair", "marginal" or "unsatisfactory," the Department Chair and the Advisory Committee shall provide their recommendations for reappointment to the Dean.

Part II: An additional, more extensive review will be performed if a candidate has received more than one annual performance review of "fair", "marginal" or "unsatisfactory," or if such a review is otherwise determined to be necessary based on Part I of the review. In addition to copies of the candidate's annual performance

reviews covering the most recent three years, the department chair must also provide the Advisory Committee with a statement of the agreed-upon percentage allocation of effort to the candidate's assigned duties. The Advisory Committee will select a faculty member or professional equivalent from outside the Advisory Committee to assist as an outsider reviewer. The faculty member undergoing Part II of the review process must provide, at a minimum, the following documents to the Advisory Committee and the Department Chair:

- a) A recent copy of the curriculum vitae (paper or electronic).
- b) A summary of student evaluations of the candidate's teaching over the last 5 years, including a summary of statistical ratings from Student Assessments of Instruction. (if appropriate to the individual's duties).
- c) A plan for continued professional growth.
- d) Information about the outcomes of any sabbatical leave awarded during the preceding five years.
- e) Other documents relevant to the review.

The committee also reserves the right to request additional information from appropriate sources.

For promotion, the review procedure and criteria for Clinical Professors are largely the same as the promotion from Assistant to Associates Professor. However, given the role of Clinical Faculty in the Department the weights associated with research, teaching, and service will be different. In addition, since research activities are likely to receive a lower weight for Clinical Faculty, the Advisory Committee is not required to solicit external letters for the review process. However, the Committee may choose to solicit letters from other Clinical Faculty members in the Department. For Clinical Faculty the weight placed on teaching and service is likely to be greater than it is for tenure-track faculty. It is the role of the Department Chair to inform each member of the Clinical Faculty of her or his responsibilities and the Department's expectations about the performance level to be met in carrying out those responsibilities, since those responsibilities and expectations may be different for each individual.

IV. Lecturers

For the reappointment or promotion of Lecturers and the reappointment of Senior Lecturers, the Advisory Committee will solicit input from Senior Lecturers and Principal Lecturers through the TPR system to assist in the evaluation process. For the promotion of Senior Lecturers and the reappointment of Principal Lecturers, the Advisory Committee will solicit input from Principal Lecturers through the TPR system to assist in the evaluation process.

A. Criteria for reappointment or promotion of Lecturers, Senior Lecturers and Principal Lecturers

Reappointment or promotion of Lecturers, Senior Lecturers, and Principal Lecturers is based on fulfillment of the criteria listed below.

Level 1: Reappointment to the rank of Lecturer is granted to individuals whose primary responsibility is teaching. Duties that support the Department's teaching mission including the following:

- Participation as a planner or facilitator in Department or College programs.
- Effective classroom instruction that demonstrates commitment and expertise.
- Effective mentoring and advising of graduate undergraduate students.
- Effective coordination of classes with other faculty.

Level 2: Promotion or reappointment to the position of Senior Lecturer is based on meeting or exceeding the expected performance levels for the Level 1 responsibilities as well as making additional contributions that are consistent with the teaching and research mission of the University. These activities may include:

- Development of new or improved teaching methods or instructional materials.
- Coordination of large or multi-section courses.
- Teaching a variety of courses.
- Preparation of material that provides support for upper-level courses.
- Service to the Department, College, and University including, but not limited to academic advising, committee service, and outreach activities.

While it is realized that an individual's responsibilities may not include all the activities listed in Level 2, we expect that some of these criteria will be satisfied. It should be noted that Level 2 contributions do not compensate for deficiencies in meeting Level 1 criteria.

Level 3: Promotion or reappointment to the position of Principal Lecturer is based primarily on Level 1 and Level 2 criteria as well as substantial additional contributions that are consistent with the teaching and research mission of the University. These activities may include:

- Design and instruction of study-abroad courses.
- Design of comprehensive educational materials to support the teaching mission of the Department.
- Exceptional service to the Department, College, and University.
- Participation in relevant professional societies and programs.
- Significant contributions to the success of our undergraduate students.
- Evidence of scholarship appropriate to the position.
- Leadership and mentoring other faculty members.

While it is realized that an individual's responsibilities may not include all areas listed in Levels 2 and 3, we expect that some of these criteria will be satisfied. Level 3 criteria do not compensate for a deficiency in satisfying the performance criteria listed for Levels 1 and 2.

B. Reappointment Process for Lecturers

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

The purpose of these reviews is to ensure that lecturers of all ranks serve the needs of the students and Department and that excellent performance by them is recognized and rewarded.

Each candidate for reappointment should upload:

- a) a letter requesting action.
- b) an updated curriculum vitae.
- c) a list of her or his top achievements, and
- d) a statement of goals.

Supplemental documents such as evidence of teaching effectiveness, service activities and research activities can be uploaded to the TPR system if these items are not elsewhere addressed by the candidate.

C. Reappointment Process for Senior Lecturers and Principal Lecturers

Senior Lecturers and Principal Lecturers being considered for reappointment will be reviewed by the Department Chair and the Advisory Committee. The Department Chair and the Advisory Committee may also solicit input from other Senior Lecturers or Principal Lecturers.

Part I: The process for reappointment begins with the Department Chair providing the faculty member's performance reviews covering the last three years (or five years for Principal Lecturers). Lecturers that have received no more than one annual performance of "fair", "marginal" or "unsatisfactory" are exempt from Part II of the review process. If a faculty member has received more than one annual performance of "fair", "marginal" or "unsatisfactory," he or she will undergo a full review as described in Part II.

Part II: An additional, more extensive review will be performed when it is determined to be necessary based on Part I of the review. In addition to copies of the faculty member's annual performance reviews covering the most recent three years (or five years for Principal Lecturers), the department chair must also provide the committee with a statement of the percentage of effort expected to be allocated to each assigned duty. The faculty member undergoing Part II of the review must provide, at a minimum, the following documents to the committee:

- a) A recent copy of his or her curriculum vitae (paper or electronic).
- b) A summary of student assessments of instruction for the last 5 years including a summary of statistical ratings (if appropriate to the individual's duties).

- c) A plan for continued professional growth.
- d) Information about the outcomes of any sabbatical leave awarded during the preceding five years.
- e) Other documents relevant to the review.

The committee also reserves the right to request additional information from appropriate sources.

D. Promotion to Senior Lecturer

Promotion to Senior Lecturer is intended to recognize the efforts, contributions, and performance of Lecturers who combine effective instruction with additional contributions to the mission of the University. The criteria for promotion are detailed above in Section IV.A. Length of service as Lecturer in itself is not a sufficient criterion for promotion to Senior Lecturer.

Lecturers may request promotion to Senior Lecturer after their fourth year of service and must request promotion to Senior Lecturer by their eighth year of service. Equivalent experience at Clemson may be counted towards the four-year service requirement.

Following the fourth year of service, the Department Chair and the TPR committee will conduct a comprehensive review of the lecturer, either in response to a request for promotion to senior lecturer or to advise the lecturer of progress towards promotion to senior lecturer. This review will follow the process described in *Part II* of the reappointment review procedure described in Section IV.C. If a lecturer fails to request promotion to Senior Lecturer by her or his eighth year or is not promoted to Senior Lecturer following a request in her or his eighth year, the faculty member will not be reappointed after the ninth year of service. See the Faculty Manual for details of the University's Senior Lecturer promotion policy.

E. Promotion to Principal Lecturer

Promotion to Principal Lecturer is intended to recognize the efforts, contributions and performance of Senior Lecturers who combine effective instruction with additional significant contributions to the University's teaching, research, and service missions. The criteria for promotion are detailed above in Section IV.A. Length of service, in itself, is not a sufficient criterion for promotion to Principal Lecturer. Senior Lecturers may request promotion to Principal lecturers after their fourth year of service as Senior Lecturer.

Following the fourth year of service, the department chair and the TPR committee will 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 progress towards promotion to Principal Lecturer. This review will follow the process

described in *Part II* of the reappointment review procedure described in Section IV.C.
See the faculty manual for detail of the University's Principal Lecturer policy.