



Department TPR and PTR Documents Routing Sheet
Requirements based on 2021-2022 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:

Empty checkbox

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 – 2021-2022 Faculty Manual**

Department: **Industrial Engineering**

Date

2/16/2022

*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*.

Compliance

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

	Requirement	Reference	Yes	No	N/A
0	Consistent otherwise with the <i>Faculty Manual</i> and internally and with departmental bylaws	Ch III, A1c	X		
1	The TPR document is distinct from departmental bylaws	Ch V, D1c	X		
2	Criteria for tenure	Ch V, D1b	X		
3	Process for tenure	Ch V, D1b	X		
4	Consistent with the requirement that tenure applications, once submitted, cannot be withdrawn (New in 2018-2019 <i>Faculty Manual</i> )	Ch V, C3	X		
5	Qualifications (criteria) for reappointment	Ch V, D1c			
5a	* assistant and untenured associate professor	Ch V, D1b	X		
5b	* research faculty	Ch IV, B2e & B2b, i(3)	X		
5c	* extension faculty	Ch IV, B2e & B2b, ii(4)			X
5d	* clinical faculty	Ch IV, B2e			X
5e	* lecturer	Ch IV, B2e; Ch V, C2b, i	X		
5f	* senior lecturer	Ch IV, B2e; Ch V, C2c	X		
5g	* principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B2e; Ch V, C2d	X		
5h	* Professor of Practice	Ch IV, B2e	X		
6	Processes for reappointment (annual except as noted below)	Ch V, D1c			
6a	* assistant and untenured associate professor	Ch V, D1b	X		
6b	* research faculty	Ch IV, B2e	X		
6c	* extension faculty	Ch IV, B2e			X
6d	* clinical faculty	Ch IV, B2e			X
6e	* lecturer	Ch IV, B2e; Ch V, C2b, i	X		
6e, i	* including feedback from senior and principal lecturers	Ch V, D1g	X		
6f	* senior lecturer	Ch IV, B2e; Ch V, C2c	X		
6f, i	* including feedback from senior and principal lecturers	Ch V, D1g	X		
6f, ii	* at least every three years and in penultimate year	Ch V, C2c, i	X		
6g	* principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B2e; Ch V, C2d	X		
6g, i	* including feedback from principal lecturers	Ch V, D1g	X		
6g, ii	* at least every five years and in penultimate year	Ch V, C2d, i	X		
6h	* Professor of Practice	Ch IV, B2e	X		
7	Qualifications (criteria) for promotion	Ch V, C4a, i			
7a	* to associate professor	Ch IV, B1f, iii	X		
7b	* to full professor	Ch IV, B1f, iv	X		
7c	* research faculty ranks	Ch IV, B1e	X		
7d	* extension faculty ranks	Ch IV, B1e			X
7e	* clinical faculty ranks	Ch IV, B1e			X
7f	* to senior lecturer	Ch IV, B1e & B2i, iv(3),(b)	X		
7g	* to principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B1e & B2i, iv(4),(b)	X		
8	Processes for promotion	Ch V, D1c			
8a	* to associate professor	Ch V, D1c	X		
8b	* to full professor	Ch V, D1c	X		
8c	* research faculty ranks	Ch V, D1c	X		
8d	* extension faculty ranks	Ch V, D1c			X
8e	* clinical faculty ranks	Ch V, D1c			X
8f	* to senior lecturer	Ch IV, B2i, iv(3),(b)	X		
8f, i	* including feedback from senior and principal lecturers	Ch V, D1g	X		
8g	* to principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B2i, iv(4),(b)	X		
8g, i	* including feedback from principal lecturers	Ch V, D1g	X		

Procedures and committee structure of departmental TPR committees, adhering to *Faculty Manual* requirements to include at least the following:

9	• Procedures the TPR Committee must follow	Ch V, D1c	X		
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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		

<p style="text-align: center;"><b>Clemson University</b> <b>Department of Industrial Engineering</b> <b>Guidelines, Criteria, and Procedures for Tenure, Promotion, and Reappointment</b></p>
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*Article I: Ranks in Industrial Engineering*

The Industrial Engineering department does not utilize the ranks of extension or clinical faculty.

*Article II: Reappointment, Promotion, and Tenure Procedures*

Section 1: Review Overview for All Faculty

Each faculty member eligible for review shall be given an opportunity for review and in accordance with the Clemson University Faculty Manual. The Department uses the criteria and materials specified in this document in its review for Reappointment, Promotion, and Tenure. The University schedule for the reappointment, promotion, and tenure process deadlines will be made available by the Provost's Office.

Peer review for reappointment, promotion, and/or tenure will be conducted through the Department Tenure, Promotion, and Reappointment (TPR) Committee. The function of the Committee is to (1) serve as an advocate for the faculty Candidate in reappointment, tenure, and promotion considerations, (2) determine if the Candidate meets the established criteria for reappointment, tenure, or promotion consistent with the expectations, goals and vision of the Department, and (3) report the recommendation of the Committee to the Dean of the College. The Department Chair shall render a separate and independent recommendation and forward this to the Dean of the College. After the Dean of the College has received the recommendations of the TPR Committee and the Department Chair, the recommendation are shared between the parties. The Department Chair will ensure that the faculty member under review has read and understands the recommendations both of the Committee and of the Chair and certifies this by signature.

Section 2: Committee Structure

Subject to the restriction that Faculty who are subject to post-tenure mediation are not eligible for service on TPR committees, the Committee membership consists of all tenured faculty with primary appointment in IE for reappointment review, all tenured full and associate professors with primary appointment in IE for promotion to associate professor and/or granting of tenure at that rank, and all tenured full professors with primary appointment in IE for promotion to full professor and/or granting of tenure at that rank. In the case that the department does not have a sufficient number of regular faculty with primary appointments in Industrial Engineering to constitute a TPR committee of three members, additional members shall be nominated by the Department Chair and elected by a simple majority of the regular primary members of the faculty. The Department Chair may not serve on this committee. The chair of each committee shall be appointed by the department chair from the faculty members of each committee.

When a Lecturer is being considered for reappointment or promotion to Senior Lecturer, or a Senior Lecturer is being considered for reappointment, the committee will be augmented by all Senior and Principal Lecturers in the department serving in an advisory capacity; in the case that there are none, at least one Senior or Principal Lecturer from an allied department shall be appointed to serve in an advisory role by the chair of the TPR committee.

When a Senior Lecturer is being considered for reappointment or promotion to Principal Lecturer, the committee will be augmented by all Principal Lecturers in the department serving in an advisory capacity; in the case that there are none, at least one Principal Lecturer from an allied department shall be appointed to serve in an advisory role by the chair of the TPR committee.

In the case of other special faculty, the TPR committee may request the advice of one or more appropriately ranked faculty members, upon recommendation of the TPR chair.

### Section 3: Request for Review and Committee Procedures for All Faculty

Each faculty member requiring or desiring consideration for reappointment, promotion and/or tenure shall offer a written request to the Department Chair by the request deadline. The Department Chair will notify the Committee Chair to initiate the formal review. The faculty member under review is obliged to deliver the supporting materials by the deadlines stated in the schedule for the appropriate review request. The Committee will evaluate the review materials and seek additional materials as needed, including external referee reviews. At the conclusion of its review, the Committee will provide a written independent recommendation to the Dean regarding the requested review. The recommendation will be based on the majority vote of the Committee. This recommendation document will bear the signatures of each Committee member.

According to the *Faculty Manual*, untenured regular faculty must request reappointment annually until their penultimate year, at which time they request consideration for tenure.

Faculty seeking promotion and/or tenure must submit their request and supporting materials to the University-provided mechanism by the appropriate published deadlines.

The Committee does not evaluate the performance of tenured faculty on an annual basis.

Following a Lecturer's fourth year of service, the Chair and TPR committee shall conduct a comprehensive review of the Lecturer in response to either a request for promotion or to advise the Lecturer with respect to progress towards promotion to Senior Lecturer. Equivalent experience at Clemson may be considered toward the four-year service requirement at the written request of the faculty member and agreement by the TPR Committee. Annual reappointment reviews will occur for the Lecturer each year until the Lecturer is granted promotion or completes their ninth year of service. If a Lecturer fails to achieve promotion to Senior Lecturer within eight years of service, the Lecturer shall

not be reappointed following a ninth year of service. Each Lecturer may only request promotion in writing.

Senior Lecturers must request reappointment in the second year of each three-year appointment.

Principal Lecturers must request reappointment in the fourth year of each five-year appointment.

Each faculty member in a special rank except Senior and Principal Lecturer must request reappointment annually in writing.

The Tenure, Promotion, and Reappointment Committee shall conduct its business in accordance with the following general procedures.

- 1) All members of the Tenure, Promotion, and Reappointment Committee will have access to the Portfolio and supporting materials supplied by the faculty member under review (heretofore referred to as the “Candidate”). Each Committee member will be expected to review the Candidate’s Portfolio prior to deliberations.
- 2) One member of the Committee will be selected to act as Advocate for the Candidate. The Advocate will organize information and prepare materials for Committee deliberations. The Advocate will review supporting materials to ensure these are consistent with the information in the Portfolio. The Advocate will lead discussions relative to the requested action(s). The other Committee members are expected to critique the case consistent with their evaluation of the supporting materials.
- 3) External referees are required for both tenure and regular faculty promotion actions. A qualified external referee is someone knowledgeable of the Candidate’s field, has a distinguished record in a related field, and has the necessary and relevant experience to offer opinion regarding the suitability of the requested action(s).
  - a. The Candidate should compile and provide to the TPR Committee a list of at least five persons from outside the University as suggested external referees (close former associates such as dissertation advisors are not to be included). The list must include at least three names with whom the Candidate has not collaborated.
  - b. These external referees must be able to evaluate the quality of a faculty member’s scholarship. For each suggested referee, give his or her name, title, address, phone number, e-mail address, why that person should be considered an appropriate external referee of the faculty member's performance, and a description of the Candidate's relationship to the suggested referee.
  - c. The Advocate will identify appropriate external referees and coordinate their contact with the Committee Chair.
  - d. The TPR Committee may solicit evaluations from any name on the list submitted by the Candidate, and **must** independently solicit at least two additional external evaluations from persons not on the Candidate's list.
  - e. The review for tenure and/or promotion to Associate Professor must include at least **four** external peer evaluations with at least **two** chosen from the Candidate's list. The review for promotion to Professor must include at least

- six external peer evaluations with at least **three** chosen from the Candidate's list.
- f. External referees will be sent the Candidate's curriculum vitae and samples of scholarly work. Upon request of the external reviewer, and with the consent of the Candidate, additional material may be provided to the external reviewer. The Candidate should provide to the TPR Committee sufficient access to at least three refereed journal articles (Candidate's choice) for inclusion in the distribution to the external referees.
  - g. In an attempt to ensure that external evaluations provide useful and consistent information, the letters from the TPR Committee to the external referees should address the three issues identified below.
    - External referees should comment first and foremost on the quality of the Candidate's scholarship as evidenced by the quality and impact of their research and publications.
    - External referees should comment on the national and international stature of the Candidate within the profession (less important for tenure and promotion to associate professor, required for promotion to full)
    - External referees may comment on the Candidate's research and graduate advising productivity, and professional service activities, (more important for tenure and promotion to associate professor, required for promotion to full).
  - h. This letter of opinion becomes part of the Candidate's materials for review and is added to the Portfolio for administrative review. Due to confidentiality, the external referee letters are not provided to the Candidate, but referees are advised that, in the event of any grievance actions, the Candidate may gain access to the letters.
- 4) The Advocate will carefully delineate the performance and accomplishments of the Candidate in a presentation to the Committee based on the materials provided, as well as any other relevant information. The Committee will deliberate on the materials package and request that additional materials be provided as needed to form their opinion. When such additional materials are needed, the Committee Chair will notify the Department Chair who will obtain the materials from the Candidate in an expedient manner and forward them to the Committee
  - 5) At the conclusion of deliberation of a Candidate's requested action, a vote is executed. Requests for reappointment, for tenure, and for promotion are considered as separate actions requiring a separate vote. Each Committee member shall have one vote on each action and voting is by secret ballot. The Committee Chair shall count ballots. The majority vote on each requested action will rule and will be recorded as either a "recommendation for" or "recommendation against" the requested action. The actual vote count will be discarded and will not be recorded.
  - 6) The Advocate will take the lead on preparing a letter consistent with the requested action and recommendation(s) of the Committee. The letter will highlight the accomplishments and recognition of the Candidate and provide argument in support of the recommendation. In the case of reappointment, the Committee will offer opinion as to observations, to existing strengths, and to suggested areas for improvement for the Candidate.

- 7) The Committee will agree on the content and wording of the letter. Each Committee member will sign the recommendation letter. The letter will be sent to the Dean of the College of Engineering and Science; a copy of the letter will be sent to the Department Chair after the Chair has completed the Chair's recommendation letter.
- 8) The Committee Chair shall act as Committee representative in any College deliberations regarding tenure and promotion decisions.

All internal documents generated by the Committee in its deliberations are considered as confidential and shall be destroyed immediately following the conclusion of its deliberations on a Candidate.

### ***Article III: Criteria for Tenure, Promotion and Reappointment for Regular Faculty Appointments***

The mission of Clemson University comprises four components: teaching, research, student mentoring, and service. The primary role of the faculty of the University is to seek and communicate knowledge. Thus, the work of each faculty member should be evaluated based on their dedication to, and effectiveness in, scholarship that broadly includes the discovery, synthesis, dissemination, and application of knowledge.

This article lists criteria that are used at the Department level review for tenure, promotion, and reappointment (TPR) of Clemson University Industrial Engineering regular faculty and suggests types of evidence that may be used to support accomplishments under each criterion.

#### **Teaching**

Successful faculty members must demonstrate an ability and commitment to effectively teach lower- and upper-level undergraduate and graduate courses, as indicated by the following possible supporting evidence:

- Traditional Clemson University student evaluations of teaching
- Development of courses, innovative curricula/materials, and/or pedagogical methods
- Classroom observation and curriculum review by teaching mentors and/or peers
- Local, regional, or national awards recognizing teaching excellence
- Other demonstrated efforts to improve the Candidate's teaching effectiveness (e.g., consultation with the Office of Teaching Effectiveness and Innovation (OTEI))

#### **Research**

Successful faculty members must demonstrate an ability and commitment to conducting original, innovative, and impactful research that is recognized by the broader academic community. This will be primarily assessed by their scholarship and ability to sustain an externally funded research program, and include the following possible supporting evidence:



- Journal publications appearing in high-impact, widely recognized outlets
- Refereed conference proceedings papers in widely recognized outlets
- Leadership in securing competitive funding from federal, state, and other sources. Evidence of leadership includes serving as principal investigator (PI) on research grants
- Evidence of submitting high-quality proposals to federal, state, and other sources
- University or non-competitive research funding
- Presentations at national and international conferences
- Invited seminars at other universities
- Refereed book chapters
- Published books, research monographs and/or curriculum materials
- Impact of scholarship (literature citations, keynote addresses, etc.)
- Honors and awards based on scholarly achievement
- Intellectual Property (IP) (software, patents, copyrights, disclosures, and contributions to open-source repositories)
- Entrepreneurship (startups, commercialization, technology transfer)

### **Student Mentoring**

Successful faculty members must demonstrate a strong record of advising and mentoring undergraduate and graduate students, as indicated by student success and the following possible supporting evidence:

- Graduating PhD students (normally at least one for promotion to Associate Professor)
- Graduating MS students with thesis
- Serving on graduate student committees within and outside of IE
- Development of creative inquiry (CI) or similar research experiences for undergraduates
- Advising of post-doctoral or visiting scholars
- Refereed journal and/or conference papers led by student advisees
- Special achievements of current and/or former students

### **Service**

Successful faculty members must demonstrate a strong record of external service to the discipline and internal service to the Department, College, and University, as indicated by the following possible supporting evidence:

#### *External Service and Engagement*

- Elected and appointed leadership positions (officer, committees, boards, etc.)
- Membership on the editorial boards of highly regarded journals or monographs
- Organization of meetings (conferences, tracks, sessions, programs, proceedings editor)
- Reviewer for funding agencies and technical papers/manuscripts
- Service to governmental agencies
- Professional registration

- Externally delivered courses and short courses
- Disciplinary outreach to community and civic organizations
- International educational and research activities (e.g., faculty-led study abroad, student exchange)
- Service that promotes diversity and inclusion

*Internal Service and Engagement*

- University, College, and Departmental committee service
- University, College, and Departmental administration
- Faculty advisor to student organizations
- Service that promotes diversity and inclusion

***Article IV: Criteria for Promotion and Reappointment for Lecturer, Senior Lecturer and Principal Lecturer Appointments***

The primary role of lecturers is to provide instruction within the industrial engineering department. Evaluation criteria for reappointment and promotion should include, but are not limited to:

1. Effective teaching that demonstrates ability and commitment, as indicated by the following possible supporting evidence:
  - 1.1. Development: courses, curricula, pedagogical methods, materials.
  - 1.2. Evaluations: course evaluations, exit interviews, peer evaluations, classroom visits, alumni evaluations.
  - 1.3. Honors and awards based on teaching.
  - 1.4. Student mentoring as evidenced by the support and advising of graduate and/or undergraduate students
2. Departmental service as assigned by the department chair (e.g., undergraduate curriculum committee or the scholarships, awards and honors committee).

***Article V: Criteria for Promotion and Reappointment for other Special Rank Faculty Appointments***

The primary role of special rank faculty is to conduct and support departmental activities consistent with their rank described in the *Faculty Manual*. Evaluation criteria for reappointment and promotion will depend on the special rank and the responsibilities assigned. In the Department of Industrial Engineering, most special ranks will be evaluated on some combination of research, scholarship, and teaching. The specific duties and evaluation criteria should be included in the appointment letter and are subject to review by the TPR committee.

Criteria relative to research expectations may include:

1. Fulfillment of research contract obligations.
2. Additional funding (outside the University's E&G budget) obtained from federal, corporate, and/or state sources.
3. Participation in collaborative research contracts and grants.
4. Collaborative research contracts and grants initiated.

5. Publications in refereed journals and other appropriate media.

Criteria relative to teaching expectations should reflect skills that demonstrates ability and commitment. This may be indicated by the following possible supporting evidence:

1. Development: courses, curricula, pedagogical methods, materials.
2. Evaluations: course evaluations, exit interviews, peer evaluations, classroom visits, alumni evaluations.
3. Honors and awards based on teaching.
4. Student mentoring.

Other criteria may include:

1. Honors and Awards at all levels – Department, College, University, National, Professional Society.
2. Participation in technical committees of professional societies.
3. Service on research advisory boards and review panels.
4. Support and advising of graduate and undergraduate students.
5. Patents and licenses awarded.

#### ***Article VI: Evaluation of Criteria for All Faculty Positions***

**Reappointment** to a tenure-track position will require evidence of progress towards meeting the Criteria of Article III. All reappointments are made on a year-to-year probationary basis until tenure is granted. Extensions of the probationary period may be granted in accordance with the Clemson University *Faculty Manual*. The Departmental review criteria shall be applied in accordance with the Clemson University *Faculty Manual*.

**Promotion to Associate Professor** and/or the award of tenure will require consistent and continuous success in teaching, research, student mentoring, and service, as well as a positive external reputation regarding scholarship. Additionally, candidates should present evidence of continued success in meeting the Criteria of Article III. Similar criteria shall be applied when considering an initial appointment at the rank of Associate Professor, with or without tenure.

**Promotion to Professor** will require candidates to demonstrate significant leadership and sustained accomplishments in teaching, research, student mentoring, and service, as well as national and international recognition as a scholar in their academic discipline. Additionally, candidates should present evidence of continued success in meeting the Criteria of Article III. Similar criteria shall be applied when considering an initial appointment at the rank of Professor.

**Reappointment as a Lecturer** requires effective teaching and service consistent with the assignments given by the Department Chair.

**Promotion to Senior Lecturer** requires effective teaching and meaningful service consistent with the assignments given by the Department Chair.

**Reappointment as a Senior Lecturer** requires effective teaching and continued service consistent with the assignments given by the Department Chair.

**Promotion to Principal Lecturer** requires effective teaching, meaningful service consistent with the assignments given by the department chair, and proactive engagement in service activities at the department, college or university level that enhances the overall academic experience of students.

**Reappointment as a Principal Lecturer** requires effective teaching, continued meaningful service consistent with the assignments given by the department chair, and continued proactive engagement in service activities at the department, college or university level that enhances the overall academic experience of students.

**Reappointment** to any other entry level special rank will require demonstrable progress toward meeting the criteria of Article V.

**Promotion and reappointment** in a non-entry level special rank will require consistent and continuous success in meeting the criteria of Article V.

### ***Article VII: Materials to be Submitted***

#### **Section 1: Tenure/Tenure-Track Faculty**

As part of the tenure, promotion, and reappointment process, a TPR portfolio is to be compiled. Additional supporting evidence, not included in the portfolio, may be provided by the Candidate for review, if needed.

In lieu of writing letters of reappointment for first year faculty, the TPR Committee, department chair, and dean complete a standard “*Review for Faculty in the First Year Form.*”

The following items are the responsibility of the Candidate to provide:

1. Letter requesting tenure, promotion, and/or reappointment.
2. Request for Faculty Personnel Action Form, and, if appropriate, Granting of Tenure Form.
3. Detailed resume in the standard College format.
4. Top achievements -- Personal summary of what the Candidate considers the top achievements that are pertinent to the TPR decision (3 pages maximum). This is the opportunity for the Candidate to present their case in summary fashion.
5. Teaching.
  - 5.1. Candidate’s statement on teaching including philosophy, methodology, materials developed, effectiveness, challenges, etc. (3 pages maximum).
  - 5.2. Candidates are encouraged to submit original Student Feedback Form / Student Comments (teaching effectiveness evaluation form) including student comments submitted by all students for all courses taught during the preceding two regular semesters. Summary instructor statistics provided by the College for each

course are to be included in addition to the average departmental and College statistics.

- 5.3. Any other evidence of teaching effectiveness such as senior exit surveys, alumni surveys, in-class peer visitation reports, student letters, etc.
6. Research Activities (not addressed in the resume).
  - 6.1. Research proposal history (required for reappointment and tenure decisions).
  - 6.2. Impact of research/scholarship including literature citations (excluding self-citations), patents, awards, etc.
7. Service Activity (not addressed in the resume; may be documented in letters of recommendation from TPR Committee, Department Chair/Director, and Dean).
8. Statement of short- (1 year) and long-term (5 years) goals.
9. Description of administrative duties, if appropriate.
10. List of senior national and international external referees and all external peer review letters that are to be inserted in the portfolio by the TPR Committee. (Required for tenure and promotion actions only.)
11. Any clarifying statements or additional information (supplementary to the standard resume) that a tenure, promotion, or reappointment Candidate wishes to have included in the TPR portfolio (5 pages maximum). This is optional.

The following items are provided by parties other than the Candidate and may require Candidate action.

1. Letter of recommendation from the TPR Committee. This letter is provided by the Chair of the TPR Committee. The Candidate acknowledges receipt and certifies that it has been discussed with him/her before the portfolio is transmitted to the Dean. Copies of all prior year letters of recommendation from the TPR Committee should be inserted following the current year letter by the Department Chair.
2. Letter of recommendation from the Department Chair. This letter is provided by the Chair of the department. The Candidate must acknowledge receipt and certify that it has been discussed with them before the Portfolio is transmitted to the Dean. Copies of all prior year letters of recommendation from the Department Chair should be inserted following the current year letter by the Department Chair.
3. Letter of recommendation from the Dean. This letter is provided by the Dean. The Candidate must acknowledge receipt and certify that it has been discussed with him/her before the portfolio is transmitted to the Provost. Copies of all prior year letters of recommendation from the Dean should be inserted following the current year letter by the Department Chair.
4. Copies of Faculty Evaluation Form 3 for the last five years.
5. Spreadsheet of annual evaluation ratings for the past three years including an indication of how the Candidate's evaluations compare with other faculty in that particular rank in their unit (completed by the Department Chair).
6. A copy of the original letter of offer of employment (inserted in the portfolio by the Dean's Office).
7. A copy of the signed Tenure Agreement Form (inserted in the portfolio by the Dean's Office).
8. A copy of all promotion letters, as applicable (inserted in the portfolio by the Dean's Office).

9. Copy of Department Guidelines for TPR (inserted in the portfolio by the Department Chair/Director).

The Department requires that Candidates for tenure and/or promotion in regular ranks submit a subset of materials before the University deadline for the purpose of soliciting the required external evaluations. Candidates for tenure or promotion in regular ranks decisions will provide a CV, list of potential external referees and access to at least three scholarly works (see Article II, Section 2 above). This subset will be due to the TPR Chair on the date specified by the Provost's Office.

### Section 2: Lecturer ranks

Written requests for reappointment for Lecturers, Senior Lecturers or Principal Lecturer, or promotion to Senior Lecturer or Principal Lecturer, should be accompanied by supporting documentation related to the evaluation criteria above as described:

The following items are the responsibility of the Candidate to provide in the Portfolio:

1. Letter requesting promotion and/or reappointment.
2. Request for Faculty Personnel Action Form.
3. Detailed resume in the standard College format.
4. Top achievements: Personal summary of what the Candidate considers the top achievements that are pertinent to the Promotion/Reappointment decision (3 pages maximum).
5. Teaching:
  - 5.1. Candidate's statement on teaching including philosophy, methodology, materials developed, effectiveness, challenges, etc. (3 pages maximum).
  - 5.2. Candidates are encouraged to submit original Student Feedback Form (teaching effectiveness evaluation form) including student comments submitted by all students for all courses taught during the preceding two regular semesters. Summary instructor statistics provided by the College for each course are to be included in addition to the average departmental and College statistics.
  - 5.3. Any other evidence of teaching effectiveness such as senior exit surveys, alumni surveys, in-class peer visitation reports, student letters, etc.
6. Research Activities (optional):
  - 6.1. Research proposal history.
  - 6.2. Impact of research/scholarship including literature citations (excluding self-citations), patents, awards, etc.
7. Service Activity.
8. Statement of short (1 year) and long-term (5 years) goals.
9. Any clarifying statements or additional information (optional and supplementary to the standard resume) that a Candidate wishes to have included in the portfolio (5 pages maximum).

The following items are provided by parties other than the Candidate and may require Candidate action.

1. Letter of recommendation from the TPR Committee. This letter is provided by the Chair of the TPR Committee. The Candidate must sign this letter acknowledging

receipt and certifying that it has been discussed with him/her before the portfolio is transmitted to the dean. Copies of all prior year letters of recommendation from the TPR Committee should be inserted following the current year letter by the Department Chair/Director.

2. Letter of recommendation from the Department Chair. This letter is provided by the Department Chair. The Candidate must sign this letter acknowledging receipt and certifying that it has been discussed with him/her before the portfolio is transmitted to the dean. Copies of all prior year letters of recommendation from the Department Chair/Director should be inserted following the current year letter by the Department Chair/Director.
3. Letter of recommendation from the Dean. This letter is provided by the Dean. The Candidate must sign this letter acknowledging receipt and certifying that it has been discussed with the Dean before the portfolio is transmitted to the Provost. Copies of all prior year letters of recommendation from the Dean should be inserted following the current year letter by the Department Chair/Director.
4. Copies of Faculty Evaluation Form 3 for the last five years or since initial hire, whichever is less.
5. Spreadsheet of annual evaluation ratings for the past three years including an indication of how the Candidate's evaluations compare with other faculty in that particular rank in his/her unit (completed by the department chair).
6. A copy of the original letter of offer of employment (inserted in the portfolio by the Dean's Office).
7. A copy of all promotion letters, as applicable (inserted in the portfolio by the Dean's Office).
8. Copy of Department Guidelines for TPR (inserted in the portfolio by the Department Chair/Director).

### Section 3: Other Special Faculty

Written requests for reappointment for other special faculty or promotion in other special faculty ranks should be accompanied by supporting documentation related to the evaluation criteria above as described:

The following items are the responsibility of the Candidate to provide:

1. Letter requesting promotion and/or reappointment.
2. Request for Faculty Personnel Action Form.
3. Detailed resume in the standard College format.
4. Top achievements -- Personal summary of what the Candidate considers the top achievements that are pertinent to the Promotion / Reappointment decision (3 pages maximum).
5. Teaching (if appropriate)
  - 5.1. Candidate's statement on teaching including philosophy, methodology, materials developed, effectiveness, challenges, etc. (3 pages maximum).
  - 5.2. Candidates are encouraged to submit original Student Feedback Form (teaching effectiveness evaluation form) including student comments submitted by all students for all courses taught during the preceding two regular semesters.

Summary instructor statistics provided by the College for each course are to be included in addition to the average departmental and College statistics.

- 5.3. Any other evidence of teaching effectiveness such as senior exit surveys, alumni surveys, in-class peer visitation reports, student letters, etc.
6. Research Activities (if appropriate).
  - 6.1. Research proposal history.
  - 6.2. Impact of research/scholarship including literature citations (excluding self-citations), patents, awards, etc.
7. Service Activity.
8. Statement of short (1 year) and long-term (5 years) goals.
9. Any clarifying statements or additional information (optional and supplementary to the standard resume) that a Candidate wishes to have included in the portfolio (5 pages maximum).

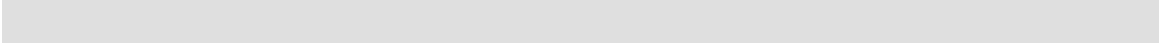
The following items are provided by parties other than the Candidate and may require Candidate action.

1. Letter of recommendation from the TPR Committee. This letter is provided by the Chair of the TPR Committee. The Candidate must sign this letter acknowledging receipt and certifying that it has been discussed with him/her before the portfolio is transmitted to the Dean. Copies of all prior year letters of recommendation from the TPR Committee should be inserted following the current year letter by the Department Chair/Director.
2. Letter of recommendation from the department chair. This letter is provided by the Department Chair. The Candidate must sign this letter acknowledging receipt and certifying that it has been discussed with him/her before the portfolio is transmitted to the Dean. Copies of all prior year letters of recommendation from the Department Chair/Director should be inserted following the current year letter by the Department Chair/Director.
3. Letter of recommendation from the Dean. This letter is provided by the Dean. The Candidate must sign this letter acknowledging receipt and certifying that it has been discussed with him/her before the portfolio is transmitted to the Provost. Copies of all prior year letters of recommendation from the Dean should be inserted following the current year letter by the Department Chair/Director.
4. Copies of Faculty Evaluation Form 3 for the last five years or since initial hire, whichever is less.
5. Spreadsheet of annual evaluation ratings for the past three years including an indication of how the Candidate's evaluations compare with other faculty in that particular rank in his/her unit (completed by the department chair).
6. A copy of the original letter of offer of employment (inserted in the portfolio by the Dean's Office).
7. A copy of all promotion letters, as applicable (inserted in the portfolio by the Dean's Office).
8. Copy of Department Guidelines for TPR (inserted in the portfolio by the Department Chair/Director).



*Article VIII: Completion Dates*

Dates for completing each level of review in the tenure, promotion and reappointment process are determined each year by the University, the College, and each department so that adequate time is provided at each level for a thorough and complete review.



**Clemson University**  
**Department of Industrial Engineering**  
**Guidelines for Post Tenure Review**

***Article I: Criteria for Post Tenure Review***

The faculty recognizes that Post Tenure Review (PTR) differs in both intent and spirit from review for promotion, reappointment, and tenure. Those latter reviews are designed to assess the potential for consistent performance at or above a well-accepted norm, so as to provide reward and recognition accordingly. Post Tenure Review, on the other hand, is intended to ensure that a faculty member is maintaining a pattern of performance at a level acceptable for continued employment and consistent with rank and assigned duties.

***Article II: Evaluation of Criteria***

Post Tenure Review evaluation shall be based on the performance and activity appropriate to the current rank. In addition, consideration shall be given to achievement of individual goals established to further the Department strategic plan. The context of the review, however, must always be consistent with assigned duties and direction provided through annual evaluations during the review period. The review will be consistent with the rules and guidelines as set forth in the University Faculty Manual.

A rating of “Satisfactory” will require a consistent record of demonstrable performance that is at least acceptable for a peer in that rank.

Failure to achieve the level required for a “Satisfactory” rating will result in a rating of “Unsatisfactory.”

***Article III: Procedures for Post Tenure Review***

1. Committee: Faculty who are subject to post tenure mediation are not eligible for service on the PTR committee.

The Committee members shall be nominated by the Department Chair and elected by a simple majority vote of the regular primary faculty and shall consist of three (3) tenured faculty, all of whom hold the rank of Professor or the current number of faculty holding that rank, whichever is fewer.

In the case that there are fewer than three eligible members, additional members from allied departments shall be nominated by the Department Chair and elected by a simple majority of the regular primary members of the TPR committee in accordance with guidelines in the Faculty Manual.

If the faculty member under review requires Part II PTR, the Chair of the IE department will nominate one or more Clemson University faculty members at or above the rank of the faculty member under review from outside the department,

elected by a simple majority of the regular primary faculty, to provide external representation. The IE department does not require external letters for faculty members undergoing Part II PTR.

The PTR committee elects its chair from its membership.

Upon election of its chair, the committee shall notify the Department Chair of its readiness to perform. While the committee may initiate gathering of information at any time, it may not begin the formal review process until it notifies the Department Chair.

2. **Committee Meetings:** Meetings of the committee are called at the direction of the committee chair. Committee deliberations and working documents are deemed confidential.
3. **Faculty Member Subject to Review:** Annually the Department Chair shall inform the Faculty of the Department of the members subject to Post Tenure Review in the coming academic year, in accordance with the guidelines in the Faculty Manual.
4. **External representation:** In the event that the faculty member subject to review undergoes Part II of PTR, the external member of the committee will provide external representation. The IE department does not require external letters for those faculty members subject to Part II PTR.