

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

**Adopted October, 2004
Approved by Dean, May, 2005**

1. Purpose

These guidelines and procedures are established to provide a common philosophy through which all applicants for appointment, reappointment, tenure or promotion may be equitably judged. These statements should be used by faculty members to gauge their performance and progress toward the goals of tenure and promotion. These Guidelines are to be used only when assessing individuals in tenure track faculty positions. Candidates for promotion and tenure, who have three or fewer years remaining prior to their penultimate year at the time these Guidelines are adopted, may elect to be reviewed under the former Guidelines.

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

II. Definitions

- A. Committee: Refers to the Tenure, Promotion and Reappointment Committee.
- B. Guidelines: Refers to this document: "Department of Parks, Recreation and Tourism Management Guidelines for Awarding Reappointment, Tenure and Promotion."
- C. Competence: Level of performance reflected by able fulfillment of the roles and functions ascribed to one's position. Some of the indicators which may be used to gauge this ability are listed in section V of these guidelines.
- D. Achievement: Refers to substantive contributions to one's professional area. Some of the indicators which may reflect Achievement are listed on pages 6 - 10.
- E. Achievement with Distinction: Refers to significant contributions to one's professional area. Such distinctive contributions are identified through rigorous peer review and approval. Some of the indicators which may reflect Achievement with Distinction are listed on pages 5 - 9.

III. Responsibilities

Department Chair

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

Committee

1. Select and announce a Committee Chair prior to September 1 of each year. Prior to September 15 of each year, publish the “Guidelines” updated for the current year. The Provost's time line should be followed if it has been published.
2. Review and update the “Guidelines” as necessary.

3. Guide, assist and advise applicants toward identifying and reaching of the criteria for reappointment, tenure and/or promotion.
4. Assist candidates in the preparation of their applications.
5. Seek any information and supporting documentation beyond that which is submitted by the applicant when the Committee deems this to be necessary.
6. Assist in preparing the strongest possible dossier for any candidate whom it recommends for reappointment, tenure or promotion.
7. Submit its recommendations to the Dean of the College via the Department Head.
8. Provide the candidate a copy of its recommendation to the Dean at the time that the recommendation is submitted to the department head.
9. In addition to Reappointment, Tenure and Promotion responsibilities for current faculty the Committee will review the credentials of all finalists (“short list”) for a tenure track position prior to their visit to the campus. The evaluation and recommendation as to the maximum rank that should be awarded and the maximum years of service that should be credited toward tenure will be based on the following:
 - a. For candidates who are seeking tenure coincident with employment or a tenure probationary period of two years or less, the Committee shall evaluate them as they would be evaluated for tenure if they had been employed at Clemson. This evaluation shall be sent to the Dean via the Department Head.
 - b. For candidates seeking appointment at a rank above that of assistant professor, the Committee shall evaluate them as they would be evaluated for the requested rank if they had been employed at Clemson. This evaluation shall be sent to the Dean via the Department Head.
 - c. At the request of the Dean, Department Head or the Search Committee Chair, a proposed candidate's credentials can be evaluated by the Committee for determining the appropriateness of hiring a person at a rank lower than that at which the candidate is currently employed. This evaluation shall be sent to the originator of the request.
 - d. For candidates seeking to receive tenure credit for service at other institutions, the Committee shall evaluate the candidate's credentials to determine the maximum number of years of service that should be credited toward tenure at Clemson. The results shall be sent to the Dean via the Department Head.
10. A recommendation for appointment of Adjunct Faculty is also a responsibility of the Reappointment, Promotion and Tenure Committee. The name of a proposed adjunct faculty member must be placed in nomination to the PRTM Tenure, Promotion and

Reappointment Committee by a current PRTM faculty member. The candidate's current vita must accompany the nomination. The Tenure, Promotion and Reappointment Committee will evaluate the candidate based on the Faculty Manual's requirement that adjunct faculty appointments be limited to “those making active contributions to the teaching, research or public service programs of the University” and forward their recommendation to the PRTM Department Chair for final approval.

IV. Reappointment, Tenure and Promotion Procedures

Reappointment

Who is eligible?: Each regular, full-time faculty holding the title Assistant Professor or higher, but who is not tenured or is not in the penultimate probationary year and each instructor who has less than 5 years of service at Clemson is eligible to apply for reappointment.

Procedure: In accordance with the dates in the “Guidelines,” each eligible faculty member must submit his credentials to the Committee Chair.

Tenure

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

Procedures: In accordance with the dates in the “Guidelines,” each eligible faculty member must submit credentials to the Committee Chair.

Promotion

Who is eligible?: See the Faculty Manual.

Procedures: In accordance with the dates in the “Guidelines,” each faculty member shall submit credentials to the Committee along with a request for evaluation for promotion to a specific rank.

V. Performance Criteria and Standards

Evaluation of Criteria of Applicants for Promotion

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

The following criteria will be used in evaluating non-extension faculty applications for tenure, promotion, and reappointment:

Reappointment: A record of Competence in teaching and research/scholarship and either service (see page 10) or administration/management.

Promotion to Associate Professor and Tenure: A record of sustained performance at the Achievement level in teaching and research/scholarship and either service (see page 10) or administration/management.

Promotion to Professor: (a) A consistent record of Achievement in either service (see page 10) or administration/management; (b) a record of sustained performance at the Achievement with Distinction level in teaching and research/scholarship; (c) a minimum of 5 years of service at the associate professor rank.

The following criteria will be used in evaluating extension faculty applications for tenure, promotion, and reappointment.

Reappointment: A record of Competence in research/scholarship and either teaching, service (see page 10) or administration/management.

Promotion to Associate Professor and Tenure: A record of sustained performance at the Achievement Level in research/scholarship and either teaching, service (see page 10) or administration/management.

Promotion to Professor: (a) A consistent record of Achievement in either teaching, service (see page 10) or administration/management; (b) a record of sustained performance at the Achievement with Distinction level in research/scholarship; (c) a minimum of 5 years of service at the associate professor rank.

Performance Indicators:

Indicators of Competence, Achievement and Achievement with Distinction for each of the performance areas of Teaching, Research/Scholarship, Service, and Administration/Management are given on the following pages. These lists are not exhaustive. Documentation should be provided for the category in which an activity is listed. The

candidate is responsible for providing documentation of all accomplishments used for promotion and tenure.

A. Teaching

Teaching encompasses not only classroom teaching but also internship supervision, advising, tutoring, and service on graduate committees. A 25% teaching load consists of one three-credit course per semester.

Teaching effectiveness must be documented with course syllabi and summaries of student evaluations. Teaching documentation may also include class materials, multi-media, academic rigor of courses, measured improvements in subject mastery by students, teaching awards and recognition, contributions to course development, and professional development activities. Peer reviews of course presentations will be arranged by the PTAR Committee.

Achievement with Distinction

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

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

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

Evidence that the instructor defines expected performance by the student.

Evidence of significant contributions to the education of graduate students.

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

Accomplishments in the following areas may also be credited:

4. Significant contributions to major curriculum changes, course development, and other instructional programs.
5. Generation of significant grants and/or securing donations of resources to support the instructional mission.

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

Achievement

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

Competence

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

B. Research/Scholarship

These standards are for a 25% appointment; for a 50% appointment the standards would be doubled.

Achievement with Distinction

1. For non-extension faculty: A sustained and significant record of scholarly publication and an average of one submitted external grant proposal for each year in a tenure track position with at least three externally funded proposals during that period. Be a major contributor on at least two-thirds of the scholarly works.

For extension faculty: A sustained and significant record of scholarly publication and an average of at least one submitted external grant proposal for each year in a tenure track position with at least three externally funded proposals during that period. Be a major contributor on at least two-thirds of the scholarly works.

2. National or international reputation as a scholar among appropriate academic and professional scholars and practitioners.

Below are activities that serve as examples of additional criteria for performance evaluations of Achievement with Distinction:

3. Editorial board for refereed journal.
4. Author or co-author of book.
5. Chapter in book from external publisher.
6. Principal Investigator or Principal Co-Investigator on major grant from external funding agency (funded).
7. Editor of a national or regional journal.
8. Editor of a book.
9. Citation of work in published article (refereed journal) or book.
10. Nationally recognized contribution in electronic media, development (e.g., computer software).
11. Nationally recognized contribution in the area of performing arts or other arts, related to one's professional activity as a faculty member.
12. Invited lecture at national or international conference.

Achievement

1. For non-extension faculty: Meets the standard of an average of two published journal refereed articles per year in a tenure track position and at least an average of one submitted external grant proposal per year in a tenure track position with at least one externally funded grant during that period. Be a major contributor on at least two-thirds of the articles.

For extension faculty: Meets the standard of an average of one published journal refereed article for each year in a tenure track position, an average of one extension publication for each year in a tenure track position and an average of one submitted external grant proposal per year in a tenure track position with at least one externally funded grant during that period. Be a major contributor on at least two-thirds of the articles

Below are activities that serve as examples of additional criteria for performance evaluations of Achievement:

2. Invited chapter in book.

3. Paper presented at national or international professional conference.
4. Invited lecture at national or regional conference.
5. Invited reviewer for book, chapter, or journal manuscript.
6. Invited as panelist for major professional conference.
7. Citation of work in dissertation, technical report or non-refereed article.
8. Contribution to electronic media development.
9. Contribution in the area of performing arts or other arts related to one's professional activity as a faculty member.

Competence

1. For non-extension faculty: Progress toward the standard of average of two published (journal) refereed articles for each year in a tenure track position and at least an average of one submitted external grant proposal for each year in a tenure track position with at least one externally funded grant during that time. Be a major contributor on at least two-thirds of the articles.

For extension faculty: Progress toward the standard of an average of one published (journal) refereed article for each year in a tenure track position, an average of one extension publication for each year in a tenure track position with at least one externally funded grant during that time. Be a major contributor on at least two-thirds of the articles

Below are activities that serve as examples of additional criteria for performance evaluations of Competence:

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

C. Service

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

	University	Professional	Outreach
Achievement with Distinction	Has role of responsibility at University level (chairs committees; represents University at state level; works on University-wide projects.	Attends national meetings & holds national office or contributes substantially to national work (e.g., policy-making, boards, or professional literature; chair or program chair of state organization).	National and international demand for services; projects have been replicated in other countries or other regions of the U.S.; work has been cited in national publications; directed national and regional continuing education opportunities; work has been externally published.
Achievement	Has role of responsibility within Department (chairs committees) serves on and contributes to College or University committees; represents University at community level.	Attends regional meetings of professional organizations; active in state organization or contributes substantially to state work (i.e., policy-making or professional literature).	Receives regional invitations to speak and/or consult; projects have received regional recognition; work has been cited in state and regional publications; directs state-wide continuing education opportunities; work has been externally published.
Competence	Serves on and contributes to Departmental Committees; contributes to area program of study;	Belongs to professional organizations; attends local meetings, and contributes to local	Gives local and state service presentations; provides local or statewide consultation

University invited class presentations.	Professional program of work; invited talks, & presentations to professional groups.	Outreach services (non- compensated); produces technical reports; produces local continuing education opportunities.
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D. Administration/Management

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

Procedures for external peer review:

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

1. A maximum of five external letters will be included in a candidate's file.
2. The Reappointment, Tenure and Promotion Committee Chair will be responsible for soliciting the external reviews.
3. A candidate's file must have a minimum of three external review letters. If a reviewer cannot complete the review because of time constraints and this would reduce the number of reviews to less than three, the Committee Chair will solicit additional letters from the list of potential reviewers. If a reviewer refuses to complete a review for reasons other than time constraints, an explanation of the reason for the reviewers' refusal should be placed in the candidate's file.
4. The candidate will provide the names of five external reviewers. Reviewers from an academic setting must hold rank at or above the level the candidate is applying for and also be a recognized authority in their field. Reviewers cannot be from Clemson University or from candidate's mentor or graduate schools.
5. The Reappointment, Tenure and Promotion Committee will select at least two of the five names given by the candidate and may select up to three additional individuals who are knowledgeable of the candidate's work and/or area of expertise.
6. No unsolicited letters will be considered in reviewing the candidate's performance.
7. External review letters will remain active for a two-year period.

8. All external letters are to be confidential and will be kept on file. In the event of a grievance, faculty will have access to the file.
9. The Chair of the Reappointment, Tenure and Promotion Committee should prepare a cover letter and packet of material for each potential reviewer. The cover letter should consist of the following:
 - a. Explanation of individual's candidacy.
 - b. How the external review will be used.
 - c. Expectations of the reviewer in regard to judging the merits and impact of the candidate's work and assessing those areas (teaching, research and service) where they are knowledgeable of the candidate's work.
 - d. Explanation that the reviewer is not to indicate whether the candidate would receive promotion and/or tenure at their institution.

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

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

Role of Department Chair and PTAR Committee:

Department Chair

1. Provide new tenure track faculty with a copy of the “Guidelines” and discuss the requirements and procedures for tenure, promotion and reappointment.
2. Meet with each faculty to complete Form 1. Discuss distribution of effort in reference to promotion and tenure considerations.
3. Distribute Form 2 for completion by faculty members.
4. Meet with faculty to discuss Form 3.
5. In a timely manner notify all faculty who are eligible for tenure or promotion or who must apply for reappointment.
6. Provide the Committee Chair with a list of faculty eligible for tenure, promotion or reappointment which shall include the hire date, promotion dates, tenure date and a yearly listing of each applicants' budgeted work assignment since being hired or last promoted.
7. Ensure that the requirements and procedures for tenure, promotion and reappointment are properly executed.
8. Develop a comprehensive recommendation stating the strengths, weaknesses and areas of concern for each candidate addressing all areas of performance as stated in the Guidelines. The recommendation will follow the same format, *but not necessarily content*, for all candidates.
9. Provide each applicant for tenure, promotion or reappointment with an opportunity to review the department chair's recommendations, as well as those of the committee, prior to sending them to the Dean.
10. Forward the Committee's recommendation, along with that of the Department Chair's, to the Dean provided that the applicant has consented through signature on “Attachment D-Request for Faculty Personnel Action.”
11. Provide a copy of the Chair's recommendations to the Dean for each applicant to the Committee Chair.

Department Reappointment, Tenure and Promotion Committee:

1. In a timely manner review and update the “Guidelines” as necessary.
2. Address any procedural questions and assist candidates in the preparation of their TPR Executive Summary Notebook and the identification of external reviewers.

3. Seeks any information and supporting documentation beyond that which is submitted by the candidate when the Committee deems this to be necessary.
4. Develops a comprehensive recommendation stating the strengths, weaknesses and areas of concern for each candidate addressing all areas of performance as stated in the Guidelines. The recommendation should follow the same format for all candidates with traditional teaching research and service appointments. Candidates with specific function or non-traditional appointments (i.e., 50% extension; 50% administration) should follow an appropriate format according to the type of position / appointment.
5. Submits recommendations to the Dean of the College via the Department Chair.
6. Provides a copy of its recommendation to the Dean and to the candidate at the time that the recommendation is submitted to the Department Chair.

Selection of Reappointment, Tenure and Promotion Committee Members

The committee members should be selected in accordance with the departmental bylaws. It is required that no person of rank lower than that of the candidate vote on the disposition of a candidate's file.

Format for Application

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

Suggested Format for Curriculum Vitae

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

Name:

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

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

Post-doctoral Fellowships:

Teaching Assistantships:

Research Assistantships:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Conference Presentations (Refereed):

Invited Lectures, Symposia, Commentary:

Teacher In-Service Workshops:

Other Invited Presentations:

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

Research Grants:

Extramural Research:

Intramural Research:

Teaching Grants and/or Instructional Grants:

Invited Reviews of Manuscripts and/or Proposals:

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

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

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

University Teaching:

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

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

Related Teaching Activities: **(List honors, awards and/or important teaching activities, including dates for each item in the list. Information presented in this section may also**

be presented under “Honors and Awards,” and “Teaching Grants and/or Instructional Grants.”)

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

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

Elected Positions:

Appointments:

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

VI. Changing the Guidelines

Editorial Changes

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

Major Changes

Changes of substance to Sections III to IX shall be made by a simple majority vote of all “Regular” faculty.

The procedures for changing the “Guidelines” shall be:

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

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

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