Tenure, Promotion, and Retention (TPR) Guidelines
Division of Visual Computing
School of Computing, Clemson University

I. General

The guidelines and procedures given here apply to faculty of the Division of Visual Computing (VC) in the School of Computing (SoC) at Clemson University. The objective of the Guidelines is to present general criteria for promotion and retention decisions. Individuals with unique collection of strengths and weaknesses will be evaluated on a case-by-case basis to determine their overall accomplishments and contributions to the evolving set of goals of the School, the College and the University.

Authority to the VC TPR Committee is granted by the School of Computing Bylaws (Article VII.C.a). Except as noted, per expectations of Clemson University’s 2020-21 Faculty Manual, the VC TPR guidelines within this document are distinct from School bylaws.

This document does not speak to processes for extension faculty, clinical faculty or lecturers (at any ranks) as there is no anticipation of including such faculty in the VC division at this time. If such individuals were to join the VC Division, their TPR processes would defer to School and/or Faculty of Instruction (FOI) policies, until such revisions were integrated and ratified within VC TPR Guidelines.

II. Tenure, Promotion and Retention Committee Membership

Per the School of Computing Bylaws, the Division TPR Committee consists of those tenured faculty members who have a primary appointment in the Division and who hold the rank of Professor, exclusive of the School Director and the Division Chair. If fewer than three Professors are eligible to serve on the TPR Committee, Division faculty members at the rank of Associate Professor may serve on the committee for any case not involving decisions involving the Full Professor rank. Otherwise, faculty members in any School Division or University Department may be nominated and elected, by all Professors of the School, to serve on the TPR Committee for one year. The TPR Committee will elect its Chair from the Full Professors on the Committee who have a primary appointment in the Division. Should no Professors have a primary appointment in the Division, Chair candidates are not restricted.

III. Areas of Evaluation

Consistent with the mission of Clemson University, faculty members of the Division have three primary responsibilities: teaching, research and service. We view these
responsibilities as being met at the three levels outlined below.

**Level I:** Success in meeting both of the following criteria is necessary for promotion or tenure. Success in meeting only the Level I criteria may be sufficient in exceptional cases.

1. **Teaching** that demonstrates ability, commitment, and effectiveness, as indicated by the following possible supporting evidence:
   a. Development of courses, curricula, pedagogical methods, materials.
   b. Student course evaluations, exit interviews, peer evaluations, classroom visits, alumni evaluations, quality of student project work.
   c. Course portfolios documenting each course. These should include a syllabus, tests, quizzes, handouts, lab or studio exercises, any web resources, and representative samples of student work.
   d. Honors and awards based on teaching.
   e. Student mentoring.

2. **Scholarship** as indicated by the following possible supporting evidence:
   a. Refereed publications in journals.
   b. Refereed publications in conference proceedings.
   c. Research monographs.
   d. Art work juried into international venues.
   e. One person or small group shows of art work in major venues.
   f. Significant commissions or inclusion of work in collections.
   g. Books and book chapters.
   h. Published curriculum materials.
   i. Patents awarded.
   j. Presentations at national and international conferences.
   k. Honors and awards based on scholarly achievement.
   l. Impact of scholarship (literature citations, keynote addresses, etc.)

**Level II:** Success in meeting several of the following criteria is normally necessary for promotion or tenure. Success in meeting all criteria or any subset of these criteria is not sufficient in the presence of Level I deficiencies.

1. **Research funding**
   a. Funding from competitive federal, corporate or state sources.
b. Student support generated.

   a. PhD graduates, papers by these students as primary author.
   b. MFA graduates, papers or artwork by these students as primary contributor.
   c. MS graduates, papers by these students as primary author.
   d. Current thesis and dissertation research advisees, papers or artwork by these students as primary contributor.
   e. Undergraduate research students advised.
   f. Postdoctoral research students and visiting scholars advised.

3. Interdisciplinary Collaboration
   a. Joint research contracts and grants.
   b. Joint research and grant proposals.
   c. Jointly taught courses.
   d. Co-authored scientific and technical papers.
   e. Collaborative projects integrating art and other disciplines.

4. Professional service activities and accomplishments (weighed more heavily after tenure has been awarded).
   a. Elected and appointed leadership positions (officer, committees, boards, etc.).
   b. Service as editor or on editorial boards of professional journals or monographs.
   c. Service as juror or curator for artistic venues or collections.
   d. Organization of meetings (sessions, programs, proceedings editor).
   e. Reviewer for funding agencies or for technical papers/manuscripts.
   f. Service to governmental agencies on policy issues, etc.
   g. Professional registration.

5. Service to the University and to the public and private sectors.
   a. Public and private consulting.
   b. Externally delivered courses, short courses, and workshops.
c. Technical reports and trade publications.

d. School of Computing committee service. (expected both pre and post tenure)

e. University and College committee service. (post-tenure evaluations only)

f. University, College, and School of Computing administration. (post-tenure evaluations only)

g. Advisor to student organizations. (post-tenure evaluations only).

6. **Academic advising of undergraduate and graduate students.**

**Level III:** Success in meeting the following criteria will be considered but is less important than the criteria in Levels I and II.

1. **State and regional recognition.**

2. **Other presentations.**

3. **Other funding.**

   a. University support.

   b. Non-competitive gifts and donations.

**IV. Guidelines for Tenure, Promotion and Retention Decisions**

1. **Retention of Untenured Tenure-Track Faculty**

   An unconditional decision to retain an untenured faculty member in a tenure-track position requires demonstrable progress toward meeting the criteria of Levels I and II, indicating the potential for having tenure awarded at the end of the probationary period. A conditional decision will be made as a result of an evaluation that is less than satisfactory in one or more areas, and will be accompanied by a list of specific deficiencies and recommendations for improvement. A decision to not retain a non-tenured faculty member will be made in cases where performance on both Levels I and II criteria are below expectations for two or more years, convincing the Committee that a successful case for tenure within the prescribed period is unlikely.

2. **Tenure**

   The award of tenure requires sustained success in meeting the criteria of Levels I and II and a reputation outside the University for scholarship or artistic achievement. Contributions in areas outside of Levels I and II are recognized as positive factors but do not reduce the basic responsibility. In order to be awarded tenure, a faculty member must have attained the level of excellence and achievement required for promotion to Associate Professor (as described in IV.3.b
below). Those receiving tenure should also be judged to have strong potential for eventual promotion to Professor.

3. Promotion

a. Assistant Professor. In order to be promoted to Assistant Professor, a faculty member should have the qualifications to be hired as an Assistant Professor from outside the University. It is expected that such a promotion would occur only in the case that a faculty member was hired at the rank of Instructor pending completion of a final requirement, such as the Ph.D. or MFA degree. Per the faculty manual, “Instructors are eligible for promotion to Assistant Professor only if … a position becomes available, and the department has conducted or conducts a national search for that position.”

b. Associate Professor. Promotion to Associate Professor requires sustained success in meeting the criteria of Levels I and II and a reputation outside the University for scholarship or artistic achievement. In general, promotion to Associate Professor requires a national peer recognition of scholarly and professional accomplishments.

Recognition of an established base of scholarly or professional contributions should extend internationally, and thus letters of recommendation from faculty at academic institutions outside Clemson University are required. The outside institutions should carry national or international rankings at least comparable to Clemson’s. Letters from industrial researchers or artists are also helpful, provided the authors thereof have themselves made significant original contributions to the field.

c. Professor. Promotion to Professor requires sustained success in meeting the criteria of Levels I and II and the attainment of national prominence and recognition for scholarship or artistic achievement. Although there can be other successful paths to promotion to Professor, most successful candidates will have achieved an international reputation for quality research, scholarly, or professional contributions and have exhibited a significant leadership role in the development of a field of study or creative endeavor, as evidenced by such things as literature citations, published reviews of one’s work, invited presentations or publications, memberships on national level committees or advisory panels, juries, curatorial boards, and editorships of professional publications. It is assumed that such individuals will have the reputation to attract graduate students, new faculty and visiting scholars to the School. Letters of recommendation following the guidelines for promotion to Associate Professor are required, but these must be from senior faculty.
It is expected that the successful candidate will have numerous, fully refereed publications or juried works of art that have appeared in the top venues of the field, where venue quality is gauged by acceptance rate and externally rated impact. It is expected that the candidate will have demonstrated significant success in obtaining external funding for his or her scholarly work. Consistent with the leadership emphasis, it is expected that the candidate will have served as PI on funded proposals, or been the recipient of notable fellowships or awards. It is expected that the candidate will have established a record of consistently high quality in teaching, will have participated in the creation and implementation of one or more new courses, and will have played a significant role in the development of new curricula or new programs of study. Finally, promotion to Professor requires a consistently good record of service, either to the School, the University, the State, the Nation, or to their international scholarly or artistic community. Promotion to Professor is not granted for numerous years of good service, but rather for exceptional performance as a leader in a field under the purview of the School of Computing.

d. Research Associate Professor, or Professor. Promotion of research faculty is given in recognition of research performance that is considered to be comparable to that of tenure track or tenured faculty members with the same rank.

4. Reappointment for Professor of Practice
Professor of Practice may be evaluated for successful reappointment exclusively under the teaching requirements of Level I criteria. In a case-by-case basis, their scholarship and service in addition to teaching (Levels I & II) may be given consideration in support of reappointment.

V. Procedures

The Division procedures for tenure, promotion and retention decisions are as follows:

1. Retention and Evaluation of Untenured Tenure-Track Faculty
A recommendation on the retention of each untenured tenure-track faculty member will be made each year, except during the penultimate year of the probationary period, when a recommendation for tenure and promotion must be made. The annual evaluation will conclude with an indication as to what further accomplishments and improvements are necessary for a positive tenure recommendation. In the penultimate year, based on a comprehensive portfolio, the Division Chair, School Director and the TPR Committee will make independent evaluations and forward their recommendations to the Dean of the College.
2. Tenure and Promotion of Faculty

The Committee will conduct a detailed evaluation of each non-tenured, tenure-track faculty member in each of two years: the year that is two years prior to the decision and the year that is one year prior to the decision. These evaluations will conclude with an indication as to what further accomplishments and improvements are necessary for a positive tenure recommendation.

Each candidate is responsible for furnishing up-to-date information in support of tenure, promotion or retention in the format specified in the College guidelines. All relevant information considered by the TPR Committee will be made available to the candidate for inspection and, if so desired by the candidate, for comment. The only exceptions to this policy are letters of recommendation, which are confidential.

The TPR Committee will seek evaluations from sources outside of the University, in accordance with College guidelines. Note that the candidate is responsible for supplying a list of potential reviewers. The School Director will supply the Committee with the annual evaluations of the candidate, including the scale mapping to University ratings in force at the time of each evaluation.

3. Tenure and Appointment of New Faculty at the Rank of Associate Professor or Professor

It is expected that a newly hired faculty member will satisfy the tenure and promotion expectations in this document, at a minimum, to be appointed with tenure or at a rank above Assistant Professor. Before an offer is made to a faculty candidate with rank above Assistant Professor, the Division Chair and the TPR Committee will make independent evaluations and make their recommendations to the School Director.

4. Appointment and Retention of Professors of Practice

Per the faculty manual, “The title of Professor of Practice designates persons eminently qualified, experienced, and distinguished in their professions, but whose career paths and experiences have not been or are not primarily in the academy.” The intent is that a Professor of Practice will contribute to the School’s academic mission by sharing professional experiences through teaching and, as described above, optionally through service and research activities. Initial appointment as Professor of Practice must be approved by the TPR committee, taking into account expected duties as communicated by the Division Chair. Performance will be reviewed annually by the TPR committee, considering the assigned duties specified in the letter of appointment. Performance with regard to the relevant responsibilities in Tiers I, II, and III will be considered.
5. **Promotion of Research Faculty**
   A research faculty member who would like to be promoted to a higher rank must notify the Division Chair, and the School Director. The Division Chair and the TPR Committee will independently evaluate the candidate and make their recommendations to the School Director, who will make the final decision.

6. **Post Tenure Review (PTR)**
   Post tenure review (PTR) serves to rigorously evaluate professional contributions of tenured SOC VC faculty and ensure that all faculty members serve the needs of the students and the institution, and that excellent faculty members are identified and rewarded.

   a. **Composition of the PTR Committee**
      Whenever any SOC VC faculty member is scheduled for regular post-tenure review (PTR) or in a period of post-tenure review remediation, a PTR Committee, separate from the regular TPR Committee will be constituted. Only tenured regular SOC VC Faculty members are eligible for election to the PTR committee. The committee must have a minimum of three members. The PTR committee will elect its own chair. Faculty members undergoing Part II of PTR, as defined in Faculty Manual, are not eligible to serve on the PTR Committee.

   b. **Procedure**
      Procedures for PTR shall follow these SOC VC TPR guidelines. All faculty members who hold a tenured faculty position shall be subject to PTR generally every five years, beginning at the time that tenure is granted. Promotion during that period does not alter the schedule for review. PTR covering the five-year period is conducted during the Fall semester of the sixth year, when one or more SOC VC faculty members is scheduled for review. The year or years in which a faculty member is on sabbatical, unpaid leave, and/or extended sick leave shall not be counted in the review period.

      The Department Chair and the Dean must not be involved directly in the peer review process at the departmental level. Post tenure reviews are linked to the Annual Reviews and goals outlined by the Department Chair.

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

To ensure adequate external representation in the Part II PTR process, PTR Committee will solicit four (4) reference letters submitted from outside of Clemson University on each individual under Part II review. The faculty under Part II review will be requested to provide a list of at least four references familiar with their work. Two of these references will be requested to provide letters for PTR review by the chair of the PTR Committee. Two (2) other letters will be solicited by the Chair of the PTR Committee from the individuals outside of Clemson University who have a similar expertise to that of the faculty subject to the Part II review. The academic rank of these references should not be lower than that of the individual subject to Part II PTR. Part II PTR and evaluations should be performed in accordance with the procedures outlined in the Faculty Manual.

Individuals who receive a rating of “unsatisfactory” must be given a period of remediation to correct deficiencies detailed in the PTR reports. The Department Chair, in consultation with the PTR committee and the faculty member, shall provide a list of specific goals and measurable outcomes that the faculty member should achieve in each of the three calendar years following the date of formal notification of the unsatisfactory outcome.

VI. Amendment of the Guidelines

These guidelines may be amended by a majority vote of the Division faculty.