



**Departmental Bylaws Routing Sheet**  
Requirements based on 2021-2022 *Faculty Manual*

In accordance with the *Faculty Manual* Chapter VII, section L2d, "Departmental bylaws must be approved by faculty who are accorded voting rights in accordance with Departmental bylaws and reviewed by the Provost or designee for consistency with the *Faculty Manual* ."

This document is intended to support the documentation of the required approvals.

Department: \_\_\_\_\_

College: \_\_\_\_\_

The attached bylaws were approved at the Departmental Faculty Meeting on: \_\_\_\_\_

**Faculty Manual Editorial Consultant**

I have reviewed this document for conformance to the Clemson University *Faculty Manual*.

Provost or designee (signature) \_\_\_\_\_

Name \_\_\_\_\_

Reviewed     Revision Suggested (see comments)    Date \_\_\_\_\_

**Requirements for DEPARTMENTAL BYLAWS – 2021-2022 Faculty Manual**

**Department: Marketing**

Date

8/16/2021

*NOTE:* This list may be useful to ensure departmental bylaws conform with the *Faculty Manual*.

Compliance

The 2019-2020 and later *Faculty Manuals* require departmental bylaws be approved by the voting members of the departmental faculty and reviewed for consistency with the *Faculty Manual* by the Provost or designee, in accordance with Chapter IX, L2d. \* see note below

Requirement	Reference	Yes	No	N/A
1 Departmental bylaws may not contradict the Faculty Manual	Ch III, A1c	X		
2 Statement that departmental bylaws may not contradict the <i>Faculty Manual</i>	Ch IX, L2f		X	
3 The TPR document is distinct from departmental bylaws	Ch V, D1c	X		
4 A statement that individuals with special faculty ranks have voting privileges; If this statement is not included then voting privileges ARE NOT granted to faculty with special ranks. OPTIONAL	Ch IV, B2g	X		
5 Specification of the composition and selection process of members of departmental search and screening committees for regular faculty	Ch V, B5a, i	X		
5a Consistent with the requirement that search committees for regular faculty be composed of regular faculty, with other faculty included only if specified in department bylaws	Ch B, B5a, i	X		
6 Process for selecting search and screening committees for special rank faculty	Ch V, B5a, i(1)	X		
7 Consistent with the opportunity to establish other duties assigned to the department chair	Ch VIII, I2p	X		
8 Consistent with mechanisms to select or elect members to college and university committees in the <i>Faculty Manual</i> or the College Bylaws	Ch IX, D2a, i(1)	X		
9 Consistent with mechanisms to select or elect members in the case of vacancies to college and university committees in the <i>Faculty Manual</i> or the College Bylaws	Ch IX, D2a, i	X		
10 Consistent with the requirement that there shall be at least one department faculty meeting per long semester	Ch IX, L3a	X		
11 There must be a standing curriculum committee.	Ch IX, L4a	X		
12 Consistent with the opportunity to establish separate Undergraduate and Graduate Curriculum Committees	Ch IX, L4b	X		
13 Departmental curriculum committee(s) elect their chairs	Ch IX, L4c-e	X		
14 Every department shall have a standing advisory committee in the departmental bylaws, chaired by department chair, the composition and membership of which is established in departmental bylaws	Ch IX, L5a	X		
15 Consistent with the opportunity to establish other standing committees in departmental bylaws (although TPR and PTR committees are established in the TPR document)	Ch IX, L6a	X		
16 Consistent with the opportunity for the department chair to establish ad hoc committees	Ch IX, L6c	X		
17 Bylaws must be congruent with identification of committees whose voting membership is restricted to regular faculty	Ch IX, L7	X		

**Comments**

Note Department chair, endowed chair and titled professorship recruitment is also described in the *Faculty Manual*; please ensure that the bylaws and the *Faculty Manual* stay consistent.

Note Departmental bylaws do not require the approval of the department chair, Dean, or Provost. They only require review for conformance with the *Faculty Manual* by the Provost or designee.

**FACULTY BYLAWS**  
**Department of Marketing**  
**College of Business, Clemson University**

**PREAMBLE**

These bylaws shall govern the organization and procedures of the faculty with the Department of Marketing in the College of Business at Clemson University. The purpose of these bylaws shall be to assist the faculty in its role of department, college and university governance: specifically, to advise on policies affecting the academic and research activities, and other such matters as might pertain to the common professional goals of its membership. The need to have a bylaws document of manageable size dictates that this document, though comprehensive, be less than complete. Consequently, in certain places the bylaws specify other documents or sources for more detailed information.

The most current version of the bylaws is available on the shared department drive, where cumulative revisions of a substantive nature are posted each year no later than August 1st for use during the next academic year. No department member can suspend or alter the policies specified in these bylaws without approval as specified in Article III, Section 5 of these bylaws.

**A. Vision Statement**

The vision of the College of Business's Department of Marketing at Clemson University is to be recognized nationally and internationally as a leading comprehensive undergraduate and graduate degree-granting Department. We strive to be a community of passionate and collegial scholars who are dedicated to fulfill our commitment to the State of South Carolina and the Marketing Discipline. In particular, we will:

1. Provide exceptional undergraduate and graduate education that imparts to our students the necessary skills to successfully pursue their professional aspirations. Serve as an ongoing resource for our graduates as they become leaders and innovators in their organization.
2. Be recognized as Academic leaders within the Marketing Discipline through the creation and dissemination of influential marketing knowledge published in premier and well-respected journals that are appropriate for enhancing our reputation within the Marketing Discipline.
3. Enhance the visibility and stature of our Department within the Marketing Discipline by contributing as journal editors, editorial review board members, ad hoc reviewers, association leaders, conference participants, and the like.
4. Work in partnership with organizations (profit and not-for-profit) to make meaningful contributions to the economic and social well-being at the state, national, and international levels.
5. Be outstanding ambassadors of Clemson University, the Marketing Discipline, and the State of South Carolina in all of our interactions with the public.

## B. Shared Core Values

To accomplish our vision, we embrace the following set of core values:

1. *Community:* We embrace a spirit of cooperation and collaboration to achieve the Departmental vision. Department and individual success is accomplished more effectively by working together. To be successful, each of us will engage in citizenship behaviors that contribute meaningfully and constructively to the Department and Discipline. We openly share ideas and information related to Departmental matters; respect differences of opinions and perspectives; and, work together to achieve the Department Vision. We take pride in being members of Clemson's Marketing Department and will proactively work together to achieve excellence.
2. *Integrity:* We maintain exemplary levels of personal and professional integrity in everything that we do. We hold ourselves to the highest standards of honor and trust. We behave responsibly when interacting with others and in the performance of our duties as scholars, educators, colleagues, and citizens. We will honor our commitments and will be accountable for our outcomes and actions.
3. *Steward Leadership:* We are committed to helping our colleagues and students achieve their full potential. We value due process, transparency, and inclusiveness concerning departmental matters. We judiciously appraise the performance of others in our roles as evaluators. We are modest about our accomplishments, balance achievement with caring and empathy for others, and are role models for our students, colleagues, and the public in general.
4. *Academic Rigor:* We are committed to learning and developing ourselves to achieve our full potential as scholars and educators. We hold ourselves and each other to the highest quality standards.
5. *Intellectual Curiosity:* We encourage intellectual curiosity as a motivating force of knowledge development. We embrace academic freedom in the pursuit of ideas. We accept and support diverse research agendas, paradigms and methods.
6. *Passion:* We enthusiastically contribute to the Marketing Department and Marketing Discipline as demonstrated through our research, teaching, and service activities.

## C. Implications

Each Marketing Department faculty member is valued and makes important contributions to accomplishing the Marketing Department Vision. We also work diligently to enhance our Department's stature within Clemson University and the Marketing Discipline. Acceptance of the Marketing Department Vision poses important implications related to the revision of the Marketing Department By-Laws, including the P&T standards, and for our Teaching, Research, and Service responsibilities.

## ARTICLE I - MEMBERSHIP

Department membership shall consist of all regular rank faculty (i.e., instructor, assistant professor, associate professor, professor), special rank faculty (visiting faculty, adjunct faculty, research faculty, extension faculty, lecturer, temporary lecturer, senior lecturer, post-doctoral researcher, professors of practice, and clinical professors), endowed chairs and titled professorships whose home department is Marketing, Administrative personnel assigned to the Marketing Department, and other faculty ranks assigned to Marketing as listed in the Clemson University faculty manual. Those who are on sabbatical leave or leave without pay are also included in

the departmental membership. Emeritus faculty who are hired back into full-time positions will have membership privileges consistent with their rehire status.

All faculty ranks are defined in the Clemson University faculty manual Part II.F, Part III. D, E, and F. If a department member has multiple titles, for department purposes, their primary rank is the one specified by their rank on file with HR.

## **ARTICLE II – OFFICERS AND DEPARTMENT FACULTY ADVISORY COMMITTEE (FAC)**

### **1. Department Chair**

The chair of the Department of Marketing will serve as chairperson at all faculty meetings. In the chair's absence, the most senior-ranked member of the regular faculty in attendance will act as chairperson. The department chair is responsible for providing department leadership and is in charge of all activities within the department. The department chair is accountable directly to the faculty, the school director and/or dean of the college, and university administration. The department chair's primary responsibility is to ensure that quality teaching, research, and service occurs within the department. Additionally, the department chair is required to continue to engage in teaching, scholarship, and service activities that are appropriate for the position. The department chair represents the department in its dealings with other departments, schools and colleges, and the deans and administrative officers of the university. In exercising leadership in the improvement of departmental programs and of the departmental faculty, a chair is expected to take initiatives to report that unit's needs and advocate its goals and plans. Even though the department chair holds faculty rank, s/he is classified as being a member of the administrative faculty, which is a subset of the Faculty.

The department chair's specific functions include, but are not limited to:

- a. Ensure the implementation of departmental policies and procedures involving peer evaluations; recommend faculty appointment, reappointment, tenure, promotion, termination, and dismissal; negotiate with prospective faculty.
- b. Ensure departmental bylaws are followed.
- c. Monitor departmental implementation of Affirmative Action policies and procedures.
- d. Annually evaluate each member of the department's faculty (administrative, regular and special) and participate in the evaluation of staff.
- e. Develop annual budgets in concert with school directors and college deans, and allocate such funds for instructional and other purposes.
- f. Hear informal faculty grievances and cooperate in formal grievance procedures.
- g. Supervise the department's program of instruction, including curriculum, scheduling, faculty workload, and departmental research and public service.
- h. Ensure that students' rights are preserved; supervise the advising of departmental majors and graduate students.
- i. Monitor student evaluation of instruction, courses, and programs.

- j. Provide leadership in student recruitment, student advising, and student placement.
- k. Coordinate and supervise summer school programs and freshman/transfer orientations.
- l. Make recommendations to the Dean of the college pertaining to applications for professional travel and sabbatical leave.
- m. Arrange meetings of the departmental faculty; meet with the departmental advisory committee and appropriate constituent and advisory groups for the discipline.
- n. Establish accreditation and ad hoc departmental committees.
- o. Carry out other such duties as shall be assigned by the school director and/or the Dean of the college or as set down in university policy, or in collegiate bylaws, school or departmental bylaws.

2. **Department Administrative Assistant**

The Department of Marketing's administrative assistant will serve as the department's secretary. The duties of secretary will be as follows:

- a. Ensure that accurate minutes of each faculty meeting are taken and distributed to the faculty.
- b. Coordinate, with the department chair, notification to members of meetings.
- c. Count all votes taken at meetings. For secret ballots, the department chair will appoint a faculty member to assist in the count.

3. **Department Faculty Advisory Committee (FAC)**

- a. *Composition.* This committee will be comprised of all regular rank professors, and additional regular rank faculty members (i.e., associate and/or assistant professors) will be elected per the department chair's guidelines. The department chair will serve as chair of the FAC, as specified in the Faculty Manual (Part VII, section L4).
- b. *Term.* Elected committee members will serve staggered three-year terms. Members may be elected to consecutive terms.
- c. *Duties.* The Faculty Advisory Committee (FAC) shall advise the department chair on a regular basis and shall represent the faculty of the department in any and all matters that might affect or pertain to the faculty's welfare, professional goals, and teaching, research, and service activities; and in any other matters, as it deems appropriate. The FAC shall consider any issue brought to its attention by any member of the department, and shall recommend appropriate actions by the chair in response to any issues that the Committee believes to warrant a response. In addition, the FAC shall serve as a strategic planning committee for the department. However, both the chair and the faculty advisory committee shall have the right to add additional nonvoting members to the strategic planning committee if they deem it appropriate. In special circumstances where a decision or activity is not covered by the bylaws, the FAC will provide direction on how to proceed.

**ARTICLE III – PROCEDURES**

1. *Meetings of the Department Faculty*- Department faculty meetings shall be held at least once each long semester. Notification of all faculty meetings will be made in writing to all members at least five (5) full working days in advance of the meeting. At these meetings standing and ad hoc committees shall have the opportunity to report. However, any member of the faculty may have the opportunity to raise questions about the academic affairs of the department.
2. *Calls for Special Meetings*- Emergency meetings may be called without notification limitations. Emergency meetings are deemed such as at the discretion of the department chair. Under normal circumstances, should a faculty member deem it necessary to call a special meeting, he/she should notify the department chair and the secretary, and a meeting will be scheduled at the earliest convenience, but no later than 1 month from the request. The faculty, by signature request of at least twenty-five (25) percent, may call for a special meeting. Such written request must include the reason for the meeting and must be presented to the department chair. The faculty meeting thus called for should be held within ten (10) full working days from the date when the faculty members present their request to the department chair.
3. *Voting Rights*- All regular rank faculty members have voting rights on all matters pertaining to the Department as specified in the faculty manual. Senior lecturers and other full-time participating special rank faculty (as defined by AACSB standards) may vote on all matters except those expressly prohibited by the faculty manual. Further, senior lecturers and other full-time participating special rank faculty are eligible to vote on regular rank faculty membership to the Tenure, Promotion, and Reappointment Committee. Full-time special rank faculty members are granted participating status and voting privileges by a majority vote of the permanent faculty (i.e., regular rank and senior lecturers). Once granted, the special rank faculty member will retain voting rights for the remainder of his/her employment within the department or until withdrawn by either the Department Chair or majority vote of the permanent voting faculty.

AACSB standards define participating faculty members as follows. "A participating faculty member actively and deeply engages in the activities of the school in matters beyond direct teaching responsibilities. Such matters might include policy decisions, advising, research, and service commitments. The faculty member may participate in the governance of the school and be eligible to serve as a member on appropriate committees responsible for academic policymaking and/or other decisions. The individual may participate in a variety of non-class activities such as directing an extracurricular activity, providing academic and career advising, and representing the school on institutional committees. Normally, the school considers participating faculty members to be long-term members of the faculty regardless of whether or not their appointments are of a full-time or part-time nature, whether or not their position with the school is considered the faculty member's principal employment, and whether or not the school has tenure policies. The individual may be eligible for, and participate in, faculty development activities and have non-teaching assignments, such as advising, as appropriate to the faculty role the school has defined taking into consideration the depth and breadth of the non-teaching assignment." (Source: AACSB Standards 2016, p. 26).

4. *Voting Procedures*-

- a. Secret ballots may be called for by a member without vote. Votes will be tallied by the secretary with the assistance of a regular rank faculty member. All votes will be announced. Votes can be submitted by electronic means, or the department chair and/or secretary may call for the use of paper ballots.
  - b. Matters not pertaining to the by-laws will be resolved by a simple majority of eligible members voting.
  - c. Notice of proposed resolutions must be published and distributed (e.g. by meeting agenda) at least five (5) full working days prior to the vote. If a voting member is not physically present at the meeting where a vote is collected, the member should send their vote directly to the secretary who will register their vote. At the discretion of the department chair, emergency votes may be called for without notification limitations.
  - d. All substantive issues (e.g. program changes, new courses) must receive two readings before they can be acted upon. This rule may be waived by a two-thirds vote of members present (quorum) at first reading. Substantive issues are those that could have a long-term impact on the faculty either by their nature or their precedent. The following are examples of substantive issues, but are not intended to be exhaustive: curriculum matters, promotion and tenure procedures, and teaching load reduction policy.
5. *Bylaws Ratification and Amending*- These bylaws shall become effective upon ratification by two-thirds of the regular rank faculty of the department. Amendments to the by-laws require a two-thirds majority of the regular faculty voting. Notice of proposed amendments must be published and distributed at least five (5) full working days prior to the vote.
  6. *Quorum Defined*- At least fifty-one (51) percent of the faculty shall constitute a quorum. Quorums for department committee meetings shall consist of a simple majority of each committee's membership. A quorum must exist (physically and/or by telepresence) for proceedings of a meeting to be valid.
  7. *Ad Hoc Committees*- The department chair or department members shall have the authority to establish ad hoc committees.
  8. *Distribution of Bylaws*- A copy of these bylaws shall be distributed to all faculty upon ratification by the department faculty, and whenever amendments to these bylaws are made.
  9. *Approval of Undergraduate Candidates for Graduation*- At the end of each academic session, the department advisor(s) will recommend and the department chair will approve candidates for graduation.
  10. *Rules of Order*- The faculty shall conduct all parliamentary procedure in accordance with the most recent edition of Robert's Rules of Order, unless otherwise specified in these bylaws (as per Faculty Manual Part VIII, Sec 5).

#### **ARTICLE IV - ELECTED STANDING COMMITTEES AND REPRESENTATIVES**

All standing committee elections will be conducted at the first meeting of the academic year. New terms of office will start at the beginning of each academic year. Faculty who are on approved temporary leaves such as



sabbaticals, or appointed to temporary or interim administrative positions, shall be replaced during their absences by substitutes elected by the department's eligible voting faculty. Members of elected committees who ascertain an inability to serve for the remainder of their normal elected term will be replaced at the time inability to serve begins. The replacement member will begin her/his term at the time the original member is unable to serve and will end when the original member returns from temporary leave to fulfill his/her remaining term.

**1. Tenure, Promotion and Reappointment (TPR) Committee**

- a. *Composition.* See Marketing Department Tenure, Promotion, and Reappointment (TPR) Guidelines.
- b. *Term.* See Marketing Department Tenure, Promotion, and Reappointment (TPR) Guidelines.
- c. *Duties.* See Marketing Department Tenure, Promotion, and Reappointment (TPR) Guidelines.
- d. *Confidentiality.* See Marketing Department Tenure, Promotion, and Reappointment (TPR) Guidelines

**2. Post Tenure Review (PTR) Committee**

- a. *Composition.* See Marketing Department Tenure, Promotion, and Reappointment (TPR) Guidelines.
- b. *Term.* See Marketing Department Tenure, Promotion, and Reappointment (TPR) Guidelines.
- c. *Duties.* See Marketing Department Tenure, Promotion, and Reappointment (TPR) Guidelines.
- d. *Confidentiality.* See Marketing Department Tenure, Promotion, and Reappointment (TPR) Guidelines

**3. Curriculum Committee**

- a. *Composition.* The department curriculum committee consists of three elected regular rank faculty. The committee will elect a chair to serve as the department representative to the college curriculum committee. In the event that the department's curriculum committee chair is unable to attend the college committee, then another member of the committee will attend in his/her place.
- b. *Term.* The Committee members will serve staggered three-year terms. Members may be elected to consecutive terms.
- c. *Duties.* The department curriculum committee's duties are to keep the department apprised of graduate and undergraduate curriculum-related issues and seek input from the faculty and program directors. This committee shall have responsibility for evaluating and making recommendations to the faculty on all proposals for new or revised academic requirements, courses, and curricula within the department. It shall also review all curriculum proposals that emanate from the College Curriculum Committee or the other collegiate faculties, whose effect would impact the department, and shall ensure the adherence of such proposals to all applicable department policies and curricular requirements.
- d. *Restrictions.* Article III-6 applies to all curriculum matters.

**4. Assessment Committee**

- a. *Composition.* The Assessment Committee will be comprised of two (2) elected regular rank, senior lecturer, or participating special rank faculty members.
- b. *Term.* The Committee members will serve staggered three-year terms. Members may be elected to consecutive terms.

- c. *Duties.* This committee will make recommendations on the assessment of departmental degree programs as well as other defined objectives. They will actively consult with program and certificate directors on assessment. The committee will conduct an annual curriculum assessment (e.g. WEAVE report). The committee will give annual feedback about assessment of learning outcomes, and make recommendations to the faculty regarding measures and processes for assessment. This committee will serve as the department's liaison to other university assessment groups.
- d. *Restrictions.* Article III-6 applies to all assessment matters.

## 5. **Business and Alumni Relations Committee**

- a. *Composition.* This committee will be comprised of a minimum of two (2) elected regular rank, senior lecturer, or participating special rank faculty members. The committee will determine its chair or co-chairs.
- b. *Term.* The Committee members will serve staggered three-year terms. Members may be elected to consecutive terms.
- c. *Duties.* This committee will serve as a liaison with our alumni and marketing practitioners. Committee members will represent the department in all its endeavors where the purpose is to build broad based support (i.e., financial, personal, etc.) for the department's programs, faculty, and students. Further, this committee will be expected to work with the college's development officer, the department chair, and the college corporate relations director in building relationships with the marketing community and our alumni. This committee will propose strategies and make recommendations on how to strengthen and improve our relations with these constituents. The committee members should represent the department at Department of Marketing, College and University business and alumni events.

## 6. **Student Awards and Scholarships Committee**

- a. *Composition.* This committee will be comprised of two (2) elected regular rank, senior lecturer, or participating special rank faculty in marketing. The committee will determine its chair.
- b. *Term.* The Committee members will serve staggered three-year terms. Members may be elected to consecutive terms.
- c. *Duties.* The chair of the committee will serve as the department representative to the College Scholarship and Awards Committee meeting and present awards at the College Honors and Awards ceremony. If the chair is unable to attend, the remaining committee member will serve in the chair's place.

## 7. **Research Committee**

- a. *Composition.* The Research Committee of the Department of Marketing will be comprised of three members, elected by the department from regular-rank or research-active special rank faculty. At

least two of the members must be regular-rank faculty. The Research Committee selects its own chair from the regular-rank Faculty representatives.

- b. *Terms.* The Committee members will serve staggered three-year terms. Members may be elected to consecutive terms.
- c. *Duties.* The Research Committee will initiate and execute activities to support, facilitate, and promote the research mission of the Marketing Department, as expressed in the Vision Statement and Shared Core Values of the department. The committee is responsible for encouraging the department's Shared Core Value of intellectual curiosity and furthering the department's Vision of demonstrating academic leadership within the marketing discipline through the creation and dissemination of influential ideas and provision of service to the discipline's journals, associations, and research events.

## **ARTICLE V – FACULTY RECRUITMENT COMMITTEES**

### **1. Composition.**

- a. *Department Chair Recruitment.* For the selection of a Marketing Department Chair, a search-and-screening committee shall be elected from the faculty and staff within the department. The dean of the college may appoint a minority of the members of the department chair search committee. The committee chair must be a regular rank tenured faculty member. The specific composition of the committee is as follows (Faculty Manual Part VI, D2):
  - 1) The dean of the college may choose at least one member of the committee from the constituent group.
  - 2) At least four regular faculty members shall be elected by vote of the regular faculty in the unit.
  - 3) The special rank faculty of the academic unit shall elect at least one of their members as their representative. If no special rank faculty representative can be elected, such as might occur in a small department or if no person agrees to be nominated, the committee will consist of the other members described in this section.
  - 4) The department's administrative staff shall elect at least one staff member as their representative. If no staff representative can be elected, such as might occur in a small department or if no person agrees to be nominated, the committee will consist of other members describe in this section.
  - 5) At its discretion, a department recruitment committee shall be empowered to add other individuals in advisory roles.
- b. *Regular Rank Faculty Recruitment.* Candidates for appointment to the regular faculty shall be evaluated and interviewed by a search-and-screening committee composed of tenured or tenure-track regular faculty. This committee (3 to 5 members) shall be faculty members elected by the faculty of the department. The committee chair will be determined by the committee and must be a regular rank tenured faculty member.
- c. *Special Rank Faculty Recruitment.* Candidates for appointment to the special rank faculty (see Article 1: Membership) shall be evaluated and interviewed by a search-and-screening committee composed of both regular and special rank faculty, appropriate for the position. This committee (3 to 5

members) shall be elected by the faculty of the department. The committee chair will be determined by the committee and must be a regular rank tenured faculty member.

- d. *Endowed Chairs and Titled Professorships Recruitment.* The composition of the search and screening committees shall receive the approval of the Provost. The majority of each such committee shall be composed of regular faculty members from the department and shall be elected by the regular faculty of the department. At least one regular faculty member from a related discipline in another college shall be appointed to the committee by the Provost. Administrators in the line of appointment shall not serve on the committee. The committee nominates a slate of candidates and forwards its recommendations to the department chair. The department chair recommends a candidate for the position and forwards this recommendation, along with the slate of nominees, for review and approval by the dean, the provost, and the president. If the president so directs, the provost asks the committee for additional nominations. The committee chair will be determined by the committee and must be a regular rank tenured faculty member.
  - e. *Staff Recruitment.* The composition will be determined by the department chair. The staff recruiting committee shall consist of the department chair and special rank and/or regular faculty that will work with the staff member on a regular basis. The department chair will serve as the committee chair.
2. **Term.** Recruiting committees will be established as needed for hiring regular and special rank faculty, and will conclude after an offer has been accepted or the search is deemed failed.
  3. **Duties.** This committee must abide to all duties and procedures outlined in the Department of Marketing Faculty Recruiting Procedures Appendix.

#### **Article VI – NON-ELECTED COMMITTEES AND APPOINTMENTS**

The department chair and/or faculty may establish committees as the need arises. All committees and appointments are for one-year appointment unless otherwise noted, and members may be appointed to consecutive terms. Unless otherwise specified, all appointments are made by the department chair.

1. *Internship Coordinator.* Duties include being the instructor of record for the internship-based courses, identifying and communicating internship opportunities and working with students applying for internships. The internship coordinator also serves as a liaison for businesses seeking marketing students for internship positions. This requires working with career services to be sure the internships are in compliance with university policies and procedures.

2. *Honors Program Coordinator-Liaison to the Calhoun Honor's College.* The honors program coordinator is the liaison between the department and the Calhoun Honor's College. The coordinator is appointed from among department faculty interested in working with the Calhoun Honor's College. The coordinator's duty is to assist the department or faculty member find the answers to questions pertaining to the Honor's College. For example, department members may have questions about how to get students admitted to the Honor's College or how to prepare an Honor's Contract. The Liaison may know the answer or s/he may have to reach out to the Honor's College to find the answer. Additionally, once a year, the Calhoun Honor's College sends a list of the department's honors students to the department honor's coordinator. The honor's coordinator must keep this list confidential to ensure student privacy regarding the students' relationships with the Calhoun College, the Marketing Department, the College of Business, and the University.
3. *MS-Marketing Program Coordinator.* Duties include recruiting, evaluating, and admitting students into the MS-Marketing program. Additionally, the coordinator evaluates and monitors student progress, approves their plans of study; serves as a liaison to the university and college of business graduate committees ; votes on graduate scholarships and awards for students; coordinates class offerings with the program committee; works with the assessment committee to evaluate program quality; maintain MS-Marketing program alumni connections.
4. *MS-Marketing Program Committee.* At a minimum, this committee consists of all regular faculty who teach in the MS-Marketing program. Any regular rank and specialty rank faculty who are qualified to teach graduate level courses may be appointed to the committee by the MS-Marketing program coordinator. The MS-Marketing program coordinator serves as chair of this committee. The committee duties are support the MS-Marketing program coordinator with program development and assessment, serve on GS2 Graduate Plan of Study committees, and teach classes in the MS-Marketing program. Members should assist the MS-Marketing program coordinator in maintaining program alumni connections.
5. *PhD Program Coordinator.* Duties include recruiting, evaluating, and admitting students into the PhD program in marketing. Additionally, the coordinator evaluates and monitors student progress, approves their plan of study; serves as a liaison to the university and college of business graduate committees ; votes on graduate scholarships and awards for students; coordinates class offerings with the program committee; works with the assessment committee to evaluate program quality; maintain PhD program alumni connections.
6. *PhD Program Committee.* This committee consists of a subset of regular faculty who may teach in the PhD program. Any regular faculty member who is qualified to teach PhD level seminars and advise PhD students may be appointed to the committee by the Marketing PhD coordinator. The PhD program coordinator serves as chair of this committee. The committee duties are support the PhD program coordinator with program development and assessment.
7. *Behavioral Lab Coordinator.* Duties include maintaining the behavioral lab, coordinating the student subject pool, and scheduling lab use.
8. *Sales Lab Coordinator.* Duties include maintaining and coordinating sales lab use.

9. *Clemson University Marketing Association (CUMA) Advisor.* Serves as a consultant to the CUMA student leadership and is the department's liaison to the association. The advisor is also responsible for making sure that CUMA provides value to the student members and enhances the departmental reputation.
10. *Additional ad-hoc committees may be established as needed, such as:* Computer Coordinator, Social Coordinator, Library Coordinator, Faculty Recognition and Awards Committee, Speaker Series Coordinator.

## APPENDIX – FACULTY RECRUITING PROCEDURES

### 1. Policies and Procedures for the Recruitment and Appointment of Faculty

- a) Please read the sections of the current *Clemson University Faculty Manual* ([www.clemson.edu/faculty-staff/faculty-senate/manuals.html](http://www.clemson.edu/faculty-staff/faculty-senate/manuals.html)) concerning faculty and administrator searches before beginning any recruitment process.
- b) Ensure that you have approval from the Dean of the College of Business to fill a position.
- c) Funding for recruitment of faculty and department chairs comes from departmental funds. Establish a budget for all searches.
- d) All regular rank faculty members, senior lecturers, and participating special rank faculty are eligible to vote on recruiting matters (see Article III, Section 3 of bylaws).

### 2. Recruitment Committee Responsibilities

- a) In all matters regarding recruitment, it is the objective of the Search and Screening Committee to carry out the will of the faculty.
- b) The Screening Committee will elect the Screening Committee Chair.
- c) The Committee members will meet with the department chair and faculty to review the needs of the department and develop specific hiring goals (e.g., number of open positions, research needs, teaching needs, etc.).
- d) Schedule a meeting with the Office of Access and Equity and Human Resources at the outset of any approved faculty hiring process to discuss Clemson University's current policies with a potential impact on the process.
- e) Produce a draft job announcement that incorporates the specific hiring goals agreed upon, and work with the Department Chair to post the job announcement in the appropriate Clemson University systems (e.g. Interfolio).
- f) Seek appropriate approvals before circulating the job announcement and/or advertisement. The Office of Access and Equity must approve the language of all advertisements before posting.
- g) Determine which professional networks, web sites, and publications will be used for marketing the job announcement (e.g., *Chronicle of Higher Education*, letters to appropriate faculty or administrators (e.g. chairs of other departments), professional journals, e-mail lists, magazines, newspapers, etc.).
- h) Place the job announcement on the department's web page. All searches should be highly proactive wherein committee members personally contact highly qualified and diverse prospects soliciting their applications.

- i) Develop a realistic timeline for recruiting and interviewing, working backwards from a target completion date. (Establish deadlines.)
- j) Utilize the required system (i.e. Interfolio) for managing records, including nominations, applications, and letters to candidates, affirmative action forms and Search-and-Screening Committee notes.
- k) Identify a process for the campus community to assist with the marketing (i.e. nomination) process. Encourage women and minorities to identify and nominate potential candidates. Document how the committee will actively recruit women and minorities.
- l) Develop process for rating candidates. Reach committee consensus on how different qualifications will be weighted (e.g. weight to be given to research versus teaching experience).
- m) Develop a process for committee members or departmental faculty to make personal contact with potential candidates at professional meetings and conferences.
- n) All personnel matters are confidential and a matter of trust. Discuss confidentiality issues with committee members and faculty members in the department.

### **3. Response to Applications**

#### *a) Administrative Support Responsibilities:*

- 1) Establish log of all applicants.
- 2) Create a separate file folder for each applicant. File applicant information in file folders. The credentials of each applicant shall be made available to all regular departmental faculty.
- 3) Coordinate with the Committee to acknowledge all applications and letters in writing. Upon receipt of an application, send an acknowledgment.
- 4) If the letter of application did not include a resume and names of references, request these in your acknowledgment letter. Give a deadline for receipt of this information. The committee will decide the deadline.

#### *b) Be clear on the committee's role after applications have been received. The committee's primary roles are to seek and screen applicants and to advise and/or make recommendations to the faculty. More specifically, the committee is tasked to accomplish the following:*

- 1) The committee screens all applications received and is responsible for ensuring applicants are notified their materials have been received and are under review.
- 2) The committee provides a written and verbal summary of all candidates' qualifications to the faculty.



- 3) The committee recommends applicants for screening interviews to the faculty. The Department will meet to discuss the group of candidates and offer feedback, and then will vote to approve the list of applicants that will participate in screening interviews.
- 4) The committee conducts screening interviews to evaluate candidates based on the agreed upon areas of need for the department, as specified in the initial meeting (refer to III, C). Faculty (non-Committee members) have the opportunity to submit specific questions they want asked by the Screening Committee.
- 5) At least 2 members of the Screening Committee should be present at all interviews when possible. Other faculty (non-Committee members) are welcome to attend interviews, within reason.
- 6) The committee reports the results of screening interviews to the faculty. The Screening Committee will recommend a list of candidates to bring to campus. The faculty then votes on which candidates will be invited for on campus interviews.

#### **4. On Campus Interview**

*a) Committee Responsibilities:*

- 1) After the faculty has voted on those best qualified to invite for on campus interviews, the committee will inform those who have been selected. Typically, 3 – 4 candidates per opening are invited for on campus interviews. Confer with the dean or department chair before issuing invitations.
- 2) Decide how many days/nights each candidate should visit.
- 3) Develop applicant's interview agenda while visiting campus. (All tenure-track faculty candidates should be asked to present their research. Interaction with students, while not required, is encouraged to solicit feedback.)

*b) Committee Chair Responsibility:*

- 1) Write or call those applicants who are invited to visit campus to determine mutually agreeable interview date(s).

*c) Administrative Support Responsibility (work with Committee Chair):*

- 1) Determine who will make travel arrangements: applicant or administrative support? The Department can prepay airfare as well as cover hotel accommodations for all candidates.
- 2) If the applicant is to make his/her own travel arrangements, ask him/her to submit documented receipts for reimbursement. If the applicant prefers to drive, reimbursement will be at the current state approved rate.
- 3) The Department Administrative Assistant will work with the Committee Chair and the candidate to reimburse all appropriate expenses.

- 4) Work with the committee chair on the candidate's agenda. Make all appointments and prepare the interview agenda. Try to schedule people in the same general area for consecutive appointments. This saves time.
- 5) Inform the candidate that receipts of all expenses incurred during the trip must be returned to the administrative support person or chair of the Search and Screening Committee for reimbursement.
- 6) At the request of the committee, include a package of information about Clemson University and the City of Clemson. Items of interest might include: university catalog(s), facts, brochures, map(s), The Tiger, The Messenger, and The Brooks Center. Clemson's Chamber of Commerce can furnish information about the City of Clemson and surrounding areas.
- 7) Copies of the agenda should be sent to everyone on campus listed for an appointment. Also attach a copy of the candidate's resume.
- 8) If a search is extended or terminated, finalists should be informed promptly and should be told why such an action was necessary.
- 9) Determine from what accounts expenses are to be paid. Ensure that all bills (dealing with this visit) have been paid and the candidate has been reimbursed (if appropriate) for expenses as expeditiously as possible.

## 5. **Selection of Candidates**

### *a) Committee Responsibilities:*

- 1) Distribute survey to solicit feedback from the faculty after each candidate visit.
- 2) Distribute aggregate, anonymous survey data to the faculty.
- 3) Conduct a faculty meeting to review feedback on each candidate, and share the Committee's recommendation(s) for offers.
- 4) For a faculty position, the faculty will select one preferred finalist for each position via a vote of the regular faculty. If our number one candidate does not accept the offer, the faculty will re-vote to determine the next offer.
- 5) In the case of a department chair position, the names of three (number can vary according to the dean's instructions) acceptable finalists (along with committee's assessment of strengths and weaknesses of each) should be transmitted to the Dean who will make a decision. The finalists can be ranked in order of preference of the faculty.

- 6) If any decision is to be made concerning the granting of tenure or the award of credit for prior tenure-track experience, the departmental TPR Committee must make a recommendation in the form of a memo to the department chair. The department chair must provide a recommendation to the Dean concerning same. If tenure is to be granted, the Granting of Tenure form must be completed and signed by the departmental TPR Committee Chair, Department Chair, Dean, Provost, and President.

*b) Dean or Department Chair Responsibilities:*

- 1) The department chair shall make recommendations to the dean from the candidates nominated by the search and screening committee, indicating the degree of support of the faculty for the recommended candidates, their suggested rank, and the candidates' suggested tenure status, where appropriate. If no appointment can be made from the list of candidates, additional nominations shall be sought from the committee.
- 2) Make a recommendation concerning the granting of tenure or/giving credit toward tenure based on recommendations of the TPR Committee.
- 3) For a faculty position, the department chair must confer with the Dean regarding the offer and terms thereof. For a department chair position, the Dean must confer with the Provost and Vice President for Academic Affairs regarding offer and terms thereof.
- 4) After a decision has been made for an offer to be extended, the department chair should work to complete the Request to Hire Form. If an applicant from an under-represented group was interviewed but not selected, a statement explaining reasons should accompany the Request to Hire form. If there are applicants from an under-represented group who were not selected for interview, a statement explaining why should also accompany the Request to Hire form. The Request to Hire form must be approved by the Office of Access and Equity before an offer can be issued to the selected candidate.
- 5) Work with Human Resources to ensure that all forms and the offer letter are completed according to all policies of the College and University.

*c) Committee Chair Final Responsibility:*

- 1) After the offer has been accepted, personally call or e-mail all applicants not selected as soon as the candidate selected has accepted the position offer. The final duty of the committee chair is to write letters of regret to those on the short list not selected for hire.

**Approvals:**

_____	_____
Department Chair/Director	Date
_____	_____
Dean	Date
_____	_____
Vice President for Academic Affairs and Provost	Date

Revised: April 2017; Oct 8 2020 (added research committee)