

**BYLAWS
OF THE
FACULTY OF THE DEPARTMENT OF LANGUAGES**

College of Architecture, Arts and Humanities
Clemson University

Approved on September 11, 1998 by S. Carl King, Chair of the Department of Languages, and on September 17, 1998 by James F. Barker, Dean of the College of Architecture, Arts and Humanities.

(With amendments of 10/2/99, 4/19/2000, 2/16/2006, 1/5/2010, and 9/29/2014)

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**ARTICLE I
Voting Membership**

The right to vote on all matters coming before the department shall be extended to all full-time members of the faculty.

At the beginning of each academic year the chair of the department shall prepare and distribute to all members of the faculty a list of those eligible to vote.

Emeriti faculty may attend meetings of the department and express opinions on any issue under discussion.

**ARTICLE II
Officer**

The chair of the department or another faculty member appointed by the chair shall preside over meetings of the faculty. The chair shall prepare an agenda and distribute it to the faculty at least five working days before a meeting. In governing and guiding the department the chair shall be responsible for adherence to the duties outlined in the Clemson University Faculty Manual

**ARTICLE III
Meetings**

The chair of the department shall call a meeting of the faculty at least once in the fall and once in the spring semester. The chair shall also call meetings at the written request of the chair of any standing committee or at the written request of at least one-third of the faculty. Meetings may be called for the purpose of conducting ordinary and recurring business of the department, for special announcements, and for purposes not otherwise indicated in these Bylaws.

**ARTICLE IV
Quorum**

A quorum of the faculty of the department shall consist of two-thirds of the voting membership. No new business can be conducted without a quorum. Any member of the faculty, at any time during the meeting, may suggest the absence of a quorum, and the issue shall be resolved by a count of the voting members present.

ARTICLE V Voting Procedures

All matters brought before the faculty that require a vote shall be resolved by a simple majority of the eligible voters present, except as prescribed in Articles on Amendments and Ratification of these Bylaws. Votes shall be taken by a show of hands, or voice, unless a division or secret ballot is requested.

If a faculty member must be away from a department meeting, that member shall be allowed to vote by absentee ballot on any issue published in the agenda. That member's vote shall be registered with the presiding officer prior to the meeting. Voting shall be permitted by written proxy.

No vote will be taken on any topic not specifically listed in the agenda of the meeting and distributed at least five working days in advance.

ARTICLE VI Committees

The department shall have committees to conduct daily and recurring business.

A. STANDING COMMITTEES

1. ADVISORY COMMITTEE

The department shall have a faculty Advisory Committee which shall consist of six members, one from each rank of professor, associate professor, and assistant professor and the remainder at large, elected by the faculty at a meeting in the spring semester. The chair of the department shall serve as chair of the committee.

Initially five members shall be elected. Three, chosen by lot, shall serve a two-year term and the remaining two shall serve a one-year term. Thereafter, members shall be elected for a two-year term and may be re-elected.

The Faculty Advisory Committee shall advise on matters of concern brought to it by the chair of the department, members of the Committee and/or other members of the faculty.

2. CURRICULUM COMMITTEE

The department shall have a Curriculum Committee of six members: the coordinators of the five language sections or their designated representatives, and one member, who shall serve as chair, elected by the faculty. The chair of the curriculum committee shall also serve as the department representative on the College Curriculum Committee.

The Directors of the Language and International Trade and the Language and International Health Programs shall serve as ex-officio members of the Curriculum Committee.

The Curriculum Committee shall accept, initiate and evaluate proposals for changes in the department's curriculum and advise on other curricular matters referred to it. It shall make reports to the faculty and recommendations to the College Curriculum Committee.

3. PEER EVALUATION COMMITTEE

The department shall have a Peer Evaluation Committee (PEC), which shall consist of five tenured faculty at or above the rank of associate professor, elected by the faculty for two-year terms. The Committee shall elect a chair and a secretary from among its members. Any member of the committee who cannot serve because of illness, leave of absence with or without pay, sabbatical leave, and similar situations, shall be replaced by faculty election. Any member of the PEC who applies for promotion must resign from the committee.

In matters concerning promotion, only Committee members at or above the rank under consideration shall be eligible to judge the candidate. In matters concerning promotion from associate to full professor, the full professors of the Committee shall act as a special standing committee to evaluate and vote on each candidate. In the event that the membership of this special standing committee is less than three (four at the request of the candidate), the faculty of the department shall select a qualified person or persons from within the department or, if necessary, from outside the department, to create a quorum of three or four full professors. This special committee will select its own chair and submit recommendations to the chair of the department through the chair of the Peer Evaluation Committee.

Initially five members shall be elected. Three, chosen by lot, shall serve a two-year term and the remaining two shall serve a one-year term. Thereafter, members shall be elected for a two-year term and may be re-elected.

The responsibilities of the PEC shall be to make formal recommendations to the department chair concerning reappointment, and recommendations to the department chair and other appropriate persons concerning tenure and/or promotion. The PEC will provide a formal structure through which faculty in the department will be able to offer their advice regarding cases of tenure and/or promotion. The PEC will only consider signed advice.

4. SABBATICAL REVIEW COMMITTEE

The department shall have a Sabbatical Review Committee consisting of three faculty members elected at large from the tenured faculty at or above the rank of associate professor, and the chair of the department, who shall serve as chair of the committee. Members shall be elected for a two-year term and may be reelected. Any member of the Sabbatical Review Committee who applies for a sabbatical must resign from the committee.

The Sabbatical Review Committee shall review sabbatical proposals by members of the faculty and make a written recommendation to the dean of the college in accordance with university policy.

B. SPECIAL STANDING COMMITTEES

The department may have special standing committees to perform special continuing functions assigned by the chair of the department.

Special standing committees are appointed annually by the chair of the department.

C. AD HOC COMMITTEES

The chair of the department or the faculty may establish ad hoc committees to perform specific tasks.

Ad hoc committees may be appointed by the chair of the department or established by an action of the faculty in session.

The motion establishing an ad hoc committee shall specify its function, duration, and membership as well as its Convener.

ARTICLE VII Academic Coordination

There shall be academic coordination in the department through the language sections and the Language and International Trade and the Language and International Health Programs.

A. LANGUAGE SECTIONS

The department includes five language sections: Asian Languages (Chinese and Japanese); French; German, Russian and ASL; Italian and Latin; and Spanish. Each of the language sections shall be coordinated by a Section Coordinator who shall be appointed by the chair of the department after consultation with each member of the section and who may be reappointed in the same manner. Ordinarily the section coordinators shall serve a two-year term beginning in the Fall semester. The section coordinators may also advise the chair of the department on such matters as class scheduling, policy formulation, and faculty development. The section coordinators shall also serve as members of the department Curriculum Committee.

B. LANGUAGE AND INTERNATIONAL TRADE AND LANGUAGE AND INTERNATIONAL HEALTH PROGRAMS

The Language and International Trade and Language and International Health Programs will each be coordinated by a Director who serves at the pleasure of the chair, normally for a two-year term. The Directors of the Language and International Trade Program and the International Health Program may also advise the chair of the department on such matters as class scheduling, policy formulation, and faculty development, and shall serve as an ex-officio member of the department Curriculum Committee.

The faculty of the Language and International Trade Program, called the core faculty, will be designated by the chair of the department after consultation with the Director of the Program.

ARTICLE VIII Appointments

Searches shall be conducted in accordance with the procedures as outlined in the Clemson University Faculty Manual.

A search shall be conducted for all appointments. The chair of the department will appoint a Search Committee of no fewer than three persons who will collect and file applications and make them available to the faculty. After the deadline for applications the Search Committee shall screen all files and make nominations of suitable candidates to the chair of the department, including rank and tenure status on appointment. If no appointment can be made from the original pool of applicants the chair of the department shall either terminate the search or seek additional nominations.

The chair will have greater discretionary authority in the selection of faculty for special appointments to meet unexpected, temporary and/or short-notice needs but will consult with the faculty whenever feasible.

ARTICLE IX Reappointment, Tenure and Promotion

Faculty members of all ranks are expected: a) to be very good classroom teachers; b) to keep abreast of developments in the subject matter and pedagogy of their teaching areas; c) to fulfill departmental, college, and university duties; and d) to comply with university, college, and departmental policies and sectional guidelines.

Candidates for reappointment, tenure and promotion shall exhibit appropriate professional qualities which contribute to cooperation and productivity in the university community and to carrying out the department's mission in teaching, research, service and collaboration. These characteristics include fairness toward students, professional integrity, and dependability in meeting professional commitments. Candidates may submit as evidence documentation in the form of appropriate items from course evaluations and letters from students and colleagues. Candidates are also expected to carry out duties and meet professional responsibilities in a spirit of collaboration across program, departmental and college lines.

A. GENERAL GUIDELINES REGARDING EVALUATION CRITERIA

1. INSTRUCTIONAL ACHIEVEMENT

Instructional achievement and teaching effectiveness shall be evaluated through:

- a. class visitations by members of the Peer Evaluation Committee and the department chair;
- b. teacher portfolio (syllabi, handouts, etc.), and;
- c. student evaluations.

2. SCHOLARSHIP AND PROFESSIONAL ACTIVITIES

Such activities include, but are not limited to, the following examples:

a. BOOKS AND MONOGRAPHS

The publication of a refereed book or monograph is generally viewed as an exceptional achievement and carries great weight in the consideration of tenure and promotion decisions.

b. ARTICLES AND REVIEWS IN JOURNALS AND PROCEEDINGS

All published articles and book reviews that clearly demonstrate discipline-related scholarship shall be recognized as "scholarly activity." Articles published in refereed/juried journals and as a part of selected proceedings shall carry more weight in the committee's evaluation of a candidate's scholarship than those published through a non-juried procedure. Likewise, the importance and quality of the journal and/or conference shall be taken into account.

c. SOFTWARE, EXHIBITIONS, VIDEOS AND MULTI-MEDIA PRODUCTIONS

Such activities as are appropriate to the profession shall be considered professional activity.

d. OTHER PROFESSIONAL ACTIVITIES AND RECOGNITIONS

Such activities include the presentations and papers, professional reviews, editorial service, grant writing, and participation in professional conferences and professional workshops as chair or discussant on a panel, and conducting professional workshops.

3. SERVICE

All full-time faculty in the department, regardless of rank, are expected to participate in the maintenance and advancement of the missions of the department, college, university and the profession. Service contributions include, but are not limited to, serving on department, college, or university commissions or councils; serving as student advisors, assisting in student activities, and performing community services, particularly those related to a faculty member's professional training and/or activities; and serving on professional committees and as officers of associations.

REAPPOINTMENT

Each faculty member eligible for reappointment shall be reviewed annually by the chair of the department and by the Peer Evaluation Committee. No faculty member shall be reappointed without demonstrating very good teaching skills, and in the case of tenure-track faculty, a clear indication of progress toward meeting the tenure criteria in the areas of scholarship and service.

PROMOTION FROM LECTURER TO SENIOR LECTURER

(approved as an amendment to the Bylaws on 9/29/2014)

The decision to promote lecturers should not be based exclusively on past accomplishments but also on indications of an ongoing commitment to teaching and professional service.

Each candidate for senior lecturer shall be required to meet the following criteria.

1. At least four years as lecturer or equivalent experience at Clemson.

2. An overall record of “very good” teaching, as monitored by the Peer Evaluation Committee and the department chair.
3. A record of sustained and substantial contribution in the area of service to the department/college/university or the profession.

THIRD-YEAR REVIEW OF TENURE-TRACK FACULTY

(approved as an amendment to the Bylaws on 2/16/2006)

Tenure-track faculty members who have completed three years of employment in the department shall be formally evaluated by the chair of the department and by the Peer Evaluation Committee to determine their progress towards tenure and their continued eligibility for reappointment. No faculty member shall be reappointed without demonstrating a clear indication of good progress toward meeting the tenure criteria in the areas of teaching, scholarship and service.

TENURE

Since tenure pertains primarily to future employment, the decision to grant tenure should not be based exclusively on past accomplishments but also on indications of an ongoing commitment to teaching, scholarship and professional service.

Each candidate for tenure shall be required to meet the following criteria.

1. Normally possession of the terminal degree.
2. “Very good” teaching, as monitored by the Peer Evaluation Committee and the department chair.
3. **Substantial** professional achievement is required, as evidenced by publication of professionally reviewed books and articles in refereed journals; by articles, reviews and editorials in journals and proceedings; by software, exhibitions, videos and multimedia productions/publications; by papers delivered at conferences; by service to professional societies and journals; by receipt of awards, prizes, fellowships, or grants, and by other means generally accepted by the academic community.
4. A **substantial** record of contributions in the area of service to the department/college/university and the profession.

PROMOTION FROM ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR

Each candidate for the rank of associate professor shall be required to meet the following criteria:

1. Normally possession of the terminal degree.
2. “Very Good” teaching skills as monitored by the results of student evaluations, the Peer Evaluation Committee and the department chair.
3. **Substantial** professional achievement is required, as evidenced by publication of professionally reviewed books and articles in refereed journals; by articles, reviews and editorials in journals and proceedings; by software, exhibitions, videos and multimedia productions/publications; by papers delivered at conferences; by service to professional

societies and journals; by receipt of awards, prizes, fellowships, or grants, and by other means generally accepted by the academic community.

4. A **substantial** record of contributions to the department/college/university and the profession during the period of the candidate's service at other ranks is expected.

PROMOTION FROM ASSOCIATE PROFESSOR TO FULL PROFESSOR

Each candidate for the rank of full professor shall be required to meet the following criteria:

1. Normally possession of the terminal degree.
2. "Very Good" teaching skills as monitored by the results of student evaluations, the Peer Evaluation Committee and the department chair.
3. **Significant** professional achievement is required, as evidenced by publication of professionally reviewed books and articles in refereed journals; by articles, reviews and editorials in journals and proceedings; by software, exhibitions, videos and multimedia productions/publications; by papers delivered at conferences; by service to professional societies and journals; by receipt of awards, prizes, fellowships, or grants, and by other means generally accepted by the academic community.
4. **Significant** contributions to the department/college/university and the profession during the period of the candidate's service at other ranks is expected.

Article X POLICIES AND PROCEDURES FOR REAPPOINTMENT, TENURE AND PROMOTION

The policy and procedures for appointment, reappointment, promotion, and tenure shall be in accordance with the Clemson University Faculty Manual.

At the beginning of each academic year the chair of the department will provide the faculty with a timetable of committee deadlines for the submission of materials relating to requests for reappointment, tenure and/or promotion. On or before the specified deadline any faculty member who believes his/her credentials qualify for consideration for reappointment, tenure and/or promotion will submit to the chair of the department a written request, together with an accompanying curriculum vitae, and any supporting documents, including copies of published articles, books, and any other appropriate materials.

External letters of review are required in promotion and tenure decisions. The department will solicit up to six letters via the following process.

1. The candidate for promotion and/or tenure will provide six names to the Peer Evaluation Committee of possible outside reviewers. The chair of the department and the Peer Evaluation Committee will meet and select two reviewers from this list.
2. The Peer Evaluation Committee will establish a list of six possible outside reviewers and independently select two candidates from this list.

3. The chair of the department and the Peer Evaluation Committee will then select the other two reviewers from the remaining names on both lists.
4. The candidate may optionally include in the tenure/promotion packet up to three letters of evaluation from other reviewers, either from inside or outside the university.

REAPPOINTMENT

Faculty in non-tenure positions excluding senior lecturers must apply annually for reappointment in accordance with the following steps.

A. Faculty seeking reappointment must write a formal letter requesting reappointment and submit it, along with support documentation, to the chair of the department's Peer Evaluation Committee in accordance with the timetable distributed to the faculty by the chair of the department. The support documentation should be organized into areas covering teaching, research/publications and service. The materials submitted should include the following.

- 1) letter requesting reappointment
- 2) a complete, updated CV
- 3) copies of publications and papers read at professional conferences, and
- 4) evidence of teaching effectiveness, including copies of all student evaluations done during the evaluation period

B. The Peer Evaluation Committee shall review the request for reappointment and make a formal recommendation to the chair of the department on or before the deadline established in the published timetable for personnel actions.

C. The chair of the department, after reviewing the recommendation of the Peer Evaluation Committee, writes a formal letter of recommendation to the dean of the college in accordance with college deadlines.

THIRD-YEAR REVIEW OF TENURE-TRACK FACULTY

A. At the beginning of their fourth year of a tenure-track appointment, the chair of the department will notify faculty who are candidates for mid-cycle review.

B. Steps A through C as listed for reappointment will then be followed. However, the period of assessment is the previous three years of work at the university and documentation should reflect this fact.

TENURE

A. At the beginning of their penultimate year of a tenure-track appointment, the chair of the department will notify those faculty who are candidates for tenure.

B. Steps A through C as listed for reappointment will then be followed. However, the period of assessment is the previous five years of work at the university and documentation should reflect this fact.

PROMOTION OF TENURED AND TENURE-TRACK FACULTY

A. A faculty member who wishes to be a candidate for promotion must submit a letter to the chair of the Peer Evaluation Committee in accordance with the timetable distributed to the faculty by the chair of the department. This timetable should be distributed to the faculty of the department by no later than the end of the first week of the beginning of the fall semester.

B. Steps B and C as listed above for tenure will then be followed. However, the evaluation period will be the entire period of time the faculty member has been at the university.

PROMOTION OF LECTURERS (approved as an amendment to the Bylaws on 1/5/2006)

After six years of satisfactory performance a lecturer may be reclassified as a senior lecturer. Equivalent experience at Clemson, such as that obtained in a visiting position, may be counted. A department chair, with the concurrence of the department's peer evaluation committee, may recommend an individual to the college dean who makes the appointment. Senior lecturers may be offered contracts ranging from one to three years with the requirement of one year's notice before termination. This rank is not available to faculty with greater than 50% administrative assignment.

SENIOR LECTURER REVIEW

Before the end of each contract period, the department chair and the PEC shall review the performance of the senior lecturer for that period, and provided that that performance meets the criteria set out above (see PROMOTION FROM LECTURER TO SENIOR LECTURER), may offer an extension of the contract.

ARTICLE XI **Other Matters**

The faculty is authorized to deal with any matter that comes before it provided that the resolution is not in conflict with the Bylaws of the College of Architecture, Arts and Humanities and the Clemson University Faculty Manual.

ARTICLE XII **Ratification**

These Bylaws shall take effect upon being ratified by a simple majority of those faculty eligible to vote under Article I, and who are present at a meeting of the department faculty called for that purpose. The Bylaws shall be submitted for approval to the dean of the College of Architecture, Arts and Humanities.

ARTICLE XIII **Amendment**

Amendments and additions to these Bylaws shall be approved by two-thirds of the voting members (excluding faculty on leave or sabbatical). Any amendments or additions to these Bylaws shall be consistent with standing university policy. Any proposed amendments shall be advertised and circulated in writing to all faculty of the department for a period of at least two weeks prior to their consideration before the faculty.

POST TENURE REVIEW: POLICY AND PROCEDURES

(Approved as an amendment to the Bylaws on October 1, 1998)

A. POST TENURE REVIEW COMMITTEE

The department shall have a Post Tenure Review Committee. For each individual review the committee will consist of four (4) members, three (3) elected by the faculty from the tenured faculty of the department, and the fourth appointed by the three elected members from a list of potential outside reviewers submitted by the person being reviewed. The standing committee of three shall be elected by all voting members (i.e. full time faculty) of the department. In lieu of the outside committee member the candidate to be reviewed may request the substitution of three external letters of support. He/she should forward this request (accompanied by a minimum of six (6) names of professionals outside the department that could be contacted to write letters of evaluation) to the committee prior to the deadline determined by the department.

The three departmental members of the Post Tenure Review Committee will be elected by the faculty for two-year terms, and the committee will select a chair from among its members. Any member of the committee who cannot serve because of illness, leave of absence (with or without pay), sabbatical leave, or similar situations shall be replaced by faculty election. A faculty member subject to post tenure review in any given year will not be eligible for membership on the committee.

The responsibilities of the Committee will be to examine the role, function, and strength of the overall record of each faculty member subject to post tenure review. The Committee will provide a written report to the faculty member and to the Dean of the college in accordance with official university procedures as outlined in the Clemson University Faculty Manual. The Committee will use the following rating system in its report:

1. Excellent
2. Satisfactory
3. Unsatisfactory: Leads to remediation.

B. REPORT PREPARED BY THE CHAIR

The Chair of the department will submit an independent written report (i.e. independent from the PTR Committee report) first to the faculty member and then to the Dean of the college in accordance with official university procedures as outlined in the Clemson University Faculty Manual.

C. PROCEDURES

1. Each tenured faculty will be peer reviewed every six years. Any procedures implemented in the post tenure review must be in accordance with the Faculty Manual.

2. Reviews will be initially conducted in order of seniority, beginning with those who have the most longevity at Clemson University.
3. After undergoing their first post-tenure review, tenured faculty will be reviewed by the department's post-tenure review committee every six years thereafter.
4. Sabbaticals and leaves do not count as part of the six years between post-tenure reviews. Both half-year and full-year sabbaticals will count as one full year in determining faculty schedules for post-tenure review.
5. Faculty who apply for promotion in a given year may also request post-tenure review, regardless of whether or not they are scheduled for review that year.
6. Faculty members subject to post tenure review in any particular year will be so informed near the beginning of the academic year and will be asked to provide (in accordance with the established timetable) to the PTR Committee and the Department Chair, the following documents
 1. a recent copy of their curriculum vitae
 2. a summary of teaching evaluations for the last 5 years, including student evaluations
 3. a plan for continued professional growth
 4. detailed information about the outcomes of any sabbatical leave awarded during the six-year post-tenure review period
 5. any other documents relevant to the review
 6. the names of six (6) referees outside the department whom the PTR committee could contact for references (if this option has been selected by the candidate).

Appendix:

**COLLEGE OF ARCHITECTURE, ARTS AND HUMANITIES
DEAN'S GUIDELINES FOR TENURE, PROMOTION, REAPPOINTMENT AND POST-
TENURE REVIEW**

(added and adopted as an appendix to the bylaws on 2/16/2006)

The Clemson University Faculty Manual (Part IV, Section D) requires the dean of the college to render an independent judgment in matters of promotion, tenure, reappointment and post-tenure review. This document outlines the criteria that will be used in rendering this judgment. Departments, schools and other academic entities may consider additional or more restrictive criteria.

Faculty at Clemson University are expected to achieve excellence in teaching, research and service. No candidate whose contribution in the area of teaching, research or service is deemed inadequate will be reappointed, promoted or granted tenure. In making his or her recommendations to the provost, the dean will assess the faculty member's performance in all three areas. Faculty are also required to conduct themselves in a manner that does not impede collegiality in the College and the University.

TEACHING

Clemson University takes great pride in its tradition of excellence in teaching. All faculty in the College of Architecture, Art and the Humanities must demonstrate at the minimum very good teaching in the classroom or studio. Faculty are also expected to be conscientious, professional and attentive in their interaction with students outside of the classroom. Supporting evidence of teaching ability may include:

- University and departmental student evaluations
- Peer observations
- Development of new courses, pedagogical innovations and other teaching initiatives
- Documentation of academic advising that ensures efficient progress towards the degree at the undergraduate and/or graduate level
- Advising undergraduate students on individual research projects, such as honors theses and independent or directed studies
- Participation on and leadership of graduate thesis and dissertation committees
- Teaching awards and other forms of recognition from the department, college, university or external professional organizations
- Active engagement of scholarship in the classroom
- Recruitment and retention of undergraduate and graduate students

RESEARCH

All faculty members must have a sustained record of demonstrated accomplishment and continued promise in peer-reviewed research, scholarship and/or creative endeavors. For tenure and promotion to Associate Professor, candidates must show clear and convincing evidence of emerging stature in their professional disciplines on a national level. For promotion to Full Professor, candidates must show clear and convincing evidence of national and/or international

recognition. For a satisfactory post-tenure review, a faculty member must demonstrate a sustained record of research, scholarship and/or creative activity on a nationally peer-reviewed level.

Because of the disciplinary diversity of the College of Architecture, Arts and Humanities, each department must develop its own criteria to identify sufficient quality and quantity of research, scholarship, publication, performance and/or creative endeavor. In every department, however, demonstrated excellence as determined by external peer review is essential. Evidence of research includes but is not limited to:

- books
- book chapters
- journal articles
- gallery exhibits
- competition awards
- performances
- musical or other compact-disc recordings
- musical compositions or arrangements
- other forms of activity will be considered if a case can be made that they are peer-reviewed or juried and that they are of similar academic stature to those listed above

SERVICE

All faculty are required to contribute to the Clemson community by performing exemplary service at the departmental, college and university levels. Public service and service to national academic and professional organizations also plays a key role in the assessment of a candidate for reappointment, promotion or tenure. Community service where professionally relevant will also be considered.

The nature of service changes over time during a faculty member's career and is dependent upon a faculty member's role and position in the department. For example, a junior faculty member should be engaged in disciplinary service at the regional level, whereas a senior faculty member is expected to assume national leadership roles in professional organizations.

Overall, candidates for tenure and promotion shall exhibit appropriate personal qualities for maintaining harmony and productivity in the university community and for achieving the university's missions of teaching, research and service. Negative actions such as uncooperative, unprofessional, combative or disruptive behaviors may demonstrate a lack of collegiality and significantly interfere with the mission of the unit. Therefore, all faculty members are required to conduct themselves in a manner that promotes collegiality within the Clemson community. Faculty who behave in an unprofessional or disruptive manner may not be reappointed, promoted or granted tenure.