



Department TPR and PTR Documents Routing Sheet
Requirements based on 2018-2019 *Faculty Manual*

In accordance with the *Faculty Manual*, each department's TPR document must be approved by the regular departmental faculty, department chair, college dean, and Provost (Chapter IV,D1d).

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

Department: Marketing

College: Business

Department Faculty Meeting at which the attached TPR documents were
approved on: April 26, 2019

Faculty Manual Editorial Consultant

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

Department Chair  Jesse Moore (Jul 2, 2019)

Approved Revision Required (see comments)

Dean  Wendy York (Jul 2, 2019)

Approved Revision Required (see comments)

Provost Robert H. Jones e-sign Aug.15.2019

Approved Revision Required (see comments)

Requirements for DEPARTMENTAL TPR and PTR DOCUMENTS – 2018-2019 *Faculty Manual*

Department: Marketing

Date

6/28/2019

NOTE: The TPR document must be approved by the regular departmental faculty, department chair, college dean, and Provost (Chapter IV, D1d).
Updated August 3, 2018.

This list may be useful to ensure departmental TPR and PTR documents conform with the *Faculty Manual*.

Compliance

Requirement	Reference	Compliance		
		Yes	No	N/A
1 The TPR document is distinct from departmental bylaws	Ch IV, D1c	X		
2 Criteria for promotion to Associate Professor	Ch III, D1f, iii	X		
3 Criteria for promotion to Professor	Ch III, D1f, iv	X		
4 Procedures and standards for promotion of clinical faculty	Ch III, E2i, iii(3)	X		
5 Processes and criteria for promotion from lecturer to senior lecturer	Ch III, E2i, iv(3)(b)	X		
6 Evaluation of lecturers annually following standards & procedures in TPR document	Ch IV, C2b, i	X		
7 Procedures and standards for evaluation of Senior lecturers at least once every three years and in the penultimate year	Ch IV, C2c Ch IV, C2c, i and ii		*	
8 Consistent with the requirement that tenure applications, once submitted, cannot be withdrawn (New in 2018-2019 <i>Faculty Manual</i>)	Ch IV, D2b, v(2)	X		

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

9	• Procedures the TPR Committee must follow	Ch IV, D1b	X		
10	• Procedures for electing the TPR Committee	Ch IV, D1b		*	
11	• Voting rights on a committee making tenure recommendations are limited to tenured regular faculty	Ch IV, D1e, i	X		
12	• The Committee shall be composed of full-time regular faculty members excluding individuals who as administrators, have input into personnel decisions such as appointment, tenure and promotion	Ch IV, D1e, i	X		
13	• Voting rights on a committee making a recommendation concerning promotion to rank or appointment at a rank are limited to regular faculty with equivalent rank or higher	Ch IV, D1e, ii	X		
14	• The Committee must have a minimum of three departmental members, if possible	Ch IV, D1e, iii	X		
15	• Departmental procedures for peer evaluation shall be in writing and shall be available to the faculty, the chair, the dean, and the Provost	Ch IV, D1f	X		
16	• TPR committees shall solicit recommendations from senior lecturer(s) in a manner consistent with the unit's bylaws and TPR documents in the reappointment review of lecturers, the promotion review of lecturers to senior lecturers, and the reappointment review of senior lecturers	Ch IV, D1g	X		

Guidelines providing details of the PTR process adhering to *Faculty Manual* requirements to include at least the following:

17	• Specific guidelines	Ch IV, F3a	X		
18	• Specification of ONE option for external representation	Ch IV, F6a	X		

Comments:

- 7 The combination of Post-Tenure Review and Reappointment of Senior Lecturers may be confusing, and seems to be missing a decision branch: what happens if a senior lecturer has negative Form 3 reviews because the rest of the paragraph references PTR and tenured faculty.
- 10 The TPR committee, according to the 18-19 Faculty Manual, must be elected. But, the 19-20 Faculty Manual loosens this requirement and your TPR creation mechanism will work. I would recommend leaving the TPR committee construction as presented here
- PTR In the 18-19 Faculty Manual, many PTR requirements are supposed to be the departmental bylaws but in the 19-20 Faculty Manual, they will be in the TPR document. I would recommend leaving these in the Department TPR document in anticipation of the changes in the 2019-2020 Faculty Manual.

Below are the dept bylaw requirements for PTR.

17	Procedures for electing the Post-Tenure Review Committee separate from the TPR Committee	Ch IV, F4a and b	X		
18	Only tenured faculty may serve on the PTR Committee	Ch IV, F4b	X		
19	The PTR Committee shall have a minimum of three members	Ch IV, F4c	X		
20	Faculty members in Part II of PTR are not eligible to serve on the PTR committee	Ch IV, F4d	X		
21	The PTR Committee shall elect its own chair	Ch IV, F4e	X		
22	Process for electing an external PTR member if this is part of the Post-tenure review process OPTIONAL	Ch IV, F6a, ii			X
23	Policy if external letters are required are required for post-tenure review	Ch IV, F6a	X		

DEPARTMENT OF MARKETING

College of Business

TENURE, PROMOTION, REAPPOINTMENT, AND POST-TENURE REVIEW GUIDELINES

This document contains policies, procedures, committee structures, and standards to guide tenure, promotion, reappointment, and post-tenure review recommendations. Any changes to this document must be approved by the regular Marketing faculty, Marketing department chair, College of Business Dean, and the Provost.

Revised: April 2019*

*If a non-tenured department member is within a two-year window of their penultimate year when these guidelines are approved, they should notify the TPR Committee and Department Chair if they want to be evaluated using the processes and standards herein. Otherwise, they will be evaluated using the processes and standards specified in the previous TPR Guidelines.

ARTICLE I

COMMITTEE DUTIES AND COMPOSITION

1. Tenure, Promotion, and Reappointment Committee

a. ***Duties of the Committee.*** The Department believes that each faculty member can make important contributions to accomplishing the department's vision as stated in the Marketing Bylaws (2017). The work of the committee is undertaken to ensure that the faculty member's contribution is aligned with the department vision and enhances the college, the university, and the discipline. As such, the committee will base reappointment, tenure, and/or promotion recommendations on faculty members' contributions in the areas of research, teaching, and/or service, depending on the faculty member's duties and responsibilities. The decision of granting tenure is major as it may imply a commitment of decades by Clemson University. Correspondingly, the Tenure, Promotion, and Reappointment (TPR) Committee (hereafter, "the TPR Committee") shall evaluate all regular- and special-rank faculty members within the Marketing department (hereafter, "the Department"), as described in Articles II and III of this document, and make recommendations about reappointment, tenure, and promotion. Further, the TPR Committee for regular rank faculty shall evaluate sabbatical requests, make recommendations on tenure, rank, and years credited from time in rank at other institutions for new hires, and develop and maintain guidelines for each of these responsibilities. In performing these duties, the TPR Committee shall observe all University-established deadlines applicable to the review and reporting process.

b. ***Composition.***

1) **Regular Rank Faculty Member Evaluation.** Per the Faculty Manual, the TPR Committee to evaluate regular rank faculty is limited to tenured, regular-rank faculty members who are in residence, with the caveat that any faculty member requesting promotion is not eligible for committee membership during the academic year that the request is evaluated. The Committee must have at least three (3) members and may contain more members subject to the following guidelines:

a) All tenured regular-rank faculty members in the department who are in residence shall serve on the Committee. The TPR Committee will form TPR subcommittees to prepare annual evaluation letters for non-tenured regular rank faculty and evaluation letters for faculty members petitioning for tenure and/or promotion. The Committee will determine

the size and composition of each TPR subcommittee for faculty assessments, and subcommittees should consist of at least three members whenever feasible.

- b) If the department has fewer than three tenured, regular-rank faculty members, the Committee shall consist of three members, including all tenured, regular-rank faculty members within the department and external members selected from the College of Business's (hereafter, "the College") tenured, regular-rank faculty members. When the Committee requires one or more external member(s), the Committee will solicit and select external committee member(s) to serve a one-year term. When selecting external members, the Committee will consider the faculty member's availability and qualifications to evaluate marketing faculty (e.g., an external member should be capable of evaluating the research program(s) of the applicant(s)).
 - c) Associate Professors petitioning for promotion to Professor will be evaluated by a subset of the TPR committee consisting of all tenured Professors in the department. If the number of tenured Professors is fewer than three, the Committee shall be composed of three members, including all tenured, regular-rank Professors within the department and external members selected from the College's tenured, regular-rank, Professors according to the process described in the previous paragraph.
- 2) **Lecturer Evaluation.** A subcommittee of the TPR Committee and all of the Department's Senior Lecturers will conduct annual evaluations of Lecturers and evaluate Lecturers petitioning for promotion to Senior Lecturer or other approved rank. If the Department does not include Senior Lecturers, evaluations of Lecturers will be conducted by the TPR Committee. The subcommittee evaluating Lecturers will consist of a minimum of three (3) members, including at least one Senior Lecturer and one tenured regular rank TPR committee member. Any Senior Lecturer requesting reappointment to a Senior Lecturer position is not eligible for committee membership during the academic year that the request is evaluated. Each faculty evaluation letter will be reviewed and approved by both the TPR committee as a whole and all Senior Lecturers before being released to the faculty member. All TPR committee members and Senior Lecturers are eligible to vote on the Committee's recommendation to promote a Lecturer to a position of Senior Lecturer or other approved rank.

- 3) **Other Special Rank Faculty Evaluation.** A subcommittee of the TPR Committee will conduct annual evaluations of other special rank faculty (e.g. Clinical faculty, Professors of Practice). The subcommittee evaluating special rank faculty will consist of a minimum of three (3) members. Each faculty evaluation letter will be reviewed and approved by the TPR committee as a whole before being released to the faculty member. All TPR committee members are eligible to vote on the subcommittee's recommendation to promote a special rank faculty member (e.g. Clinical faculty promotion). The criteria for evaluating Other Special Rank Faculty will be derived from the faculty member's contract letter and responsibilities as assigned by the Department Chair.
- c. **TPR Chairperson.** The Committee will elect its own chairperson who will represent the Committee in discussions with the candidate, the Department chair, and the Dean's office. A Committee member may not serve as Chair during their first year on the Committee.
- d. **Term.** All tenured, regular-rank faculty members in the department who are in residence shall serve on the TPR Committee each year. When appropriate, all of the department's Senior Lecturers shall also serve on the subcommittee for Lecturer evaluation each year.
- e. **Confidentiality.** All committee deliberations will remain confidential at all times except when testifying before a University grievance board or when compelled by a court subpoena. Otherwise, divulging confidential discussions is a violation of the University's policy of ethical conduct and will be reported to the University (see <http://www.clemson.edu/employment/> for more information about Clemson's policy on ethical behavior).

2. Post-Tenure Review Committee

- a. **Duties of the Committee.** Whenever any faculty member is scheduled for regular review or in a period of post-tenure review remediation, the Post-Tenure Review committee (hereafter "PTR Committee") shall be formed to evaluate the member. In performing these duties, the committee shall observe all University-established deadlines applicable to the review and reporting process.
- b. **Composition.** The post-tenure review Committee is a subset of the PTR Committee and will consist of a minimum of three tenured regular rank faculty members at a rank equal to or higher

than the member being reviewed. The PTR committee will form the post-tenure review subcommittee and the subcommittee will elect its own chairperson.

- c. **Term.** The period of service for members of the post-tenure review committee will be one year.

ARTICLE II EVALUATION PROCESS AND CRITERIA

The TPR and PTR Committees shall use the processes and general criteria described below to perform their duties. Article III provides specific evidence of performance that Committee members should consider in their evaluations. While the Committees are responsible for providing faculty members being evaluated with relevant deadlines and other information pertinent to the evaluation process, the faculty member also bears responsibility for knowing this information by consulting department, college, and university rules and regulations.

1. Regular-Rank Faculty Evaluations

- a. **Reappointment of untenured faculty members.**

- 1) **Time in rank.** There are no time-in-rank requirements for reappointment.
- 2) **General expectations.** To be reappointed, a faculty member must provide evidence that he/she is making demonstrable progress toward tenure through contributions in research, teaching, and service (see Article III).
- 3) **Process.** A faculty member seeking reappointment must provide the TPR Committee, through Clemson's eTPR system, with evidence of her/his contributions in research, teaching, and service. Such evidence should date to the candidate's hire at Clemson plus any years credited from time in rank at other institutions. Should the faculty member need to update the Committee with any significant accomplishments that occur during the Committee's deliberations, the faculty member should notify the TPR Chair as soon as possible so that the additions can be made within the eTPR system. The Committee will only consider information provided by the candidate through the eTPR system but reserves the right to request additional information from the candidate and obtain additional information from other appropriate sources. If the committee obtains additional information that contradicts the

candidate's claims of his/her record, the committee shall inform the candidate of these sources. Each faculty evaluation letter will be reviewed and approved by a majority vote of the entire TPR Committee before being released to the faculty member.

4) **External letters.** External letters are not required for reappointment.

b. ***Tenure and promotion to the rank of Associate Professor.***

1) **Time in rank.** Tenure of a faculty member requires six (6) years of tenure-track experience in residence, years credited from time in rank at other institutions, or some combination thereof. The decision to grant tenure and promotion shall normally be made during the penultimate year of the probationary period and becomes effective at the beginning of the next academic year. In some cases, however, the length of the probationary period can vary. Faculty members may elect to apply for tenure prior to their penultimate year. In these instances, the remaining number of probationary years are forfeited and the year during which the faculty member is being evaluated for tenure becomes the faculty member's penultimate year. Other cases may involve one or more extensions of the probationary period. Granting a faculty member an approved extension of the probationary period (due to, for example, health, parenting, or professional reasons) does not change the requirements for a positive tenure decision. It only serves to provide the faculty member with additional time for the probationary period that is equivalent to the length of the extension.

2) **General expectations.** To be tenured and promoted, faculty members must meet the requirements for Associate Professor. Tenure and promotion require a rating of "Excellent" in research and a minimum rating of "Very Good" in teaching and service (see Article III). Because tenure is a commitment to continued, long-term employment by the University, there must be evidence in the faculty member's record to project continued contributions in each of these three major areas of evaluation.

3) **Process.** A faculty member seeking tenure and promotion must provide the committee, through Clemson's online eTPR system, with evidence of her/his contributions. Such evidence should date to the candidate's hire at Clemson, plus any years credited from time in rank at other institutions. Should the faculty member need to update the Committee with any significant accomplishments that occur during the Committee's deliberations, the faculty

member should notify the TPR Chair as soon as possible so that the additions can be made within the eTPR system. The Committee will only consider information provided by the candidate through the eTPR system but reserves the right to request additional information from the candidate and obtain additional information from other appropriate sources. If the committee obtains additional information that contradicts the candidate's claims of his/her record, the committee shall inform the candidate of these sources. All TPR Committee members are eligible to vote on Tenure and promotion recommendation. Recommendations will be communicated in the TPR Committee letter, including the result of the vote. In the case of a split vote, the Committee members should make every attempt to dialogue until an unambiguous decision is made. Should notice of the denial of tenure not be given in advance of the expiration of the final probationary appointment, tenure shall become automatic at the end of the probationary period.

- 4) **External letters.** As part of the process described above, requests for tenure and promotion must be accompanied by reviews from individuals with appropriate academic research records. Because the purpose of the reviews is to obtain independent, outside evaluations of the quality of the faculty member's research, external evaluators cannot be co-authors, members of the faculty member's dissertation committee, or have significant conflict of interest. A minimum of four external letters should be part of the faculty member's eTPR package. If four external letters are not obtained, the Committee must demonstrate that it took reasonable efforts to acquire four external reviews. When deciding on the list of external reviewers, the Committee will select a minimum of two external reviewers suggested by the faculty member and a minimum of two external reviewers from the list developed by the Committee.

c. ***Promotion to the Rank of Professor.***

- 1) **Time in rank.** To be eligible for promotion for Professor, a faculty member must have completed ten (10) years of academic experience as a regular rank faculty member and must have been an Associate Professor for at least five (5) years.
- 2) **General Expectations.** To be promoted, faculty members must meet the requirements for Professor. Promotion to Professor requires a rating of "Excellent" in research, teaching, and service (see Article III). Promotion to Professor is based on the quality and quantity of the faculty member's contributions, not time in rank. Further, one must demonstrate leadership in

the department, the College, the University, the profession, and, where appropriate, the community at large through community involvement.

- 3) **Process.** A faculty member seeking promotion to Professor must provide the TPR Committee, through Clemson's online eTPR system, with evidence of her/his career contributions. Should the faculty member need to update the Committee with any significant accomplishments that occur during the Committee's deliberations, the faculty member should notify the TPR Chair as soon as possible so that the additions can be made within the eTPR system. The Committee will only consider information provided by the candidate through the eTPR system but reserves the right to request additional information from the candidate and obtain additional information from other appropriate sources. If the committee obtains additional information that contradicts the candidate's claims of his/her record, the committee shall inform the candidate of these sources. Recommendations will be communicated in the TPR Committee letter, including the result of the vote. In the case of a split vote, the Committee members should make every attempt to dialogue until an unambiguous decision is made.
- 4) **External letters.** As part of the process described above, requests for promotion to Professor must be accompanied by reviews from faculty members at other institutions. Because the purpose of the reviews is to obtain independent, outside evaluations of the quality of the faculty member's research, external evaluators cannot be co-authors, members of the faculty member's dissertation committee, or have significant conflict of interest. A minimum of four external letters should be part of the faculty member's eTPR package. If four external letters are not obtained, the Committee must demonstrate that it took reasonable efforts to acquire four external reviews. When deciding on the list of external reviewers, the Committee will select a minimum of two external reviewers suggested by the faculty member and a minimum of two external reviewers from the list developed by the Committee.

2. Special-Rank Faculty Evaluations

Per the Faculty Manual (Part IV, Section A), the TPR Committee evaluates lecturers (for reappointment and promotion), adjunct faculty, clinical faculty, Professors of Practice, and research faculty.

a. *Reappointment of Special Rank Faculty*

- 1) **General expectations.** To be reappointed, a faculty member must provide evidence of her/his contributions based on duties and responsibilities described in their appointment letter, in the Faculty Manual, or as negotiated with the Department Chair (see Article III of the Faculty Manual).

- 2) **Process.** A faculty member seeking reappointment to a special rank must provide the Committee, through Clemson's online eTPR system, with evidence of her/his contributions. In the reappointment review of lecturers and senior lecturers, the committee shall solicit recommendations from senior lecturer(s) in the department in a manner consistent with the department's bylaws and TPR document. Should the faculty member need to update the Committee with any significant accomplishments that occur during the Committee's deliberations, the faculty member should notify the TPR Chair as soon as possible so that the additions can be made within the eTPR system. The Committee will only consider information provided by the candidate through the eTPR system but reserves the right to request additional information from the candidate and obtain additional information from other appropriate sources. If the committee obtains additional information that contradicts the candidate's claims of his/her record, the committee shall inform the candidate of these sources.

b. *Promotion to Senior Lecturer*

- 1) **Degree.** Promotion requires an advanced, but not a terminal degree, in Marketing or a closely related field.

- 2) **Time in rank.** After four full academic years, a Lecturer may apply for promotion to Senior Lecturer. A Lecturer who is not promoted to Senior Lecturer after nine full academic years will not be reappointed.

- 3) **General expectations.** Promotion to Senior Lecturer is intended to recognize the efforts, contributions, and performance of lecturers who combine effective instruction with additional significant contributions to the Department's vision and mission. Promotion to Senior Lecturer will be based on an assessment of the faculty member's teaching, service, and, as appropriate, research performance. Promotion to Senior Lecturer requires an overall rating of "Excellent"

in Teaching and a minimum overall rating of “Very Good” for either service or research (see Article III).

- 4) **Process.** A faculty member seeking promotion to Senior Lecturer should provide the committee, through Clemson’s online eTPR system, with evidence of her/his contributions. Further, the Committee shall solicit recommendations from Senior Lecturer(s) in the department in a manner consistent with the department’s bylaws and TPR documents in the promotion review of Lecturers to Senior Lecturers. Should the faculty member need to update the Committee with any significant accomplishments that occur during the Committee’s deliberations, the faculty member should notify the TPR Chair as soon as possible so that the additions can be made within the eTPR system. The Committee will only consider information provided by the candidate through the eTPR system but reserves the right to request additional information from the candidate and obtain additional information from other appropriate sources. If the committee obtains additional information that contradicts the candidate’s claims of his/her record, the committee shall inform the candidate of these sources.

c. Promotion of Clinical faculty

- 1) **Degree.** Promotion requires a terminal degree in Marketing or a closely related field.
- 2) **Time in rank.** Clinical faculty should refer to their appointment letter for a timeline of opportunities for promotion. Clinical faculty are eligible for promotion to Associate Professor after completing a five year term, and eligibility for promotion to Professor after a ten year term.
- 3) **General expectations.** Promotion of Clinical faculty is intended to recognize the efforts, contributions, and performance of Clinical faculty who combine effective instruction with additional significant contributions to the Department’s vision and mission. Promotion of Clinical faculty will be based on an assessment of the faculty member’s teaching, service, and research performance. Promotion requires an overall rating of “Excellent” in Teaching and a minimum overall rating of “Very Good” for both service and research.

- 4) **Process.** A Clinical faculty member seeking promotion must provide the TPR Committee, through Clemson’s online eTPR system, with evidence of her/his contributions. Should the faculty member need to update the Committee with any significant accomplishments that occur during the Committee’s deliberations, the faculty member should notify the TPR Chair as soon as possible so that the additions can be made within the eTPR system. The Committee will only consider information provided by the candidate through the eTPR system but reserves the right to request additional information from the candidate and obtain additional information from other appropriate sources. If the committee obtains additional information that contradicts the candidate’s claims of his/her record, the committee shall inform the candidate of these sources.

3. Post-Tenure Review and Reappointment of Senior Lecturers

Per the Faculty Manual (Part IV, Section H-2), tenured faculty shall undergo periodic post-tenure (PTR) review, and special rank faculty (e.g., senior lecturers) shall be evaluated in the second year of their three-year appointment. The purpose of these reviews are to ensure that all faculty serve the needs of the students and the institution and that excellent faculty are identified and rewarded. For tenured faculty, PTR will be conducted during the fall semester of the sixth year after being granted tenure and each subsequent five years.

Senior lecturers will be reviewed in their penultimate year, which for the first review cycle is their second year as a senior lecturer. Thereafter, senior lecturers are reviewed in the second of each three-year term. The focus of PTR is on the performance of the individual since the individual’s tenure or previous PTR evaluation, however the overall contribution of the individual faculty member to Clemson University should not be neglected.

- a. **Process.** There are two parts to the PTR or review process.
 - 1) **Part I.** The chair of the academic unit must provide the PTR committee with copies of 1) the tenured faculty member’s annual performance reviews covering the preceding five years or 2) the senior lecturer’s annual performance reviews covering the preceding three years. The PTR committee will review the ratings received in those annual performance reviews (Form 3s). Faculty members receiving no more than one (of five) overall annual performance ratings of “fair,” “marginal,” or “unsatisfactory” on those reviews shall receive a PTR rating of “satisfactory.” Those faculty members are thereby exempt from Part II of the PTR. If a faculty

member has received more than one Annual Form 3 with a “Fair,” “Marginal,” or “Poor” performance evaluation, the faculty member will undergo a full PTR.

- 2) **Part II.** Faculty members who are under Part II PTR review are ineligible to serve on the PTR Committee. This part of the PTR consists of additional review by the PTR committee and the department chair of those faculty identified in Part I as subject to further review. In addition to the copies of the faculty member's annual performance reviews covering the most recent five years, the department chair must also provide the PTR committee with a statement of the percentage allocation of assigned duties.

The PTR committee will select a faculty member or professional equivalent from outside the department nominated and selected in accordance with Article I of this document. The faculty member undergoing Part II of PTR must provide, at a minimum, the following documents to the PTR committee and the department chair. The committee also reserves the right to request additional information from appropriate sources.

- (a) A recent copy of the curriculum vita (paper or electronic);
 - (b) A summary of student assessment of instruction for the last 5 years including a summary of statistical ratings from student assessments of instruction (if appropriate to the individual's duties).
 - (c) A plan for continued professional growth;
 - (d) Information about the outcomes of any sabbatical leave awarded during the preceding five years;
 - (e) Other documents relevant to the review.
- 3) **PTR Report.** The PTR committee will provide a written report to the faculty member. The faculty member will be given two weeks to provide a response to the committee. If the faculty member requires additional time to prepare a response, a formal request must be directed to the PTR Committee Chair. The Committee Chair will then formally notify the faculty member of the PTR committee's decision about the time extension request. Both the committee's initial report and the response of the faculty member will be given to the dean of the academic unit. The department chair will submit an independently-written report to the faculty member who will then have two weeks to provide a response. The chair's original report and the faculty member's response will be forwarded to the college dean. The ratings of either Satisfactory or Unsatisfactory will be used in all stages of the review by the PTR committee and the chair.

The candidate's final rating shall be satisfactory if (a) both the PTR Committee and the chair, or (b) either the PTR Committee or the chair, rates the candidate as satisfactory. The candidate's final rating shall be unsatisfactory if both the PTR Committee and the Chair rate the candidate as unsatisfactory. If the candidate's final rating is satisfactory, the dean will forward that information to the Provost in summary form without appending any candidate materials. If the candidate's final rating is unsatisfactory, the dean will forward all materials to the Provost.

- a) Remediation.* Individuals who receive a rating of Unsatisfactory must be given a period of remediation to correct deficiencies detailed in the PTR reports. The process of remediation will occur according to Faculty Manual (Part IV, Section H-7).
 - b) Dismissal for Unsatisfactory Professional Performance.* If dismissal for unsatisfactory professional performance is recommended, the case will be subject to the rules and regulations outlined in the Faculty Manual Section K-3.
- 4) **Confidentiality.** The deliberations of the PTR committee will remain confidential at all times except when testifying before a University grievance board or when compelled by a court subpoena. Otherwise, divulging confidential discussions is a violation of the University's policy of ethical conduct and will be reported to the University (see <http://www.clemson.edu/employment/> for more information about Clemson's policy on ethical behavior).

ARTICLE III

PERFORMANCE CRITERIA AND STANDARDS

Each faculty member is expected to make important contributions to accomplishing the department's vision as stated in the Marketing Bylaws (2017). Consequently, the TPR committee is responsible for determining the extent to which a faculty member's contribution is aligned with the department vision and enhances the college, the university, and the discipline. Moreover, the Committee's recommendation regarding the granting tenure is very important and implies a mutual long-term commitment to excellence by the faculty member and Clemson University.

The performance criteria and standards set forth in Article III are intended to establish departmental guidelines to facilitate the committee's recommendations on reappointment, tenure, and/or promotion. Faculty members should find these standards useful for career planning and development. Performance expectations for reappointment, promotion, and tenure may change over time. Thus, personnel decisions made in a given year are not necessarily precedents for decisions made in subsequent years.

Guidelines for Annual Faculty Performance Rating, Tenure, and Promotion Recommendations.

Untenured regular rank faculty and special rank faculty receive two related, yet distinct evaluations each year. One evaluation is provided by the TPR committee and the other is a Form 3 assessment. More specifically, each year, the TPR Committee evaluates the progress of an untenured regular rank faculty and specialty rank faculty towards promotion and takes a longer term view when assessing a faculty member's progress toward tenure and promotion. In making their assessment, the TPR Committee bases their evaluation and recommendations on projected trends derived from the faculty member's entire body of work. In contrast, the Form 3 evaluation utilizes faculty approved merit-pay rubrics to assess each faculty member's annual performance; this is a short-term assessment used for making merit-pay adjustments. If the faculty member focuses attention on the short-term and ignores its long-term implications for tenure and promotion, the Form 3 evaluation and TPR recommendations are likely to be inconsistent. In contrast, Form 3 evaluations and TPR recommendations are likely to be more consistent when faculty members align their annual performances to be compatible with a longer-term focus towards earning tenure and promotion. Correspondingly, the performance criteria and standards described below are used for evaluating faculty members for promotion and tenure.

Initial recommendations on personnel decisions are made independently by the TPR Committee and the department chair via a written assessment. In each case, progress towards achieving tenure and promotion standards for teaching, research, and service must be assessed and rated as *Excellent*, *Very*

Good, Good, Fair, Marginal, or Unsatisfactory. An overall rating must also be provided using the same scale. These assessments are made by considering the faculty member’s organizational citizenship behaviors as well as their performance outcomes pertaining to teaching, research, and service. Tables 1, 2, and 3 serve as guides for both the TPR Committee and for the candidate when it comes to assessments about teaching research and service that must be made by the committee in order to complete its evaluation of each candidate.

Organizational Citizenship.

Consistent with expectations of the Board of Trustees, collegiality will be considered by the committee when making reappointment, tenure, and/or promotion recommendations (see Board of Trustees Manual, Chapter III — Mission, Vision and Goals). Collegiality is a multi-dimensional construct that permeates the successful execution of all parts of the tripartite: teaching, research, and service and, thus, is evaluated as part of all three components. The importance of collegiality stems from Clemson’s unique vision of “the Clemson Family” and from the Faculty Manual which states that, “The distinctive character of Clemson is reflected in the culture of collegiality and collaboration among faculty, students, staff, the administration, and the university board.” Further, all department members should exhibit an ability and willingness, when appropriate, to engage in shared academic and administrative tasks that a department group must often perform, and participate with some measure of reason and knowledge in discussions germane to department policies and programs.

Collegial behavior contributes to the creation of a positive Department culture and relies on the acceptance and cooperativeness of each department member in achieving the Department vision. Correspondingly, there are basic responsibilities expected of all Marketing faculty members. These responsibilities are performed as a normal part of a faculty member’s job-related every day activities and are not considered service. Examples include, but are not limited to, being available, open, and facilitating in interactions with students and colleagues; integrity in scholarship; dependability in meeting professional commitments; respectfully communicating with colleagues, staff members, and students; attendance at department events; demonstrating professional behavior consistent with being a productive departmental citizen; participating constructively during departmental or college faculty or committee meetings; cooperating with others to meet departmental/college/University goals; and being respectful and inclusive of differences in methodologies, interests, and points-of-view of others.

Non-collegial behavior, then, is behavior that does not meet the definition of collegiality as stated above and detracts from the productivity of faculty and staff. Respectful disagreement and infrequent/isolated incidents of discord should not be designated as non-collegial behavior. Civil

discussion related to differences of opinion and diverse views are crucial to the health of any academic environment. Given that, examples of non-collegial behavior includes, but is not limited to, regularly engaging in behaviors such as insulting other faculty members or students; being uninvolved in faculty meetings, university events and employment responsibilities; and, being unwilling to offer assistance to other faculty members, the department, or college when expertise, help, or advice is requested.

Although collegiality is not a dimension of performance that is quantitatively rated, it provides the foundation upon which tenure and promotion decisions rest. Consequently, non-tenured Faculty members who consistently display a lack of organizational citizenship/collegial behaviors may be subject to non-renewal. Similarly, tenure and promotions decisions will include an assessment of the faculty member’s organizational citizenship behaviors.

Teaching

Teaching is fundamental to the professorial role of faculty who have responsibilities to their students. The Departmental vision is one that is committed to 1) developing and maintaining high quality undergraduate and graduate programs; 2) remaining current with Marketing and related literature pertaining to the courses that are taught such that students are introduced to cutting-edge thought and practices; 3) updating our Marketing courses and curriculum; and 4) serving as appropriate role models for our students. Thus, to be considered for reappointment, tenure and/or promotion, the faculty member must provide a detailed self-evaluation of teaching and instructional support performance, accompanied by documented evidence, including their sources. When evaluating teaching performance, the Committee will verify the accuracy of the materials provided by the faculty member and other materials available to them. Any evidence that the Committee cannot verify will be discounted and may result in a recommendation of nonrenewal or no promotion. The committee will base its evaluation of a faculty member’s teaching on the criteria indicated in Table 1. A successful candidate for Tenure and Promotion would exhibit consistently strong performances across the teaching dimensions.

Table 1 – Performance Criteria for Teaching

Teaching Dimension	Examples of Support ^a
1. Consistent and Effective ^a Teaching Performance	<ul style="list-style-type: none"> ● Student Ratings^b of very good or better ● Teaching Awards ● Demonstration of course rigor ● Solicited and unsolicited student feedback
2. Evidence of New Course Development and Consistent updating of course materials.	<ul style="list-style-type: none"> ● New course creation ● Curriculum change leadership ● Number and type of Creative Inquiries beyond normal teaching load.

	<ul style="list-style-type: none"> • Number and level of course preparations • Innovative teaching approach
3. Evidence of Consistent and Effective Advising and Mentoring	<ul style="list-style-type: none"> • Ph.D. Committee Chair or Committee member • Master’s Committee Chair or Committee member • MS-Marketing Project Mentoring
4. Evidence of Professional Development and Scholarly Achievements	<ul style="list-style-type: none"> • Marketing textbook author/co-author • Published marketing text support materials • Visiting Teaching Professor • Journal publication or text chapter on teaching related issue • Case study publication

^a Consistent means that the candidate has shown effective class performance throughout his/her time at Clemson and/or during the time s/he has been an Assistant or Associate Professor.

^b To count fully, overall teacher evaluation response rate must be 50% or higher per class. If the teacher evaluation response rate is less than 50%, then the Committee will use evidence from “other teaching performance outcomes” to compensate for the low teacher evaluation response rates.

Research and Publication.

Research is an integral part of a regular-rank faculty member’s job and it is the primary activity which keeps the content of education current, pertinent, and challenging to students. Indeed, faculty members have responsibilities to their disciplines and to the advancement of knowledge generally. Tenured and tenure-track Marketing faculty are expected to conduct research that enhances both their and the Department’s visibility and stature within the Marketing Discipline. Therefore, research published in refereed journals or scholarly books is an important performance dimension in faculty reappointment, promotion, and tenure decisions. Personnel decisions will be based on research output in refereed journals or other acceptable outlets rather than on research input or work-in-progress. At the same time assessment of research respects that a significant activity, under a given assessment area, may develop over more than one academic year, so that demonstrable outcomes may be forthcoming. In this case, evidence of the work-in-progress should be provided, along with correspondence from an editor or organizer of the work concerning its status, whenever possible.

Both the quality and quantity of research and publications are important. However, quality of contribution to the body of knowledge in a faculty member’s area of interest is the major criterion. Collaboration in research and publications is desirable and we recognize and value cross-disciplinary research, however, faculty members should demonstrate an ability to take an idea from its inception to its conclusion. This is especially important for faculty members applying for promotion to the rank of Professor. Therefore, faculty members are strongly recommended to develop a publication record that includes lead-authorship or single-authored works in marketing journals along with multi-authored publications. External funding of research (where the faculty member is listed as a primary investigator) can be an indicator of excellence when such research contributes to the body of knowledge.

To be considered for reappointment, tenure and/or promotion, the faculty member must provide a detailed self-evaluation of research performance, accompanied by documented evidence, including their sources. When evaluating research performance, the Committee will verify the accuracy of the materials provided by the faculty member and other materials available to them. Any evidence that the Committee cannot verify will be discounted and may result in a recommendation of nonrenewal or no promotion. The committee will base its evaluation of a faculty member’s research on the criteria indicated in Table 2. Indices of research excellence and effectiveness appear in Table 2 – Performance Criteria for Research. A successful candidate for Tenure and Promotion would exhibit consistently strong performances across the research dimensions.

Table 2 – Performance Criteria for Research

Research Dimension	Examples of Support
1. Consistent record of high quality journal publications in marketing	<ul style="list-style-type: none"> • A journal publication record that is appropriate for the rank in which the faculty member is being considered. • A journal publication record that includes publications in high quality Marketing journals (e.g., the Department Journal list, including journal impact factor scores)
2. Individual research impact/reputation within the Marketing Discipline	<ul style="list-style-type: none"> • Bibliometric indicators of a faculty member’s research impact that are commensurate to the rank in in which the faculty member is being considered, including^a, <ul style="list-style-type: none"> ○ total citations ○ h-index, g-index, hg-index, i10-index • Number of publications with 100 citations or more. • Number of lead articles in an issue. • Number of lead and sole authorship journal publications. • Research awards (e.g., Best Journal Article awards) • Rate of Citations (e.g., Google Scholar profile)
3. Other Research Activity	<ul style="list-style-type: none"> • Evidence of an active and continuing research pipeline that includes the number and journal targets of requests for revision and resubmissions • Conference paper and presentation activity • External research funding efforts.

^a See Soutar, Wilkinson and Young (2015) for guidelines. Evidence of journal impact is to be verifiable using Harzing Publish or Perish, Google Scholar metrics, and/or an actively maintained Google Scholar Profile.

Service to the Department, College, University, and the Business Community

As a unit within the College of Business, the Department of Marketing serves a number of constituencies including students, the Department, the College, the University, the business community, and the citizens of South Carolina and the academic profession. Thus, faculty members have responsibilities to their colleagues both within and outside the University as well as to the University itself and they should accept a reasonable share of the responsibility for the governance of the

Department, the College, the University, and their professional associations. Consulting or other projects for which faculty members receive compensation above their contractual salary are not normally regarded as service activities. Moreover, faculty members who join Clemson University with prior experience are expected to participate in a higher level of service commensurate with their time in the discipline and rank.

To be considered for reappointment, tenure and/or promotion, the faculty member must provide a detailed self-evaluation of service performance, accompanied by documented evidence, including their sources. When evaluating service performance, the Committee will verify the accuracy of the materials provided by the faculty member and other materials available to them. Any evidence that the Committee cannot verify will be discounted and may result in a recommendation of nonrenewal or no promotion. The committee will base its evaluation of a faculty member’s service on the criteria indicated in Table 3. A successful candidate for Tenure and Promotion would exhibit consistently strong performances across the service dimensions.

Table 3 – Performance Criteria for Service

Service Dimension	Examples of Support
1. Consistent evidence of Departmental Service ^a	<ul style="list-style-type: none"> • Strategic, Core, and Support responsibilities • Appointment and/or Committee responsibilities (e.g., Chair or member)
2. College and/or University Service	<ul style="list-style-type: none"> • Strategic, Core, and Support responsibilities • Appointment and/or Committee responsibilities (e.g., Chair or member)
3. Discipline Service	<ul style="list-style-type: none"> • Journal Editor/Guest Editor • Associate/Area Journal Editor • Editorial Review Board Member • Journal Advisory Board Member • Journal Reviewer (Number of reviews) • Conference Program Chair/Co-Chair • Conference Activity (paper reviewer, session chair, discussant) • Academic Marketing Organization Officer
4. Public and/or Community Service ^b	<ul style="list-style-type: none"> • See Clemson’s Outreach webpage for information about possible ways to engage in service.

^a Consistent means that the candidate has shown effective service throughout the faculty member’s time at Clemson and/or during the time s/he has been an Assistant or Associate Professor. In addition, acceptable service levels are expected to increase with years at Clemson and as the candidate nears their penultimate year.

^b Public and Community service does not include activities that faculty members would normally perform as citizens of a community, church members, or parents (e.g., attending primary- or secondary- school activities to help their children). Community service would include those activities where marketing expertise is normally or explicitly required/requested.

ARTICLE IV DOCUMENTATION

The primary responsibility for collecting and presenting evidence belongs to the candidate seeking reappointment, promotion and/or tenure. Candidates are advised to be thorough and systematic in preparing their submissions. Each request for reappointment, promotion and tenure requires the uploading of supportive materials through, and as specified by the University's on-line system. Faculty seeking reappointment, tenure or promotion must initiate a request early in the fall semester. The deadlines set forth by the University must be observed. These dates are available each year from the Dean's office.

Basic Documentation for eTPR Notebook. Each candidate for reappointment, promotion and/or tenure must provide the TPR Committee with the following items which should be uploaded to the eTPR system in a timely manner:

1. A letter requesting reappointment, promotion, and/or tenure.
2. A detailed vita
3. Specific evidence in support of teaching, research and publication, and service activities including:
 - a. Brief statements of the candidate's teaching, research and publication, and service. It would be appropriate for the candidate to also address the role that collegiality has played in each area.
 - b. Self-evaluation for each of the three dimensions.
 - c. Statements of short and long-term goals, if not reflected in the philosophy statements above.
 - d. A copy of summary sheets of the teaching evaluation forms for all classes taught and a reasonable number of student comments sheets. (The candidate may wish to develop and include summary statistics; data should be pre-sorted for all courses taught at Clemson since employment, last promotion, or for a minimum of the past four years, except for instructional formats in which the collection of data may be impractical).
 - e. Course syllabi and other educational materials.
4. Where candidates believe it appropriate and helpful, their linkage between a dimension of performance (teaching, research and publication, service) and a success measurement (indicator of marked success or indicator of distinguished success) should be delineated.
5. Any other clarifying statements or additional information the candidate wishes to include.

Other Required Documentation. The candidate must provide other documentation, including sources, in their eTPR notebook to package support their petition for tenure and/or promotion. The Committee will verify the accuracy of the supporting materials provided by the faculty member and other materials

available to them. Any evidence that the Committee cannot verify will be discounted and may result in a recommendation of nonrenewal or no promotion. Examples of other documentation for each of the performance dimensions may include the following.

Teaching:

1. Letters documenting teaching awards or honors
2. Summaries of course grades and comparisons with departmental norms, i.e., evidence of rigor in grading
3. Objective surveys of appropriate groups of present and former students
4. Letters from students, both present and former
5. Evidence of special efforts to improve teaching skill and effectiveness
6. Letters from employers whose employees have attended a course taught by the candidate
7. A self-assessment of the quality and comprehensiveness of course syllabi and related teaching materials.
8. Other documentation on teaching success that the faculty member believes is relevant, e.g., awards or special recognitions for teaching, senior exit survey results, alumni surveys, faculty peer review comments, data documenting student learning outcomes, incorporation of practical applications and real world experiences into the classroom or enrollment patterns, extent of involvement or supervision of independent studies, etc.

Research and Publication:

1. Reviews or critiques written by others on the faculty member's journal publications and scholarly books.
2. Reprint requests and unsolicited letters which evaluate research and publication
3. Information on journals in which the faculty member has published (e.g., topical content, scope, editorial policies, and acceptance rates).
4. Table that documents research and publication productivity and impact. The Table is to include, Clemson Journal Tiers and rankings; most current journal level bibliometric data (e.g., Google H5, Scopus Incites, Scopus SJR, SSCI Journal Impact factor); personal research impact/reputation data (e.g., see Table 2 above).
5. Evidence of research productivity, e.g., a copy of a letter from a journal indicating receipt of a paper, a revision, etc.
6. Upload a digital copy of each published journal article.

Service to the Department, Profession, the University, and the Public

1. Documentation of outreach efforts to the marketing and business community
2. A listing of academic and other professional organization offices held by the faculty member
3. Documentation of awards or honors received through service efforts
4. Published reviews/critiques written by the candidate on the scholarly works of others
5. Letters/notes acknowledging reviewing and other service activities
6. A listing of activities at international, national and regional meetings
7. Identification of work performed as a committee chairman or member, e.g., how often the committee met, work done outside of the committee meeting, work done in the committee meeting, and required time commitment (a copy of committee minutes might be helpful)
8. Other documentation on service to the department, college, university, Marketing discipline, and business community

Approvals



Chair, Department of Marketing

5/1/2019

Date

Dean, College of Business

Date

Provost, Clemson University

Date

Signature: *Robert J. Jones*

Email: provost@clemson.edu

Marketing TPR Document Approval

Final Audit Report

2019-08-16

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