



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: Biological Sciences

College: Science

Department Faculty Meeting at which the attached TPR documents were  
approved on: Sept 21, 2017

Faculty Manual Editorial Consultant

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

Department Chair Sara J. DeWalt

Approved  Revision Required (see comments)

Dean Cynthia Young  
Cynthia Young (Oct 17, 2018)

Approved  Revision Required (see comments)

Provost Robert H Jones

Approved  Revision Required (see comments)

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

Department: **Biological Sciences**

Date

10/3/2018

*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*.

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	X		
8 Consistent with the requirement that tenure applications, once submitted, cannot be withdrawn (New in 2018-2019 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		X	
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

- 1 The TPR committee is composed of all full-time, regular, tenured faculty with majority appointment in the department, but the FM requires this committee to be elected (not a body of the whole). NOTE: MBK is planning to request a revision of FM to allow body-of-the-whole - but this is not done yet.
- 2 I recommend not referencing specific FM sections, because these change with time.
- 3 Typo on page 11, D1: "candidates for tenure and promotion to Professor" - should be just promotion, right?

# TENURE, PROMOTION, AND REAPPOINTMENT GUIDELINES FOR THE DEPARTMENT OF BIOLOGICAL SCIENCES

---

September 30, 2017

## Table of Contents

<b>I. Committee Composition .....</b>	<b>3</b>
<b>A. Tenure and Promotion Committee .....</b>	<b>3</b>
<b>B. Initial Review Committee.....</b>	<b>3</b>
<b>C. Mentoring Committees.....</b>	<b>3</b>
<b>II. Reappointment, Tenure and Promotion of Regular Faculty .....</b>	<b>4</b>
<b>A. Reappointment of Assistant Professors .....</b>	<b>4</b>
1. Criteria for Reappointment of Assistant Professors .....	4
2. Process for Reappointment of Assistant Professors .....	4
<b>B. Tenure and Promotion to Associate Professor .....</b>	<b>5</b>
1. Criteria for Tenure and Promotion to Associate Professor .....	5
a. Research and Scholarship .....	6
b. Teaching.....	7
c. Service.....	8
2. Process for Tenure and Promotion to Associate Professor .....	8
<b>C. Post-tenure Review .....</b>	<b>9</b>
1. Post-tenure Review Process .....	10
<b>D. Promotion to Professor.....</b>	<b>11</b>
1. Criteria for Promotion to Professor .....	11
a. Research and Scholarship .....	11
b. Teaching.....	12
c. Service.....	13
2. Process for Promotion to Professor .....	13
<b>III. Reappointment and Promotion of Lecturers.....</b>	<b>14</b>
<b>A. Reappointment of Lecturers and Senior Lecturers.....</b>	<b>14</b>
1. Criteria for Reappointment of Lecturers and Senior Lecturers .....	14
2. Process for Reappointment of Lecturers and Senior Lecturers .....	15
<b>B. Promotion to Senior Lecturer.....</b>	<b>16</b>
1. Criteria and Procedure for Promotion to Senior Lecturer .....	16
<b>IV. Research Faculty and other Special Faculty Ranks .....</b>	<b>17</b>
1. Criteria for Reappointment of Research Faculty and other Special Faculty Ranks .....	17
2. Process for Reappointment of Research Faculty and other Special Faculty Ranks .....	17
<b>Appendix 1: Sample letter soliciting external letter of reference .....</b>	<b>19</b>

# **I. Committee Composition**

## **A. Tenure and Promotion Committee**

The Tenure, Promotion and Reappointment (TPR) Committee is responsible for peer review of all candidates for reappointment, tenure, and promotion in the Department of Biological Sciences. The Committee is composed of all full-time, regular, tenured faculty members holding a majority appointment in the Department. For a given TPR decision, only Committee members holding at least the rank and tenure status sought by the candidate are eligible to vote.

An exception involves the appointment of Lecturers, Senior Lecturers, adjunct faculty and other special faculty ranks: all regular faculty may vote on these decisions. For the reappointment and promotion of Lecturers and the promotion of Lecturers to Senior Lecturer, the Committee solicits input from Senior Lecturers through the eTPR system and through non-voting attendance during relevant portions of TPR committee meetings.

## **B. Initial Review Committee**

The Initial Review Committee (IRC) is responsible for the preliminary review of all candidates for reappointment, tenure and promotion; it also conducts post-tenure review. The IRC is comprised of three tenured Professors who are elected by Departmental vote to serve three-year terms. Elections are held annually, and IRC terms are staggered such that one member rotates off each year. The IRC makes annual recommendations to the full TPR committee concerning all candidates' reappointment, tenure and promotion.

Each year, the IRC elects one of its members to serve as TPR chair. His or her duties include: calling and presiding over IRC and TPR Committee meetings; providing guidance to candidates during the TPR process; liaising between candidates and the TPR Committee, Department Chair, and College Dean; and serving as the departmental representative to the Dean's TPR advisory committee. All IRC members are encouraged to familiarize themselves with the eTPR system in preparation for potential service as TPR chair.

## **C. Mentoring Committees**

Within one year of his or her hire date and in consultation with the department chair, each new tenure-track faculty member assembles a Peer Mentoring Committee consisting of at least two tenured Departmental faculty members, one of whom serves as the Mentoring committee chair. The Mentoring Committee meets with the candidate at least once per year, preferably in the spring, to provide feedback and guidance on his or her progress towards promotion and tenure. More frequent meetings are encouraged. The Mentoring Committee also conducts peer evaluations of the candidate's teaching at least twice during the probationary period. A document

recording the dates of all Mentoring Committee meetings is maintained by the candidate in the Supplemental Information upload area of the eTPR dossier. Candidates are encouraged to maintain written records of mentoring committee meetings, although these need not be shared publically.

The mentoring committee meets with the IRC in the full third year of the probationary period to discuss the candidate's progress and to help draft that year's reappointment letter. The reappointment letter is shared with the full TPR committee, which may provide additional feedback to the candidate if warranted. The mentoring committee also meets with the IRC twice during the penultimate year to (1) select a list of external reviewers and (2) prepare an evaluation of the candidate's promotion and tenure dossier. This evaluation and an accompanying recommendation on tenure and promotion is shared with the full TPR committee (see details in section II.A.2).

## **II. Reappointment, Tenure and Promotion of Regular Faculty**

### **A. Reappointment of Assistant Professors**

All regular faculty appointments are made on a year-to-year probationary basis until tenure is granted. The probationary period for full-time regular faculty does not normally exceed seven years. See the Faculty Manual (Section IV B.2a) for full details of University policies during the probationary period.

#### **1. Criteria for Reappointment of Assistant Professors**

Reappointment to the position of Assistant Professor is based on sustained effort and demonstrated progress across multiple performance criteria outlined in Section II.B, below. Within one year of his or her hire date, each candidate will meet with the Department and TPR chairs to fully review these criteria.

#### **2. Process for Reappointment of Assistant Professors**

In early August, the TPR committee chair informs reappointment candidates of the deadlines for eTPR notebook submission. These deadlines are established each summer by the Provost's office and may change from year to year. The current year's deadlines are posted on the Provost's webpage: <http://www.clemson.edu/administration/provost/deadlines.html>.

The candidate initiates a reappointment request by uploading a Letter Requesting Action to the eTPR notebook (Tab 2). The candidate then uploads all required materials and signs the completed notebook, following the procedures outlined in [https://etpr.app.clemson.edu/etpr/etprdocs/TPR\\_Guide\\_for\\_Candidates.pdf](https://etpr.app.clemson.edu/etpr/etprdocs/TPR_Guide_for_Candidates.pdf).

The candidate's notebook is made available for review by all TPR committee members through the eTPR system. The IRC, together with the candidate's Mentoring Committee, conducts a detailed review of the candidate's activities and accomplishments and drafts a summary recommendation. The draft recommendation is uploaded to the eTPR system one week prior to the meeting of the full TPR committee. The recommendation is both formative (written to guide the candidate's professional development) and summative (evaluating the candidate's performance relative to promotion criteria). It clearly supports or opposes the candidate's request for reappointment and provides justification for this decision.

The IRC discusses its draft recommendation at a meeting of the full TPR committee, during which time they solicit additional input from all committee members. Votes to (1) approve the candidate's reappointment and (2) approve the wording of the candidate's recommendation letter must pass by a two thirds majority. If necessary, TPR committee members who are not present at the meeting will be asked to vote by confidential email. The TPR chair uploads and signs the final recommendation in the eTPR system. **The Department Chair also renders a separate and independent recommendation.** The candidate has an opportunity to respond to each recommendation, if desired, before the notebook is forwarded to the Dean for review.

## **B. Tenure and Promotion to Associate Professor**

The award of tenure and/or promotion is among the most important and far-reaching decisions made by the department. Recommendations concerning promotion and tenure must therefore be made carefully, based upon a thorough examination of the candidate's record and the impartial application of clearly articulated criteria. Normally, the decision to grant tenure is made during the penultimate year of the probationary period and becomes effective at the beginning of the next academic year. In exceptional cases, tenure may be granted earlier.

The following criteria for tenure and promotion serve as guidelines only. Conscientious attention to all performance criteria is expected, but it is recognized that individual accomplishments may vary across diverse performance areas. No individual is required to excel in all areas, and excellence in one area may offset lesser performance in other areas. This list highlights the most important activities toward which Department faculty should devote their efforts. It also provides necessary latitude for evaluating faculty with differing goals and appointments. Although no separate criteria for tenure are outlined, it is expected that a candidate for tenure will demonstrate the same level of accomplishment as a candidate for promotion to Associate Professor.

### **1. Criteria for Tenure and Promotion to Associate Professor**

Candidates for tenure and promotion to Associate Professor are evaluated in three performance areas: Research and Scholarship, Teaching, and Service. Priority is normally given to the first two performance areas, as the percent appointments of tenure-track faculty are normally split 40/40/20 among the three performance areas. Nonetheless, the weight accorded to each performance area depends on the specific responsibilities of the faculty member.

#### *a. Research and Scholarship*

**Candidates for tenure and promotion to Associate Professor are expected to demonstrate a successful, independent scholarly career, as evidenced by the regular publication of peer-reviewed journal articles and the procurement of external research funds.** The quality, quantity and impact of the candidate's published work should clearly establish them as a nationally-recognized contributor to their field.

#### **Publications**

Candidates for promotion to Associate Professor are expected to publish regularly in high quality peer-reviewed journals. Publication rates may be lower in the early years of the faculty member's appointment but should rise with time. Greatest value is placed on full-length original research articles and invited reviews. Publication of authored books, edited books, and book chapters is viewed favorably when accompanied by a sustained record of refereed research publications. Creation of software, databases, patents and other products of scholarship is also valued.

The TPR committee will review the candidate's published works, noting their number, journal impact factors, citations, candidate authorship positions, and candidate contributions to collaborative works. The committee will also consider published scholarship metrics (e.g. h- and i10-indices), which should compare favorably to tenured faculty members of similar career stage in the candidate's discipline. Letters will be solicited from external reviewers to provide insight into the quality and impact of the candidate's scholarship.

While continuation of previous research is natural and expected, candidates are expected to demonstrate scholarly independence through the publication of journal articles from their Clemson research program on which former PhD and post-doctoral advisors do not serve as co-authors.

#### **External Funding**

Candidates for promotion to Associate Professor are expected to vigorously pursue and successfully obtain nationally-competitive funding appropriate to sustain a productive research program in their discipline. Candidates should present a track record of proposal submissions, favorable reviews, and funded proposals that demonstrates their competitiveness for funding at the national level.

## **Presentations**

While publications and external funding are the most important criteria used to evaluate a candidate's research, importance is also placed on presentations at conferences, invited seminars, and other venues for scientific communication. Greater weight is given to national and international meetings; invited, keynote, or featured presentations; and presentations that result from a competitive review of abstracts. Published abstracts and conference proceedings contribute to the candidate's overall record of scholarship but are less important than full-length peer-reviewed research publications.

## **Research-related service activities**

Service activities are of secondary importance in promotion to Associate Professor. Nonetheless, candidates are encouraged to demonstrate nationally-recognized disciplinary expertise through manuscript reviews, grant panel service, and/or service on committees, working groups, conferences and editorial boards relevant to their research area.

## ***b. Teaching***

High quality teaching is serious intellectual work that requires a deep understanding of biological science and the ability to convey that understanding in clear and engaging ways. **All candidates are expected to demonstrate commitment to the effective delivery of classes, seminars and laboratories at the undergraduate and/or graduate levels. Faculty members are also expected to serve as research supervisors and committee members for MS and PhD students.**

## **Teaching and Advising**

Successful candidates for tenure and promotion to Associate Professor will develop and deliver undergraduate and/or graduate courses whose number and quality are at least on par with those of other tenured faculty in the department. They will demonstrate student evaluation scores near department means for courses of similar size and level, and they will maintain annual student contact hours and advisee numbers near the department norm. Candidates are encouraged to mentor undergraduates in research through Creative Inquiry classes, Honors theses, 4910 course sections, and other mechanisms for undergraduate research. They should demonstrate conscientious attention to undergraduate advising responsibilities, including fall and spring registration meetings and timely responses to advisee queries during the academic year.

While not mandatory, additional consideration will be given to outstanding pedagogy as demonstrated by: student evaluation scores consistently close to 5.0; highly laudatory student written comments; receipt of major teaching or advising award(s); significant new course development; pedagogical presentations and/or publications; significant and successful efforts to improve pedagogy, as documented by the Peer Mentoring Committee; and extensive involvement of undergraduates in research.

## **Graduate Mentoring**

Candidates are expected to have supervised MS and PhD students to the successful completion of their degree programs and to have published scholarly work with graduate student co-authors. While successful mentoring of all graduate students is valued, additional weight is given to mentoring of PhD students. PhD students hired during the pre-tenure period may not have graduated by the candidate's penultimate year; nonetheless these students should demonstrate progress toward their degree in the form of presentations, publications and/or successful completion of comprehensive examinations. In addition to mentoring their own graduate students, candidates are expected serve on the graduate committees of other students within the department, college and University.

### *c. Service*

**Service activities are of secondary importance in the overall performance of untenured faculty, and untenured faculty are not expected to take on significant service leadership roles.** Nonetheless, a moderate level of willing service to the department, university, and profession will contribute to a positive recommendation for promotion and tenure.

Examples of appropriate service include (but are not limited to) membership on departmental curriculum, graduate admissions or search committees; membership on college and university committees; inviting and hosting departmental seminar speakers; and serving as the faculty advisor for a student organization. Service also encompasses participation in scientific professional organizations, including activities such as judging student talks and posters at national meetings; participating in professional society working groups or committees; and assisting with the organization of a regional conference.

## **2. Process for Tenure and Promotion to Associate Professor**

In early August, the TPR committee chair informs all candidates of the deadlines for eTPR notebook submission. These deadlines are established each summer by the Provost's office and may change from year to year. The current year's deadlines are posted on the Provost's webpage: <http://www.clemson.edu/administration/provost/deadlines.html>.

The candidate initiates a promotion and tenure request by uploading a Letter Requesting Action to the eTPR notebook (Tab 2). The candidate then uploads all required materials and signs the completed notebook, following the procedures outlined in [https://etpr.app.clemson.edu/etpr/etprdocs/TPR\\_Guide\\_for\\_Candidates.pdf](https://etpr.app.clemson.edu/etpr/etprdocs/TPR_Guide_for_Candidates.pdf).

On Tab 20, the candidate provides names of 6-8 potential referees outside the University. These referees may not include colleagues with whom the faculty member has a conflict of interest:

relatives, former graduate and post-doctoral advisors, co-authors and co-PIs within the last three years, and former students or post-docs. The faculty member may also choose to provide names of up to three individuals from whom references should not be solicited. The IRC and Mentoring Committee members also develop a list of 6-8 potential referees.

In consultation with the candidate's mentoring committee, the IRC solicits letters of reference from 6-8 external referees, at least half of whom are selected from the candidate's list. Each referee receives the candidate's CV, Top Achievements (Tab 11), Research/Scholarship Activities statement (Tab 15), reprints of five representative publications, and a copy of the departmental Tenure and Promotion Guidelines. A template letter for solicitation of external reviews is included as Appendix 1.

Following receipt of external letters, the IRC, together with the candidate's Mentoring Committee, conducts a detailed review of the candidate's activities and accomplishments and drafts a summary recommendation based on their discussions. The recommendation clearly supports or opposes the candidate's request for promotion and tenure and provides a justification for this decision. The candidate's full dossier, including external letters of reference and draft IRC recommendation, is made available for review by the TPR committee through the eTPR system. Candidates are also encouraged to present a departmental research seminar during the fall semester of their penultimate year to familiarize the full faculty with their research program.

The IRC discusses their draft recommendation at a meeting of the full TPR committee, during which time they solicit additional input from all committee members. These discussions may result in changes to the substance and wording of the TPR recommendation letter. Votes to (1) approve the candidate's promotion and tenure and (2) approve the wording of the recommendation letter must pass by a two thirds majority. If necessary, TPR committee members who are not present at the meeting will be asked to vote by confidential email. The TPR chair uploads and signs the final recommendation in the eTPR system. **The Department Chair also renders a separate and independent recommendation.** The candidate has an opportunity to respond to each recommendation, if desired, before the notebook is forwarded to the Dean for review.

### **C. Post-tenure Review**

All tenured faculty members are subject to post-tenure (PT) review at five year intervals. The first PT review is conducted by the IRC during the fall semester of the sixth year following granting of tenure, and subsequent reviews are conducted every fifth year thereafter. See the Faculty Manual (Section IV E) for detailed University policies regarding post-tenure review.

## 1. Post-tenure Review Process

Individual faculty members need not take action to initiate their periodic PT review. The IRC maintains records of each faculty member's PT review schedule and conducts reviews at appropriate intervals. For candidates who have received a "good" or higher on at least four of the five most recent annual evaluations, the PT review outcome is Satisfactory and no further action is required. The TPR chair uploads a recommendation letter to the eTPR system, and the PT review clock is reset.

If the candidate has received two or more ratings of "fair" or below during the five most recent annual evaluations, a Part II PT review is initiated. The IRC requests that the faculty member upload a Letter Requesting Action to his or her eTPR notebook (Tab 2), accompanied by the following items:

- a. A current CV (Tab 10)
- b. Student evaluation of teaching forms for the past five years (Tab 13)
- c. A plan for continued professional growth (Under Supplementary Materials, Tab 22)
- d. Detailed information on the outcomes of any sabbatical leave awarded during the past five years (Under Supplementary Materials, Tab 22)
- e. The names of six potential referees outside the department (Tab 20). These referees may not include colleagues with whom the faculty member has a conflict of interest as defined under section II.B.2, above. The faculty member may also choose to provide names of up to three individuals from whom references should not be solicited.

In addition to materials provided by the faculty member, the IRC also obtains:

- a. Four or more external reference letters, including at least two letters from referees on the faculty member's list. Letters are solicited as described for promotion to Associate Professor (Section II.B.2)
- b. Copies of the faculty member's five most recent annual performance reviews, provided by the Department Chair

Tenured faculty members are expected to demonstrate a sustained record of excellence across multiple performance criteria outlined for promotion to their current rank (see sections II.B.1 and II.D.1). The IRC uses these criteria as the basis for a thorough review of the faculty member's past performance and future potential. The IRC assigns the faculty member a rating of Satisfactory or Unsatisfactory and provides a written justification for this rating. The TPR chair uploads and signs the IRC's recommendation in the eTPR system. **The Department Chair also renders a separate and independent recommendation.** The candidate receives copies of both recommendations. He or she may provide written responses to one or both recommendations

within two weeks, after which time the recommendations and responses are forwarded to the Dean.

If the faculty member is rated Satisfactory by the IRC, the Chair, or both, then the faculty member's final rating is Satisfactory. The Dean forwards this information to the Provost in summary form without appending additional candidate materials. If both the IRC and the Chair rate the faculty member as Unsatisfactory, then the faculty member's final rating is Unsatisfactory and the Dean forwards all candidate materials to the Provost.

Faculty members who receive an Unsatisfactory rating are subject to a three-year remediation program overseen by the Department chair (see details in the Faculty Manual Section IV E.7). During the remediation period, the faculty member is reviewed annually by the IRC and the chair, both of whom supply separate and independent evaluations. At the end of the three-year period, another Part II PT review is conducted as outlined above. If the outcome is again Unsatisfactory, the faculty member is subject to dismissal for unsatisfactory performance. If the review is Satisfactory, then the normal five-year annual performance review cycle resumes.

## **D. Promotion to Professor**

Promotion to Professor is granted primarily on the basis of a sustained, high quality, productive research program that is widely recognized, both nationally and internationally. Candidates for promotion to Professor are expected to have undertaken significant leadership activities within the Department, University, and/or relevant professional organizations. Candidates will have demonstrated a continued commitment to effective pedagogy and student mentoring at all levels.

### **1. Criteria for Promotion to Professor**

Candidates for tenure and promotion to Professor are evaluated in three performance areas: Research and Scholarship, Teaching, and Service. While promotion to Professor reflects the sum of a candidate's professional accomplishments, it is based primarily on activities since promotion or appointment to the rank of Associate Professor.

#### ***a. Research and Scholarship***

Candidates are expected to demonstrate a continued track record of success in all Research and Scholarship criteria outlined for promotion to Associate Professor (Section II.B.1b). Nonetheless, expectations for scholarly productivity and impact exceed those required for promotion to Associate Professor. **The successful candidate will present a substantial body of nationally- and internationally-recognized scholarship in high quality, peer-reviewed**

**journals, as well as a sustained track record of competitive extramural funding.** The TPR committee will give significant weight to external reviews when determining whether a candidate's body of work is substantial.

Fulfilling at least two of the following additional criteria will also contribute to a positive recommendation for promotion to Professor:

- Multiple invitations to present major papers or keynote addresses at national and international workshops, symposia and/or professional meetings
- Multiple invitations to present seminars at other colleges, universities or institutes
- Sustained track record of multiple large, nationally-competitive research grants
- Editorships, lectureships, awards and/or honors
- Primary authorship of major review articles, monographs or books
- Elected officer position(s) in national and international professional organizations

***b. Teaching***

Candidates are expected to demonstrate a continued track record of success in all Teaching criteria outlined for promotion to Associate Professor (Section II.B.1a). **Successful candidates will have a clearly documented commitment to effective undergraduate and graduate teaching, including direction of multiple MS and PhD candidates to the completion of their degree programs.**

Fulfilling at least two of the following additional criteria will also contribute to a positive recommendation for promotion to Professor:

- Development of upper division and graduate courses in the candidate's area of expertise
- Coordination of large, multi-section course(s)
- Teaching award(s) and other recognitions of excellence
- Development of texts, manuals, or other pedagogical media
- Leadership and/or sustained service on teaching-related committees, including the departmental Graduate Admissions and Curriculum committees
- Sustained record of success in graduate student mentoring that results in successful completion of degree programs, numerous student publications, and the receipt by students of awards, fellowships and competitive grants
- Sustained record of success in undergraduate research mentoring, including mentoring individual students and/or Creative Inquiry teams in the production of multiple research presentations and/or publications
- Development, implementation, assessment and/or dissemination of novel approaches to life science pedagogy

### *c. Service*

Candidates are expected to demonstrate a continued track record of commitment to all Service criteria outlined for promotion to Associate Professor (Section II.B.1c). **In addition, promotion to Professor carries with it the expectation of greater leadership and service in the Department, University and scientific community.** Successful candidates will have undertaken significant leadership responsibilities on important committees, panels, organizations and/or working groups.

Service criteria include:

- Leadership and/or significant contribution to Departmental, College and/or University committees and organizations
- Leadership and/or significant contribution to national and international professional organizations
- Development, leadership and/or significant contribution towards relevant public outreach activities

## **2. Process for Promotion to Professor**

In early August, the candidate informs the TPR chair of his or her intent to request promotion and confirms relevant deadlines for dossier submission. These deadlines are established each summer by the Provost's office and may change from year to year. The current year's deadlines are posted on the Provost's webpage:

<http://www.clemson.edu/administration/provost/deadlines.html>.

The candidate then initiates a promotion request by uploading a Letter Requesting Action to the eTPR notebook (Tab 2). He or she uploads all required materials and signs the completed notebook, following the procedures outlined in

[https://etpr.app.clemson.edu/etpr/etprdocs/TPR\\_Guide\\_for\\_Candidates.pdf](https://etpr.app.clemson.edu/etpr/etprdocs/TPR_Guide_for_Candidates.pdf).

Note that on Tab 20, the candidate must provide the names of 6-8 potential referees outside the University. These referees may not include colleagues with whom the faculty member has a conflict of interest: relatives, former graduate and post-doctoral advisors, co-authors and co-PIs within the last three years, and former students or post-docs. The faculty member may also choose to provide names of up to three individuals from whom references should not be solicited. The IRC also develops a list of 6-8 potential referees.

The IRC solicits letters of reference from 6-8 external referees, at least half of whom are selected

from the candidate's list. Each referee receives the candidate's CV, Top Achievements (Tab 11), reprints of five representative publications, and a copy of the departmental Tenure and Promotion Guidelines. A template letter for solicitation of external reviews is included as Appendix 1.

The candidate's notebook is made available for review by tenured Professors on the TPR committee through the eTPR system. The IRC conducts a detailed review of the candidate's activities and accomplishments and drafts a summary recommendation based on their discussions. The recommendation clearly supports or opposes the candidate's request for promotion and provides a justification for this decision. It is uploaded to the eTPR system one week prior to the meeting of the full TPR committee.

The IRC discusses its draft recommendation at a meeting of the tenured Professors on the TPR committee, during which time they solicit additional input from all committee members. These discussions may result in changes to the substance and wording of the TPR recommendation letter. Votes to (1) approve the candidate's promotion and tenure and (2) approve the wording of the recommendation letter must pass by a two thirds majority of tenured Professors on the TPR committee. If necessary, Professors on the TPR committee who are not present at the meeting will be asked to vote by confidential email. The TPR chair uploads and signs the final recommendation in the eTPR system. **The Department Chair also renders a separate and independent recommendation.** The candidate has an opportunity to respond to each recommendation, if desired, before the notebook is forwarded to the Dean for review.

### **III. Reappointment and Promotion of Lecturers**

#### **A. Reappointment of Lecturers and Senior Lecturers**

Reappointment to the position of Lecturer is based on fulfillment of criteria from Level I, below, bearing in mind that an individual's job duties may not encompass all the criteria listed. Promotion and Reappointment to the position of Senior Lecturer is based primarily on Level I criteria, but also includes Level II criteria. Level II contributions do not compensate for a deficiency in Level I criteria.

#### **1. Criteria for Reappointment of Lecturers and Senior Lecturers**

Level I: Appointment to the rank of Lecturer is granted to individuals whose primary responsibility is teaching. Duties that support the department's teaching mission include:

- Effective classroom instruction that demonstrates both expertise and commitment
- Effective lab coordination and preparation activities that support high quality lab-based

instruction

- Effective mentoring and supervision of Graduate Teaching Assistants
- Effective mentoring and supervision of undergraduates, including student workers and undergraduate advisees

Level II criteria describe additional contributions that are consistent with the teaching and research mission of the University:

- Development of new courses, curricula, pedagogical methods, or instructional materials
- Coordination of large, multi-section course(s)
- Teaching a genuine breadth of courses at a variety of levels, potentially including Honors courses
- Preparation of educational materials that support lab instruction
- Leadership of creative inquiry classes, undergraduate research projects and service learning courses
- Teaching award(s) and other recognitions of excellence
- Publication(s) in refereed journals or conference proceedings, presentations at professional meetings, and participation in relevant professional societies
- Submission of external grants and their subsequent approval or favorable review
- Conscientious service to the Department, College, University and or community (ex: outreach activities, consulting, academic advising, and committee service)

## **2. Process for Reappointment of Lecturers and Senior Lecturers**

Lecturers are evaluated annually for reappointment following the procedures outlined below. Senior Lecturers are similarly evaluated in the penultimate year of each three-year appointment.

In early August, the TPR committee chair informs all reappointment candidates of the deadlines for eTPR notebook submission. These deadlines are established each summer by the Provost's office and may change from year to year. The current year's deadlines are posted on the Provost's webpage: <http://www.clemson.edu/administration/provost/deadlines.html>.

The candidate initiates a reappointment request by uploading a Letter Requesting Action to the eTPR notebook (Tab 2). The candidate then uploads all required materials and signs the completed notebook, following the procedures outlined in [https://etpr.app.clemson.edu/etpr/etprdocs/TPR\\_Guide\\_for\\_Candidates.pdf](https://etpr.app.clemson.edu/etpr/etprdocs/TPR_Guide_for_Candidates.pdf).

Not all eTPR tabs are relevant to the Lecturer and Senior Lecturer reappointment process. At minimum, candidates should upload material to the CV, Top Achievements, and Goals tabs.

They may upload materials to other tabs if desired. External letters are not required for Lecturer or Senior Lecturer reappointment.

The candidate's full dossier is made available through the eTPR system for review by the TPR committee and, in the case of Lecturer reappointment, by the Senior Lecturers. Senior Lecturers provide feedback on Lecturer reappointments through the eTPR system and by non-voting attendance at relevant portions of the TPR committee meeting. The IRC conducts a review of the candidate's activities and drafts a summary recommendation based on their discussions. The recommendation clearly supports or opposes the candidate's request for reappointment and provides a justification for this decision. In the case of Lecturers, it provides feedback on the candidate's progress toward promotion to Senior Lecturer.

The IRC presents its recommendation at a meeting of the full TPR committee. A vote to approve the candidate's reappointment must pass by a two thirds majority. If necessary, TPR committee members who are not present at the meeting will be asked to vote by confidential email. The TPR chair uploads and signs the final recommendation in the eTPR system. **The Department Chair also renders a separate and independent recommendation.** The candidate has an opportunity to respond to each recommendation, if desired, before the notebook is forwarded to the Dean for review.

## **B. Promotion to Senior Lecturer**

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 mission of the University. Length of service as a Lecturer, in itself, is not a sufficient criterion for promotion to Senior Lecturer.

Lecturers may request promotion to Senior Lecturer after their fourth year of service and *must* request promotion to Senior Lecturer by their eighth year of service. Equivalent experience at Clemson may be counted towards the four-year service requirement. If a Lecturer fails to request promotion to Senior Lecturer by their eighth year or is not promoted to Senior Lecturer following a request in their eighth year, they will not be reappointed after a final ninth year of service. See the Faculty Manual (Section IV.B.1) for full details of the University's Senior Lecturer promotion policy.

### **1. Criteria and Procedure for Promotion to Senior Lecturer**

Promotion to the position of Senior Lecturer is based primarily on Level I criteria, but also includes Level II criteria (see above), bearing in mind that an individual's job duties may not

encompass all the criteria listed. Level II contributions do not compensate for a deficiency in Level I criteria.

The procedure for promotion to Senior Lecturer is identical to that for reappointment to Lecturer or Senior Lecturer. However, the candidate is encouraged to provide additional information on his or her teaching activities through the Other Evidence of Teaching Effectiveness tab (Tab 14). If the candidate has performed significant research or service, they are likewise encouraged to document these activities in Tabs 15 and 16, respectively.

## **IV. Research Faculty and other Special Faculty Ranks**

Research Faculty appointments and appointments to other special faculty ranks are made on a year-to-year basis.

### **1. Criteria for Reappointment of Research Faculty and other Special Faculty Ranks**

Reappointment is based on sustained effort across specific performance criteria from Section II.B that are relevant to the nature of the candidate's appointment.

### **2. Process for Reappointment of Research Faculty and other Special Faculty Ranks**

In early August, the TPR committee chair informs reappointment candidates of the deadlines for eTPR notebook submission. These deadlines are established each summer by the Provost's office and may change from year to year. The current year's deadlines are posted on the Provost's webpage: <http://www.clemson.edu/administration/provost/deadlines.html>.

The candidate initiates a reappointment request by uploading a Letter Requesting Action to the eTPR notebook (Tab 2). The candidate then uploads all required materials and signs the completed notebook, following the procedures outlined in [https://etpr.app.clemson.edu/etpr/etprdocs/TPR\\_Guide\\_for\\_Candidates.pdf](https://etpr.app.clemson.edu/etpr/etprdocs/TPR_Guide_for_Candidates.pdf).

The candidate's notebook is made available for review by all TPR committee members through the eTPR system. The IRC conducts a review of the candidate's activities and drafts a summary recommendation that clearly supports or opposes the candidate's request for reappointment and provides justification for this decision.

The IRC presents its draft recommendation at a meeting of the full TPR committee. A vote to approve the candidate's reappointment must pass by a two thirds majority. If necessary, TPR committee members who are not present at the meeting will be asked to vote by confidential email. The TPR chair uploads and signs the final recommendation in the eTPR system. **The**

**Department Chair also renders a separate and independent recommendation.** The candidate has an opportunity to respond to each recommendation, if desired, before the notebook is forwarded to the Dean for review.

**Signature:** Robert H. Jones  
Robert H Jones (Oct 22, 2018)

**Email:** provost@clemson.edu

## **Appendix 1: Sample letter soliciting external letter of reference**

Dear Dr. XXXXX,

Thank you for agreeing to provide a letter of evaluation for Dr. XXXXX, who has requested promotion to Professor in the Department of Biological Sciences at Clemson University. We appreciate any comments you deem relevant to the review process, and we specifically ask you to address the following items:

- Length and capacity of your association with the candidate
- Quality of the candidate's scholarship
- Significance of the candidate's scholarship to their discipline
- Regional, national, and/or international stature of the candidate
- Assessment of the candidate's scholarship in comparison to that of candidates promoted to Associate/Professor at your institution

To assist with your review, I have attached an updated CV, reprints of five representative publications, a Research/Scholarship statement, a Top Achievements statement, and a copy of our departmental Tenure and Promotion Guidelines.

**We request your letter of recommendation and your own brief bio/CV by October XX, 20XX.** Your letter will become part of the candidate's tenure and promotion dossier and will be treated as confidential by the University to the extent permitted by law.

Please accept my sincere appreciation for performing this valuable service to Clemson University and Department of Biological Sciences.

You may email your evaluation letter and bio/CV to my administrative assistant at [piekb@clemson.edu](mailto:piekb@clemson.edu).

Warm regards,



Robert Cohen  
Professor and Chair  
Department of Biological Sciences  
Clemson University  
Clemson, SC 29634