

Reappointment, Tenure, Promotion and Post-tenure Review Guidelines for The Department of Genetics and Biochemistry

I. Introduction

The following guidelines are intended to supplement for faculty members of this Department the basic principles and requirements described in the current Faculty Manual and College of Agriculture, Forestry and Life Sciences (CAFLS) Tenure, Promotion, and Reappointment (TPR) Guidelines. The University faculty manual shall govern matters not treated in the guidelines. The Faculty Manual shall take precedence if it conflicts with the guidelines. While conscientious attention to all criteria for performance is expected, it is recognized that an individual may perform to varying degrees in the diverse areas, and no individual is expected to excel in all the areas. Excellence in one area may offset lesser performance in other areas. The intent of such a comprehensive list of criteria is to include most areas in which a faculty member in the Department of Genetics and Biochemistry might devote his/her efforts. This provides the necessary latitude for evaluating individuals who will differ in their goals while at the same time serving to emphasize areas of endeavor that are generally recognized as worthy of consideration.

II. General Procedures

At the beginning of each academic year, all untenured faculty and all faculty not at the rank of Professor shall be informed of their status by the Chair and asked to request in writing consideration for any personnel action for which they are eligible. The Tenure, Promotion, and Reappointment (TPR) Committee, consisting of all full-time tenured voting Regular Faculty without term limit, will meet to vote on the candidate's request. The TPR Committee Chair, in consultation with the Department Chair will ensure that meetings of the TPR Committee are scheduled so as to meet deadlines for reappointment, tenure, and promotion decisions required from year to year by the administration.

The three-person Tenure, Promotion and Reappointment Subcommittee will be chosen by the Committee Chair in consultation with the TPR Committee and the candidate. The subcommittee will thoroughly review the candidate's dossier, solicit written reviews by external evaluators, and perform any other actions to evaluate the qualifications of the candidate, following the criteria outlined below. The subcommittee will write a detailed report of the candidate's qualifications, for action by the full TPR Committee.

Following the review process, the TPR Committee will hear the report as a draft letter from the subcommittee(s) and will render a recommendation of reappointment, tenure or promotion by vote. A two-thirds majority of the TPR committee members who participated in the balloting is required to sustain a motion to reappoint, tenure or promote. For decisions on tenure, all tenured faculty in the Department may vote by secret ballot. For promotion to Associate Professor or Professor, only those tenured Regular Faculty members of equal or higher rank to that sought by the candidate are eligible to vote. If the number of eligible voting faculty should be less than

five, additional regular faculty with appropriate rank and tenure status may be recruited from other Departments, provided they are elected to the Committee by majority vote of full departmental regular faculty. The outcome of the vote and the final vote tabulation will be shared with the TPR Committee at the time the vote is taken. Proxy votes will not be allowed.

III. Reappointment of Assistant Professors and Lecturers

The Chair conducts annual performance appraisals. In addition, the TPR Committee will conduct a concurrent annual review of candidates' goals, achievements and qualifications. The candidate for reappointment as assistant professor must prepare a dossier for the TPR Committee and Department Chair as specified by the CAFLS TPR Guidelines. The candidate for reappointment as lecturer should prepare a dossier that documents goals, achievements and qualifications as they pertain to the criteria considered for promotion to Senior Lecturer. The TPR Committee and the Department Chair will provide independent evaluations. Negative or adverse evaluations must be particularly well documented.

The TPR Committee will notify the candidate annually in writing of its opinion of candidates' progress. A copy of these notices will be retained in the Department personnel file until such time as the candidate is granted tenure, or for three years after the candidate has left Clemson University. All evaluations are considered confidential and will not be released to anyone except as required by law or duly promulgated University administrative requirements.

When it is apparent that there is a substantial disagreement between the Chair and the TPR Committee on reappointment, the Chair will make the Dean aware of the disagreement. The dean will meet with the chair and with the peer committee to discuss reasons for the discrepancy. In all cases of non-reappointment, the file shall be forwarded to the Provost for final decision. The candidate is not entitled to be present at this meeting, but is entitled to be notified of any changes to his/her evaluation.

IV. Promotion from Lecturer to Senior Lecturer

After four full academic years of service, a Lecturer may apply for promotion to Senior Lecturer, but must apply no later than after eight full years of service in order to retain an appointment. The senior lecturer appointment 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.

A. Criteria for Promotion

1. Demonstration of effective teaching based on the criteria given below.
2. Development or improvement of courses and curricula in areas of specialty.
3. Conscientious participation on Department or College committees.
4. Contribution to and cooperation with Departmental and University programs
5. Demonstration of positive interactions with members of the University community, particularly as these characteristics relate to: (a) ability to work

constructively with others to achieve common goals and, (b) maintenance of high ethical standards in all aspects of the candidate's professional life.

B. Evaluation

The candidate must submit a written request to be considered for promotion to the Department Chair and TPR Committee Chair at a predetermined date during the year prior to the year in which the change in status would be effective. The candidate must not rely on the Committee to establish the candidate's suitability for advancement. The TPR Committee will appoint a subcommittee of at least three tenured regular faculty members, two of which must hold majority appointment in the Department, for gathering information required for review. The candidate for promotion must prepare a dossier for the TPR Committee and Department Chair demonstrating achievements and qualifications as they pertain to the criteria above, including a complete record of all courses taught, a statement of teaching goals and philosophy and materials representative of each course taught including a syllabus and summaries of the Clemson University Evaluation of Teaching (with departmental means, if applicable). Additional supportive materials may be supplied by the candidate or requested by the Committee. Classroom visitations may be requested by the candidate or used by the TPR Committee to provide further assessment of teaching effectiveness. The TPR Committee will evaluate the quality and impact of the candidate's professional and public service activities and participation in professional organizations.

After appraising the candidate's file and reviewing that subcommittee's report, the TPR Committee members will meet, discuss, and vote on the candidate's acceptability for advancement. A two-thirds majority is required for a valid vote. The TPR Committee will render a positive or negative recommendation. The recommendation, the candidate's file, and a narrative that will include any comments that any Committee member may wish to enter, will be submitted to the Chair. The Chair will render a separate and independent recommendation. The Chair will forward both his/her and the TPR Committee's written recommendations to the Dean of the College and to the candidate.

V. Promotion from Assistant to Associate Professor with Tenure

A. Criteria for Promotion and/or Tenure

1. Establishment of independent scholarly endeavors.
2. Submission of grant proposals outside the University and successful acquisition of external funding to support the candidate's research.
3. Publication of scholarly endeavors (beyond post-doctoral research) in peer review journals, book chapters, or other formats recognized by the scholar's community.
4. Training of graduate and undergraduate students in research and scholarship.
5. Demonstration of effective dissemination of knowledge through teaching and development (or improvement) of courses and curricula.
6. Participation in scientific or science teaching organizations, including presentation of

- scholarship at meetings.
7. Presentation of seminars or demonstrations.
 8. Conscientious participation on Department or College committees.
 9. Contribution to and cooperation with Departmental and University programs.
 10. Representation of our discipline and the University in the community, the state, and nationally.
 11. Demonstration of the candidate's positive interactions with members of the University community, particularly as these characteristics relate to: (a) ability to work constructively with others to achieve common goals and, (b) maintenance of high ethical standards in all aspects of the candidate's professional life.

B. Evaluation

The candidate must submit a written request to be considered for promotion and/or tenure and a list of external evaluators to the Department Chair and TPR Committee Chair at a predetermined date during the year prior to the year in which the change in status would be effective. The candidate must not rely on the Committee to establish the candidate's suitability for advancement. The TPR Committee will appoint a subcommittee of at least three tenured regular faculty members, two of which must hold majority appointment in the Department, for gathering information required for review. The candidate for tenure and promotion must prepare a dossier for the TPR Committee and Department Chair as specified by the CAFLS TPR Guidelines.

Letters that express the opinion of peers from the academic community outside Clemson University regarding the candidate's scholarship will be requested for evaluation. The candidate will recommend at least six evaluators as defined by the CAFLS TPR Guidelines and if desired, up to three names to be excluded as evaluators with reasons. At least 50% of the six required letters from external evaluators will be from the candidate's list. The subcommittee must send to the evaluators all information that the candidate selects. Opinions will be solicited on the quality of the scholarship, teaching, and service, and their value to the candidate's field.

The subcommittee will solicit an opinion by the external evaluators about the quality of scholarship but will specifically not request an opinion as to whether the candidate should be tenured or promoted. Scholarship evaluation is only one of the criteria to be considered in this decision; moreover differences exist between institutions, their needs, and their standards. Also the evaluators must be apprised of the confidentiality procedures in effect at the time of the review. Other sources of information for evaluation of the candidate's scholarship could include letters from faculty (or others) at Clemson who have collaborated with the candidate or who have special knowledge of the candidate's scholarship. In addition, the Chair of the Department will share the annual goals set by candidate during the completion of Form 3 with the Committee.

1. Evaluation of Scholarship

A judgment by the committee will be made on the quality of scholarship, as determined by support of research and dissemination of research results, including but not limited to record of publication, patent development, regular presentation of research findings at professional meetings, and successful acquisition of external funding to support the candidate's research.

2. Evaluation of Teaching

The TPR Committee will examine a complete record of all courses taught. A successful candidate will demonstrate clear evidence of teaching effectiveness. Specifically, each faculty member desiring tenure and/or promotion will submit a statement of teaching goals and philosophy and materials representative of each course taught including a syllabus and summaries of the Clemson University Evaluation of Teaching (with departmental means, if applicable). Additional supportive materials may be supplied by the candidate or requested by the Committee. Classroom visitations may be requested by the candidate or used by the TPR Committee to provide further assessment of teaching effectiveness.

3. Evaluation of Service

The TPR Committee will evaluate the quality and impact of the candidate's professional and public service activities. Such activities include service on Departmental, College, and University committees, on grant review panels, in manuscript review, and participation in professional organizations.

After appraising the candidate's file and reviewing that subcommittee's report, the TPR Committee members will meet, discuss, and vote on the candidate's acceptability for advancement. A two-thirds majority is required for a valid vote. The TPR Committee will render a positive or negative recommendation. The Committee's recommendation letter (a narrative that will include all comments that any Committee member may wish to enter) will be uploaded to the University eTPR system by the TPR Chair. The department Chair will render a separate and independent recommendation. The department chair and the committee shall provide each other with a copy of their recommendations once both have been completed.

VI. Promotion from Associate Professor to Professor

A. Criteria for Promotion

1. Sustained evidence of scholarship that is recognized by the scholar's peers nationally and internationally, as appropriate.
2. Continued dissemination of scholarship and research. Activities include regular and distinguished scholarly or creative publication in peer review journals, delivering invited presentations, engagement in textbook preparation, book chapter development, and publications on the methodology of science teaching.

3. Acquisition of sustained research support from external funding agencies.
4. Leadership in scientific organizations.
5. Mentorship of graduate students and/or post-doctoral fellows.
6. A continuous record of effective teaching, including continued development, presentation, and improvement of courses and curricula.
7. Conscientious participation on Department, College, or University committees.
8. Continued demonstration of the candidate's positive interactions with members of the University community, particularly as those characteristics relate to: (a) ability to work constructively with others to achieve common goals and, (b) maintenance of high ethical standards in all aspects of the candidate's professional life.
9. Overall, outstanding contributions to the university and conspicuous success in all areas of assigned responsibility in teaching, research and public service.

B. Evaluation Procedures

The candidate must submit a written request to be considered for promotion and a list of external evaluators to the Department Chair and TPR Committee Chair at a predetermined date during the year prior to the year in which the change in status would be effective. The candidate must not rely on the Committee to establish the candidate's suitability for advancement. The TPR Committee Chair will appoint a subcommittee of three faculty members at the rank of Full Professor for gathering the information required for review. The candidate for promotion must prepare a dossier for the TPR Committee and Department Chair as specified by the CAFLS TPR Guidelines.

Letters that express the opinion of peers from the academic community outside Clemson University regarding the candidate's scholarship will be requested for evaluation. The candidate will recommend at least six external evaluators as defined by the CAFLS TPR Guidelines. At least 50% of the six required letters from external evaluators will be from the candidate's list. The subcommittee must send to the evaluators all information that the candidate selects. Opinions will be solicited on the quality of the scholarship, teaching, and service, and their value to the candidate's field.

The subcommittee will solicit an opinion by the evaluator about the quality of scholarship but will specifically not request an opinion as to whether the candidate should be promoted. Scholarship evaluation is only one of the criteria to be considered in this decision; moreover differences exist between institutions, their needs, and their standards. Also the external evaluators must be apprised of the confidentiality procedures in effect at the time of the review. Other sources of information for evaluation of the candidate's scholarship could include letters from faculty (or others) at Clemson who have collaborated with the candidate or who have special knowledge of the candidate's scholarship. In addition, the Chair of the Department will share the annual goals set by candidate during the completion of Form 3 with the Committee.

1. Evaluation of Scholarship

A judgment by the TPR Committee with Professor rank will be made on the sustained

quality of scholarship, as determined by continued support of research and dissemination of research results, including but not limited to record of publication, patent development, regular presentation of research findings at professional meetings, and continued acquisition of external funding to support the candidate's research.

2. Evaluation of Teaching

The TPR Committee with Professor rank will examine a complete record of all courses taught for promotion to Professor. A successful candidate will demonstrate clear evidence of teaching effectiveness. Specifically, each faculty member desiring promotion will submit a statement of teaching goals and philosophy and materials representative of each course taught including a syllabus and summaries of the Clemson University Evaluation of Teaching (with departmental means, if applicable). Additional supportive materials may be supplied by the candidate or requested by the Committee.

3. Evaluation of Service

The TPR Committee with Professor rank will evaluate the quality and impact of the candidate's professional and public service activities. Such activities include service on Departmental, College, and University committees, on grant review panels, in manuscript review, and participation in professional organizations.

After appraising the candidate's file and reviewing that subcommittee's report, the subset of the TPR Committee with Professor rank will meet, discuss, and vote on the candidate's acceptability for advancement. A two-thirds majority is required for a valid vote. This Committee will render a positive or negative recommendation. The Committee's recommendation letter (a narrative that will include all comments that any Committee member may wish to enter) will be uploaded to the University eTPR system by the TPR Chair. The department Chair will render a separate and independent recommendation. The department chair and the committee shall provide each other with a copy of their recommendations once both have been completed.

In the event that a candidate is denied promotion, the candidate will have the opportunity of reapplying in any subsequent year. This subsequent application will be made at the candidate's discretion, when that candidate considers the reasons for denying promotion, as provided in the documentation for the decisions of the TPR Committee with Professor rank, the Department Chair and/or the Dean, have been adequately addressed.

VII. Review of Senior Lecturers

In addition to the annual review of all faculty and lecturers performed by the Department Chair, senior lecturers shall undergo a review by the TPR Committee every three years. The TPR Committee will review the ratings received on the most recent available series of three years of annual performance reviews. All senior lecturers receiving no annual performance rating of "fair," "marginal," or "unsatisfactory" in the Department Chair's annual review process receive a

review rating of “satisfactory.” These faculty members are thereby exempt from review by the TPR Committee. If however, an annual performance rating of “fair,” “marginal,” or “unsatisfactory” has been received, The TPR Committee will appoint a subcommittee of at least three tenured regular faculty members, two of which must hold majority appointment in the Department, to gather information required for review. The lecturer under review must prepare a dossier for the TPR Committee and Department Chair demonstrating achievements and qualifications as they pertain to the criteria in section III above.

The Committee will examine the role and function of each senior lecturer, as well as the strength of the overall record. Following review, the TPR Committee will vote on the ratings for the reviewed lecturer. The ratings of either *Satisfactory* or *Unsatisfactory* will be used in all stages of the review by the TPR Committee and the Chair. *Satisfactory* means the lecturer has met expectations. In order to receive a rating of satisfactory, a lecturer must meet at least the criteria described (above) for promotion to Senior Lecturer.

VIII. Post-Tenure Review

A. Purpose and Procedures

Post-tenure review (PTR) serves to evaluate rigorously a faculty member’s professional contributions. Whereas the focus of an initial tenure review tends to be on past performance, equal emphasis should be given to future development and potential contributions in the post-tenure review. All faculty members holding a tenured faculty position shall be subject to PTR except for a faculty member planning to retire by August 15th of the same academic year in which the post-tenure review would occur, providing that a binding letter of intent to retire is signed thereby waiving the PTR. The period for post-tenure review is after every five years and is coincident with the beginning of the next five-year cycle. The first five-year period begins at the time that tenure is granted. Promotion during that period does not alter the schedule for review. PTR review covering that five-year period is conducted during the fall semester of the sixth year. Whenever any faculty member is scheduled for regular review or in a period of post-tenure review remediation, a Post-Tenure Review Committee, separate from the regular Tenure, Promotion, and Reappointment Committee, will be constituted. The TPR Committee Chair, in consultation with the TPR Committee and the candidate, will appoint a subcommittee of three faculty members for gathering the information required for review. Faculty members subject to Part II of post-tenure review will be recused from participating in this committee. The Post-Tenure Review Committee will elect its own chair.

B. Part I, Post-Tenure Review

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

C. Part II, Post-Tenure Review

Part II consists of additional review by the Post-Tenure Review Committee and the Department Chair of those identified in Part I as subject to further review. All tenured faculty members receiving two or more annual performance ratings of “fair,” “marginal,” or “unsatisfactory” will be reviewed under Part II of Post-Tenure Review. In addition to the materials requested below, the faculty member under review must choose to supply the names of six referees outside the Department whom the PTR Committee could contact for references or add to the PTR committee a faculty member or professional equivalent from outside the Department nominated and elected by the TPR Committee.

The faculty member undergoing Part II of PTR must provide, at a minimum, the following documents to the PTR Committee and the Department Chair.

1. A cover letter summarizing the career achievements since last review;
2. Curriculum vitae;
3. The Department’s Tenure and Promotion Committee will examine a complete record of all courses taught for the last six years for evidence of teaching effectiveness based on criteria expected for promotion for Associate Professor (see above);
4. Evidence of scholarly activity based on the criteria expected for promotion to Associate Professor (see above);
5. A plan for continued professional growth;
6. Detailed information about the outcome of any sabbatical leave awarded during the six-year post-tenure review period, and
7. A summary of accomplishments, honors and awards for the past 6 years.

The Chair of the Department must provide the PTR Committee with copies of the faculty member’s annual performance reviews covering the preceding five years. The Committee will examine the role and function of each faculty member, as well as the strength of the overall record. If the option of letters is chosen, the PTR Committee is required to obtain a minimum of four reference letters of which at least two must come from the list of six submitted by the faculty member.

Following review, the TPR Committee will meet to hear the recommendations of the PTR subcommittee and vote on the ratings for the reviewed faculty. The ratings of either *Satisfactory* or *Unsatisfactory* will be used in all stages of the review by the PTR Committee and the Chair. *Satisfactory* means the faculty member has met expectations. In order to receive a rating of satisfactory, a faculty member must meet at least the criteria described (above) for promotion to Associate Professor. *Unsatisfactory* means serious deficiencies are evident in the faculty member’s performance of duties. Remediation, as described by the Faculty Manual, is warranted.

A *Satisfactory* rating requires a two-thirds majority vote. The PTR Committee will then provide a written report to the faculty member. The faculty member will have at least two weeks to provide a written response to the Committee. Both the Committee’s initial report and the

response of the faculty member will be given to the Dean. The Department Chair will submit an independent and written report to the faculty member and he or she will have two weeks to provide a response. The Chair's original report along with the response will be submitted to the Dean. The Dean will write his/her own report copying the faculty member, the PTR Committee, and the Chair. If both the PTR Committee and the Chair, or either the PTR Committee or the Chair, rates the candidate as satisfactory, the candidate's final rating shall be satisfactory. If both the PTR Committee and the Chair rate the candidate as unsatisfactory, the candidate's final rating shall be unsatisfactory.

D. Remediation

Individuals who receive a rating of *Unsatisfactory* must be given a period of remediation to correct deficiencies detailed in the PTR reports. If a faculty member receives an unfavorable post-tenure review, the faculty member is immediately subject to a development process as described in the "Best Practices for a Performance Review System for Faculty", as outlined in 10 (b) and 10 (c) of that document in the Faculty Manual.