



Department TPR and PTR Documents Routing Sheet
Requirements based on 2017-2018 *Faculty Manual*

In accordance with the *Faculty Manual* (Chapter II,A1c), “No Department, School, College or University policies ... may abrogate or alter the policies specified in the Manual without approval of the Faculty Senate.” Moreover, 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: Industrial Engineering

College: CECAS

Department Faculty Meeting at which the attached TPR documents were
approved on: 10/4/17

Faculty Manual Editorial Consultant

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

Department Chair *J. Smith*
Jonathan Smith (Oct 9, 2017)
 Approved Revision Required (see comments)

Dean *Anand Gramopadhye*
Anand Gramopadhye (Oct 9, 2017)
 Approved Revision Required (see comments)

Provost *Robert H. Jones*
Robert H. Jones (Nov 15, 2017)
 Approved Revision Required (see comments)

Clemson University
Department of Industrial Engineering
Guidelines, Criteria, and Procedures for Appointment, Tenure,
Promotion, and Reappointment

Article I: Appointment Procedures

Section 1: General Procedures for tenured / tenure track or lecturer appointments

When a new or replacement tenured / tenure track or lecturer faculty position has been approved, the Department Chair shall initiate a search process. The Chair will appoint an ad hoc Faculty Search Committee to prepare the advertisement, to review and screen applications, to check references, to make recommendations for on-campus interviews, to be actively involved in interviews, and to compile information and recommendations from department faculty regarding interviewees. The chair of the ad hoc Faculty Search Committee shall be responsible for advertising the position, communicating with applicants and arranging for interviews. At all stages of the search, Department faculty will have access to the credentials of each applicant. Appointment will conform to University policies governing position searches, hiring, and other personnel matters.

Section 2: Tenured / tenure track Faculty

The Department Chair shall make recommendations to the Dean from the candidates selected to interview by the Faculty Search Committee.

The Department Tenure, Promotion, and Reappointment Committee must review any consideration for an appointment in rank beyond the Assistant Professor level, appointment with tenure, or appointment with tenure probationary periods of two years or less prior to the appointment. The Tenure, Promotion, and Reappointment Committee shall render a written opinion to the Department Chair regarding the appropriate rank for appointment and tenure recommendations and this information shall be forwarded to the Dean of the College prior to appointment.

Section 3: Lecturers

Lecturers and Senior Lecturers will possess a minimum of a MS degree consistent with the normal disciplines that are associated with the Industrial Engineering Department and qualifications in the research field consistent with expectations of rank.

Following a search for a lecturer position, the search committee shall provide recommendations to the Chair. The Chair shall make appointments for these personnel actions. The appointment terms are consistent with the Faculty Manual and documented in the appointment letter.

Section 4: Other Special Rank Faculty

When any other new or replacement faculty position (other than regular faculty or lecturer) has been approved, the sponsoring faculty member shall initiate a search process. If the position is to be funded by University funds (as opposed to research grant

funds), the Department Chair shall be considered to be the sponsoring faculty member. The sponsoring faculty member will consult with the Departmental Advisory committee regarding the need for an ad hoc search committee. The sponsoring faculty member or ad hoc Faculty Search Committee will prepare the advertisement, review and screen applications, check references, make recommendations for on-campus interviews, be actively involved in interviews, and compile information and recommendations from relevant department faculty regarding interviewees. The sponsoring faculty member or chair of the ad hoc Faculty Search Committee shall be responsible for advertising the position, communicating with applicants and arranging for interviews. Appointment will conform to University policies governing position searches, hiring, and other personnel matters.

Article II: Reappointment, Promotion, and Tenure Procedures

Section 1: Review Overview for All Faculty

Each faculty member eligible for review shall be given an opportunity for review and in accordance with the Clemson University Faculty Manual. The Department uses the criteria and materials specified in this document in its review for Reappointment, Promotion, and Tenure. The University schedule for the reappointment, promotion, and tenure process deadlines will be made available at the start of each academic year.

Peer review for reappointment, promotion, and/or tenure will be conducted through the Department Tenure, Promotion, and Reappointment Committee. The Committee shall be constituted as per the Department Bylaws. The function of the Committee is to (1) serve as an advocate for the faculty candidate in reappointment, tenure, and promotion considerations, (2) determine if the candidate meets the established criteria for reappointment, tenure, or promotion consistent with the expectations, goals and vision of the Department, and (3) report the recommendation of the Committee to the Dean of the College. The Department Chair shall render a separate and independent recommendation and forward this to the Dean of the College. After the Dean of the College has received the recommendations of the TPR Committee and the Department Chair, the recommendations are shared between the parties. The Department Chair will ensure that the faculty member under review has read and understands the recommendations both of the Committee and of the Chair and certifies this by signature.

Section 2: Committee Structure

Faculty who are subject to post-tenure mediation are not eligible for service on TPR committees.

The Committee membership is intended to consist of all tenured faculty with primary appointment in IE for reappointment review, all tenured full and associate professors with primary appointment in IE for promotion to associate professor and/or granting of tenure at that rank, and all tenured full professors with primary appointment in IE for promotion to full professor and/or granting of tenure at that rank. The regular primary faculty of the

department must elect, by simple majority vote by secret ballot, the members of the TPR committees, which must have at least three members. In the case that the department does not elect enough regular faculty with primary appointments in Industrial Engineering to constitute a TPR committee, additional members shall be nominated by the Department Chair and elected by a simple majority of the regular primary members of the faculty. The Department Chair may not serve on this committee. The chair of each committee shall be appointed by the department chair from the faculty elected to each committee.

When a lecturer is being considered for reappointment or promotion to senior lecturer or a senior lecturer is being considered for reappointment, the committee will be augmented by all senior lecturers in the department serving in an advising capacity; in the case that there are none, at least one senior lecturer from an allied department shall be appointed to serve in an advisory role by the chair of the TPR committee.

In the case of other special faculty, the TPR committee may request the advice of one or more appropriately ranked faculty member(s), upon recommendation of the TPR chair.

Section 3: Request for Review and Committee Procedures for All Faculty

Each faculty member requiring or desiring consideration for reappointment, promotion and/or tenure shall offer a written request to the Department Chair by the request deadline. The Department Chair will notify the Committee Chair to initiate the formal review. The faculty member under review is obliged to deliver the supporting materials by the deadlines stated in the schedule for the appropriate review request. The Committee will evaluate the review materials and seek additional materials as needed, including external referee reviews. At the conclusion of its review, the Committee will provide a written independent recommendation to the Dean regarding the requested review. The recommendation will be based on the majority vote of the Committee. This recommendation document will bear the signatures of each Committee member.

Following a Lecturer's fourth year of service, the Chair and TPR committee shall conduct a comprehensive review of the lecturer in response to either a request for promotion or to advise the lecturer with respect to progress towards promotion to Senior Lecturer. Equivalent experience at Clemson may be considered toward the four-year service requirement at the written request of the faculty member and agreement by the TPR Committee. Annual reappointment reviews will occur for the Lecturer each year until the Lecturer is granted promotion or completes their ninth year of service. If a lecturer fails to achieve promotion to senior lecturer within eight years of service, the lecturer shall not be reappointed following a ninth year of service. Each Lecturer may only request promotion in writing.

Senior Lecturers must request reappointment in the second year of each three-year appointment.

The Committee does not evaluate the performance of tenured faculty on an annual basis. Faculty seeking promotion or early tenure must submit their request and supporting materials to the Department Chair by the appropriate published deadlines.

The Tenure, Promotion, and Reappointment Committee shall conduct its business in accordance with the following general procedures.

- 1) All members of the Tenure, Promotion, and Reappointment Committee will have access to the Portfolio and supporting materials supplied by the faculty member under review (heretofore referred to as the “Candidate”). Each Committee member will be expected to review the Candidate’s Portfolio prior to deliberations.
- 2) One member of the Committee will be selected to act as Advocate for the Candidate. The Advocate will organize information and prepare materials for Committee deliberations. The Advocate will review supporting materials to ensure these are consistent with the information in the Portfolio. The Advocate will lead discussions relative to the requested action(s). The other Committee members are expected to critique the case consistent with their evaluation of the supporting materials.
- 3) External referees are required for both tenure and regular faculty promotion actions. A qualified external referee is someone knowledgeable of the candidate’s field, has a distinguished record in a related field, and has the necessary and relevant experience to offer opinion regarding the suitability of the requested action(s).
 - a. The candidate should compile and provide to the TPR Committee a list of at least five persons from outside the University as suggested external evaluators (close former associates such as dissertation advisors are not to be included). The list must include at least three names with whom the candidate has not collaborated.
 - b. These external evaluators must be able to evaluate the quality of a faculty member’s scholarship. For each suggested evaluator, give his or her name, title, address, phone number, e-mail address, why that person should be considered an appropriate external evaluator of the faculty member's performance, and a description of the candidate's relationship to the suggested evaluator.
 - c. The Advocate will identify appropriate external referees and coordinate their contact with the Committee Chair.
 - d. The TPR Committee may solicit evaluations from any name on the list submitted by the candidate, and **must** independently solicit at least two additional external evaluations from persons not on the candidate's list.
 - e. The review for tenure and/or promotion to Associate Professor must include at least **four** external peer evaluations with at least **two** chosen from the candidate's list. The review for promotion to Professor must include at least **six** external peer evaluations with at least **three** chosen from the candidate's list.
 - f. External referees will be sent the Candidate’s curriculum vitae and samples of scholarly work. Upon request of the external reviewer and with the consent of the candidate, additional material may be provided to the external reviewer. The candidate should provide to the TPR Committee sufficient access to at

least three refereed journal articles (candidate's choice) for inclusion in the distribution to the external evaluators.

- g. In an attempt to ensure that external evaluations provide useful and consistent information, the letters from the TPR Committee to the external evaluators should address the three issues identified below.
 - External evaluators should comment first and foremost on the quality of the candidate's scholarship as evidenced by the quality and impact of their research and publications.
 - External evaluators should comment on the national and international stature of the candidate within the profession (less important for tenure and promotion to associate professor, required for promotion to full)
 - External evaluators may comment on the candidate's research and graduate advising productivity, and professional service activities, (more important for tenure and promotion to associate professor, required for promotion to full).
 - h. This letter of opinion becomes part of the Candidate's materials for review and is added to the Portfolio for administrative review. Due to confidentiality, the external referee letters are not provided to the Candidate but referees are advised that in the event of any grievance actions the Candidate may gain access to the letters.
- 4) The Advocate will carefully delineate the performance and accomplishments of the Candidate in a presentation to the Committee based on the materials provided, as well as any other relevant information. The Committee will deliberate on the materials package and request that additional materials be provided as needed to form their opinion. When such additional materials are needed, the Committee Chair will notify the Department Chair who will obtain the materials from the Candidate in an expedient manner and forward them to the Committee
 - 5) At the conclusion of deliberation of a Candidate's requested action, a vote is executed. Requests for reappointment, for tenure, and for promotion are considered as separate actions requiring a separate vote. Each Committee member shall have one vote on each action and voting is by secret ballot. The Committee Chair shall count ballots. The majority vote on each requested action will rule and will be recorded as either a "recommendation for" or "recommendation against" the requested action. The actual vote count will be discarded and will not be recorded.
 - 6) The Advocate will take the lead on preparing a letter consistent with the requested action and recommendation(s) of the Committee. The letter will highlight the accomplishments and recognition of the Candidate and provide argument in support of the recommendation. In the case of reappointment, the Committee will offer opinion as to observations, to existing strengths, and to suggested areas for improvement for the Candidate.
 - 7) The Committee will agree on the content and wording of the letter. Each Committee member will sign the recommendation letter. The letter will be sent to the Dean of the College of Engineering and Science; a copy of the letter will be sent to the Department Chair after the Chair has completed the Chair's recommendation letter.
 - 8) The Committee Chair shall act as Committee representative in any College deliberations regarding tenure and promotion decisions.

All internal documents generated by the Committee in its deliberations are considered as confidential and shall be destroyed immediately following the conclusion of its deliberations on a Candidate.

Article III: Criteria for Tenure, Promotion and Reappointment for Regular Faculty Appointments

The mission of Clemson University comprises three components: teaching, research, and public service. The primary role of the faculty of the University is to seek and communicate knowledge. Thus the work of each faculty member should be evaluated on the basis of his or her dedication to and effectiveness in scholarship, that is, the discovery, synthesis, dissemination and application of knowledge.

This article lists criteria that are used at the Departmental level review for tenure, promotion, and reappointment (TPR) of Clemson University Industrial Engineering regular faculty, and suggests types of evidence that may be used to support accomplishments under each criterion. The criteria are divided into three levels that indicate their relative importance in the review process.

Level I: Success in meeting both of the following criteria is necessary for promotion or tenure. Success in meeting only the Level I criteria may be sufficient in exceptional cases.

1. Effective teaching that demonstrates ability and commitment, as indicated by the following possible supporting evidence:
 - 1.1. Development: courses, curricula, pedagogical methods, materials.
 - 1.2. Evaluations: course evaluations, exit interviews, peer evaluations, classroom visits, alumni evaluations.
 - 1.3. Honors and awards based on teaching.
 - 1.4. Student mentoring.
2. Scholarship (refereed scholarly work is weighed much more heavily), as indicated by the following possible supporting evidence:
 - 2.1. Publications in journals.
 - 2.2. Publications in conference proceedings.
 - 2.3. Research monographs.
 - 2.4. Books and book chapters.
 - 2.5. Published curriculum materials.
 - 2.6. Patents awarded.
 - 2.7. Presentations at national and international conferences.
 - 2.8. Honors and awards based on scholarly achievement.
 - 2.9. Impact of scholarship (literature citations, keynote addresses, etc.)

Level II: Success in meeting several of the following criteria is normally necessary. Success in meeting all criteria or any subset of these criteria is not sufficient in the presence of Level I deficiencies.

1. Research direction: Master's thesis, PhD dissertation, and postdoctoral (normally expected).
 - 1.1. PhD graduates, papers authored primarily by those students.
 - 1.2. Master's graduates, papers authored primarily by those students.
 - 1.3. Current thesis and dissertation research advisees, papers authored primarily by those students.
 - 1.4. Undergraduate research students advised.
 - 1.5. Postdoctoral research students and visiting scholars advised.
2. Research funding.
 - 2.1. Funding from competitive federal, corporate, or state sources.
 - 2.2. Student support generated.
3. Interdisciplinary Collaboration
 - 3.1. Joint research contracts and grants
 - 3.2. Joint research and grant proposals
 - 3.3. Jointly taught courses
 - 3.4. Co-authored scientific and technical papers
4. Professional service activities and accomplishments (weighed more heavily after tenure has been awarded).
 - 4.1. Elected and appointed leadership positions (officer, committees, boards, etc.).
 - 4.2. Service as editor or on editorial boards of professional journals or monographs.
 - 4.3. Organization of meetings (sessions, programs, proceedings editor).
 - 4.4. Reviewer for funding agencies or for technical papers/manuscripts.
 - 4.5. Service to governmental agencies on policy issues, etc.
 - 4.6. Professional registration.
5. Service to the University and to the public and private sectors.
 - 5.1. Public and private consulting.
 - 5.2. Externally delivered courses and short courses.
 - 5.3. Technical reports and trade publications.
 - 5.4. University, College, and Departmental administration (post-tenure evaluations only)
 - 5.5. University, College, and Departmental committee service (post-tenure evaluations only)
 - 5.6. Advisor to student organizations (post-tenure evaluations only)
6. Academic advising of undergraduate and graduate students

Level III: Success in meeting the following criteria may be considered but is less important than the criteria in Levels I and II.

1. State and regional recognition.
2. Other presentations.
3. Other funding.
 - 3.1. University support.
 - 3.2. Non-competitive gifts and donations.

Article IV: Criteria for Promotion and Reappointment for Lecturer and Senior Lecturer Appointments

The primary role of lecturers is to provide instruction within the industrial engineering department. Evaluation criteria for reappointment and promotion should include, but are not limited to:

1. Effective teaching that demonstrates ability and commitment, as indicated by the following possible supporting evidence:
 - 1.1. Development: courses, curricula, pedagogical methods, materials.
 - 1.2. Evaluations: course evaluations, exit interviews, peer evaluations, classroom visits, alumni evaluations.
 - 1.3. Honors and awards based on teaching.
 - 1.4. Student mentoring as evidenced by the support and advising of graduate and/or undergraduate students
2. Departmental service as assigned by the department chair (e.g., undergraduate curriculum committee or the student scholarships, awards and honors committee).

Article V: Criteria for Promotion and Reappointment for other Special Rank Faculty Appointments

The primary role of special rank faculty is to conduct and support departmental activities consistent with their rank described in the faculty manual. Evaluation criteria for reappointment and promotion will depend on the special rank and the responsibilities assigned. In the department of industrial engineering, most special ranks will be evaluated on some combination of research, scholarship, and teaching. The specific duties and evaluation criteria should be included in the appointment letter and are subject to review by the TPR committee.

Criteria relative to research expectations may include:

1. Fulfillment of research contract obligations.
2. Additional funding (outside the University's E&G budget) obtained from federal, corporate, and/or state sources.
3. Participation in collaborative research contracts and grants.
4. Collaborative research contracts and grants initiated.
5. Publications in refereed journals and other appropriate media.

Criteria relative to teaching expectations may include:

1. Effective teaching that demonstrates ability and commitment, as indicated by the following possible supporting evidence:
 - 1.1. Development: courses, curricula, pedagogical methods, materials.
 - 1.2. Evaluations: course evaluations, exit interviews, peer evaluations, classroom visits, alumni evaluations.
 - 1.3. Honors and awards based on teaching.
 - 1.4. Student mentoring.

Other criteria may include:

1. Honors and Awards at all levels – Department, College, University, National, Professional Society.
2. Participation in technical committees of professional societies.
3. Service on research advisory boards and review panels.
4. Support and advising of graduate and undergraduate students.
5. Patents and licenses awarded.

Article VI: Evaluation of Criteria for All Faculty Positions

Reappointment to a tenure-track position will require demonstrable progress toward meeting the criteria of Article III, Levels I and II.

Promotion to Associate Professor and/or the award of tenure will require consistent and continuous success in meeting, the criteria of Article III, Levels I and II, and a reputation outside the University for scholarship. Also required will be a high likelihood of continued success in meeting the criteria of Levels I and II and the expectation of attaining national recognition and prominence for scholarship.

Promotion to Professor will require consistent and continuous success in meeting the criteria of Article III, Levels I and II and the attainment of national prominence and recognition for scholarship.

Reappointment to a lecturer position will require demonstrable progress toward meeting the criteria of Article IV.

Promotion and reappointment to a senior lecturer position will require consistent and continuous success in meeting criteria of Article IV.

Reappointment to any other entry level special rank will require demonstrable progress toward meeting the criteria of Article V.

Promotion and reappointment in a non-entry level special rank will require consistent and continuous success in meeting the criteria of Article V.

Article VII: Materials to be Submitted

Section 1: Tenure / Tenure-Track Faculty

As part of the tenure, promotion, and reappointment process, a TPR portfolio is to be compiled. Additional supporting evidence, not included in the portfolio, may be provided by the candidate for review, if needed.

In lieu of writing letters of reappointment for first year faculty, the TPR Committee, department chair, and dean complete a standard “*Review for Faculty in the First Year Form.*”

The following items are the responsibility of the Candidate to provide:

1. Letter requesting tenure, promotion, and/or reappointment.
2. Request for Faculty Personnel Action Form, and, if appropriate, Granting of Tenure Form.
3. Detailed resume in the standard College format.
4. Top achievements -- Personal summary of what the candidate considers the top achievements that are pertinent to the TPR decision (3 pages maximum). This is the opportunity for the Candidate to present their case in summary fashion.
5. Teaching.
 - 5.1. Candidate's statement on teaching including philosophy, methodology, materials developed, effectiveness, challenges, etc. (3 pages maximum).
 - 5.2. The original Student Feedback Form / Student Comments (teaching effectiveness evaluation form) including student comments submitted by all students for all courses taught during the preceding two regular semesters. Summary instructor statistics provided by the College for each course are to be included in addition to the average departmental and College statistics.
 - 5.3. Any other evidence of teaching effectiveness such as senior exit surveys, alumni surveys, in-class peer visitation reports, student letters, etc.
6. Research Activities (not addressed in the resume).
 - 6.1. Research proposal history (required for reappointment and tenure decisions).
 - 6.2. Impact of research/scholarship including literature citations (excluding self-citations), patents, awards, etc.
7. Service Activity (not addressed in the resume; may be documented in letters of recommendation from TPR Committee, department chair/director, and dean).
8. Statement of short (1 year) and long-term (5 years) goals.
9. Description of administrative duties, if appropriate.
10. List of senior national and international external referees and all external peer review letters that are to be inserted in the portfolio by the TPR Committee. (Required for tenure and promotion actions only.)
11. Any clarifying statements or additional information (supplementary to the standard resume) that a tenure, promotion, or reappointment candidate wishes to have included in the TPR portfolio (5 pages maximum). This is optional.

The following items are provided by parties other than the candidate and may require candidate action.

1. Letter of recommendation from the TPR Committee. This letter is provided by the Chair of the TPR Committee. The candidate acknowledges receipt and certifies that it has been discussed with him/her before the portfolio is transmitted to the dean. Copies of all prior year letters of recommendation from the TPR Committee should be inserted following the current year letter by the department chair.
2. Letter of recommendation from the department chair. This letter is provided by the Chair of the department. The candidate must acknowledge receipt and certify that it has been discussed with him/her before the portfolio is transmitted to the dean. Copies of all prior year letters of recommendation from the department chair should be inserted following the current year letter by the department chair.
3. Letter of recommendation from the dean. This letter is provided by the dean. The candidate must acknowledge receipt and certify that it has been discussed with him/her

before the portfolio is transmitted to the Provost. Copies of all prior year letters of recommendation from the dean should be inserted following the current year letter by the department chair.

4. Copies of Faculty Evaluation Form 3 for the last five years.
5. Spreadsheet of annual evaluation ratings for the past three years including an indication of how the candidate's evaluations compare with other faculty in that particular rank in his/her unit (completed by the department chair).
6. A copy of the original letter of offer of employment (inserted in the portfolio by the Dean's Office).
7. A copy of the signed Tenure Agreement Form (inserted in the portfolio by the Dean's Office).
8. A copy of all promotion letters, as applicable (inserted in the portfolio by the Dean's Office).
9. Copy of Department Guidelines for TPR (inserted in the portfolio by the department chair/director).

The department requires that candidates for tenure and / or promotion in regular ranks submit a subset of materials before the University deadline for the purpose of soliciting the required external evaluations. Candidates for tenure or promotion in regular ranks decisions will provide a CV, list of potential external referees and access to at least three scholarly works (see Article II, Section 2, number **Error! Reference source not found.** above). This subset will be due to the TPR chair on August 15 of the year in which tenure / promotion is being requested.

Section 2: Lecturers and Senior Lecturers

Written requests for reappointment for Lecturers and Senior Lecturers or promotion to Senior Lecturer should be accompanied by supporting documentation related to the evaluation criteria above as described:

The following items are the responsibility of the Candidate to provide:

1. Letter requesting promotion and/or reappointment.
2. Request for Faculty Personnel Action Form.
3. Detailed resume in the standard College format.
4. Top achievements -- Personal summary of what the candidate considers the top achievements that are pertinent to the Promotion / Reappointment decision (3 pages maximum).
5. Teaching.
 - 5.1. Candidate's statement on teaching including philosophy, methodology, materials developed, effectiveness, challenges, etc. (3 pages maximum).
 - 5.2. The original Student Feedback Form (teaching effectiveness evaluation form) including student comments submitted by all students for all courses taught during the preceding two regular semesters. Summary instructor statistics provided by the College for each course are to be included in addition to the average departmental and College statistics.
 - 5.3. Any other evidence of teaching effectiveness such as senior exit surveys, alumni surveys, in-class peer visitation reports, student letters, etc.

6. Research Activities (optional).
 - 6.1. Research proposal history.
 - 6.2. Impact of research/scholarship including literature citations (excluding self-citations), patents, awards, etc.
7. Service Activity.
8. Statement of short (1 year) and long-term (5 years) goals.
9. Any clarifying statements or additional information (optional and supplementary to the standard resume) that a candidate wishes to have included in the portfolio (5 pages maximum).

The following items are provided by parties other than the candidate and may require candidate action.

1. Letter of recommendation from the TPR Committee. This letter is provided by the Chair of the TPR Committee. The candidate must sign this letter acknowledging receipt and certifying that it has been discussed with him/her before the portfolio is transmitted to the dean. Copies of all prior year letters of recommendation from the TPR Committee should be inserted following the current year letter by the department chair/director.
2. Letter of recommendation from the department chair. This letter is provided by the Department Chair. The candidate must sign this letter acknowledging receipt and certifying that it has been discussed with him/her before the portfolio is transmitted to the dean. Copies of all prior year letters of recommendation from the department chair/director should be inserted following the current year letter by the department chair/director.
3. Letter of recommendation from the dean. This letter is provided by the dean. The candidate must sign this letter acknowledging receipt and certifying that it has been discussed with him/her before the portfolio is transmitted to the Provost. Copies of all prior year letters of recommendation from the dean should be inserted following the current year letter by the department chair/director.
4. Copies of Faculty Evaluation Form 3 for the last five years or since initial hire, whichever is less.
5. Spreadsheet of annual evaluation ratings for the past three years including an indication of how the candidate's evaluations compare with other faculty in that particular rank in his/her unit (completed by the department chair).
6. A copy of the original letter of offer of employment (inserted in the portfolio by the Dean's Office).
7. A copy of all promotion letters, as applicable (inserted in the portfolio by the Dean's Office).
8. Copy of Department Guidelines for TPR (inserted in the portfolio by the department chair/director).

Section 3: Other Special Faculty

Written requests for reappointment for other special faculty or promotion in other special faculty ranks should be accompanied by supporting documentation related to the evaluation criteria above as described:

The following items are the responsibility of the Candidate to provide:

1. Letter requesting promotion and/or reappointment.
2. Request for Faculty Personnel Action Form.
3. Detailed resume in the standard College format.
4. Top achievements -- Personal summary of what the candidate considers the top achievements that are pertinent to the Promotion / Reappointment decision (3 pages maximum).
5. Teaching (if appropriate)
 - 5.1. Candidate's statement on teaching including philosophy, methodology, materials developed, effectiveness, challenges, etc. (3 pages maximum).
 - 5.2. The original Student Feedback Form (teaching effectiveness evaluation form) including student comments submitted by all students for all courses taught during the preceding two regular semesters. Summary instructor statistics provided by the College for each course are to be included in addition to the average departmental and College statistics.
 - 5.3. Any other evidence of teaching effectiveness such as senior exit surveys, alumni surveys, in-class peer visitation reports, student letters, etc.
6. Research Activities (if appropriate).
 - 6.1. Research proposal history.
 - 6.2. Impact of research/scholarship including literature citations (excluding self-citations), patents, awards, etc.
7. Service Activity.
8. Statement of short (1 year) and long-term (5 years) goals.
9. Any clarifying statements or additional information (optional and supplementary to the standard resume) that a candidate wishes to have included in the portfolio (5 pages maximum).

The following items are provided by parties other than the candidate and may require candidate action.

1. Letter of recommendation from the TPR Committee. This letter is provided by the Chair of the TPR Committee. The candidate must sign this letter acknowledging receipt and certifying that it has been discussed with him/her before the portfolio is transmitted to the dean. Copies of all prior year letters of recommendation from the TPR Committee should be inserted following the current year letter by the department chair/director.
2. Letter of recommendation from the department chair. This letter is provided by the Department Chair. The candidate must sign this letter acknowledging receipt and certifying that it has been discussed with him/her before the portfolio is transmitted to the dean. Copies of all prior year letters of recommendation from the department chair/director should be inserted following the current year letter by the department chair/director.
3. Letter of recommendation from the dean. This letter is provided by the dean. The candidate must sign this letter acknowledging receipt and certifying that it has been discussed with him/her before the portfolio is transmitted to the Provost. Copies of all prior year letters of recommendation from the dean should be inserted following the current year letter by the department chair/director.

4. Copies of Faculty Evaluation Form 3 for the last five years or since initial hire, whichever is less.
5. Spreadsheet of annual evaluation ratings for the past three years including an indication of how the candidate's evaluations compare with other faculty in that particular rank in his/her unit (completed by the department chair).
6. A copy of the original letter of offer of employment (inserted in the portfolio by the Dean's Office).
7. A copy of all promotion letters, as applicable (inserted in the portfolio by the Dean's Office).
8. Copy of Department Guidelines for TPR (inserted in the portfolio by the department chair/director).

Article VIII: Completion Dates

Dates for completing each level of review in the tenure, promotion and reappointment process are determined each year by the University, the College, and each department so that adequate time is provided at each level for a thorough and complete review.

Each faculty member in a special rank except senior lecturer must request reappointment annually in writing. Requests for reappointment are due to the Chair by the same date as Reappointment files for First Year 9-month Regular Faculty. Reappointment for Senior Lecturers shall occur during the penultimate year of their current appointment.

Requests for promotion for faculty members in special ranks are due to the Chair by the same date as Promotion files for Regular Faculty.

Approved by the Faculty on October 4, 2017

- Approved by Industrial Engineering Department Chair on XXXX
- Approved by the College of Engineering, Computing and Applied Sciences Dean on XXXX
- Approved by the Provost on XXXX

Clemson University
Department of Industrial Engineering
Guidelines for Post Tenure Review

Article I: Criteria for Post Tenure Review

The faculty recognizes that Post Tenure Review differs in both intent and spirit from review for promotion, reappointment, and tenure. Those latter reviews are designed to assess the potential for consistent performance at or above a well-accepted norm, so as to provide reward and recognition accordingly. Post Tenure Review, on the other hand, is intended to ensure that a faculty member is maintaining a pattern of performance at a level acceptable for continued employment and consistent with rank and assigned duties.

Article II: Evaluation of Criteria

Post Tenure Review evaluation shall be based on the performance and activity appropriate to the current rank. In addition, consideration shall be given to achievement of individual goals established to further the Department strategic plan. The context of the review, however, must always be consistent with assigned duties and direction provided through annual evaluations during the review period. The review will be consistent with the rules and guidelines as set forth in the University Faculty Manual.

A rating of “Satisfactory” will require a consistent record of demonstrable performance that is at least acceptable for a peer in that rank.

Failure to achieve the level required for a “Satisfactory” rating will result in a rating of “Unsatisfactory.”

Article III: Procedures for Post Tenure Review

1. **Committee:** The committee shall be nominated and elected as set forth in the Department Bylaws. Upon election of its chair, the committee shall notify the Department Chair of its readiness to perform. While the committee may initiate gathering of information at any time, it may not begin the formal review process until it notifies the Department Chair.
2. **Committee Meetings:** Meetings of the committee are called at the direction of the committee chair. Committee deliberations and working documents are deemed confidential.
3. **Faculty Member Subject to Review:** Annually the Department Chair shall inform the Faculty of the Department of the members subject to Post Tenure Review in the coming academic year, in accordance with the guidelines in the Faculty Manual.

4. External representation: In the event that the faculty member subject to review undergoes Part II of PTR, the external member of the committee will provide external representation. The IE department does not require external letters for those faculty members subject to Part II PTR.
5. The procedures pertaining to Documents for Review, Committee Reports, Department Chair Action and Report, Report Reconciliation, Faculty Rights and Remediation are delineated in the University Faculty Manual. Other policies, Procedures, Criteria, Guidelines, including all actions and deliberations shall be consistent with University, College, and Department policies and procedures. This includes the review deadlines established by the University and/or College, and Department criteria for faculty performance.

Approved by the Faculty on October 4, 2017

- Approved by Industrial Engineering Department Chair on XXXX
- Approved by the College of Engineering, Computing and Applied Sciences Dean on XXXX
- Approved by the Provost on XXXX

Requirements for DEPARTMENTAL TPR and PTR DOCUMENTS – 2017-2018 *Faculty Manual*

Department: Industrial Engineering

Date

10/4/2017

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

Updated October 4, 2017.

This list may be useful to ensure departmental TPR and PTR documents conform with the *Faculty Manual*. Items 16-21 in the Departmental Bylaws previously were inadvertently assigned to the PTR document, though the *Faculty Manual* requires them in the Bylaws.

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, D1c, iii	X		
3 Criteria for promotion to Professor	Ch III, D1c, iv	X		
4 Procedures and standards for promotion of clinical faculty	Ch III, E2i, iii(2)	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		

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

8	• Procedures the TPR Committee must follow	Ch IV, D1b	X		
9	• Procedures for electing the TPR Committee	Ch IV, D1b	X		
10	• Voting rights on a committee making tenure recommendations are limited to tenured regular faculty	Ch IV, D1e, i	X		
11	• 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		
12	• 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		
13	• The Committee must have a minimum of three departmental members, if possible	Ch IV, D1e, iii	X		
14	• 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, D1e, iv(1)	X		
15	• 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, D1e, v	X		

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

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