

Revision Adopted April 25, 2011

Revised to reflect Name Change August 2014

Revised to reflect Committee Changes September 2014

Revised to reflect Committee Changes October 2014

**CONSTITUTION AND BYLAWS**  
**MATERIALS SCIENCE AND ENGINEERING**  
**COLLEGE OF ENGINEERING AND SCIENCE, CLEMSON UNIVERSITY**

**Article I**

**Membership**

Regular Faculty membership shall be accorded all persons holding a full-time tenured or tenure-track faculty position in the Department of Materials Science and Engineering (MSE). Research Faculty as defined in the Faculty Manual (Part III Section E), in the Department of Materials Science and Engineering, are accorded limited membership on the MSE faculty. Special voting and committee membership privileges for Research Faculty are assigned in these bylaws. Other limited membership includes the special ranks of adjunct, joint appointment, research associate assistant/associate professor, visiting and teaching faculty (Instructor/Lecturer) under the guidelines defined in the Faculty Manual. Where not defined and discussed in the Faculty Manual, privileges and rights of special faculty will be defined by the in these bylaws. Emeritus status will be accorded to a faculty member in good standing upon his or her retirement. Responsibilities and privileges of emeritus faculty will be granted as described in the Faculty Manual (Part III Section H). The term “faculty” or “member” used herein implies reference to those of this who are entitled to membership, either regular or limited as appropriate. Voting and membership privileges not specifically accorded in these bylaws shall be deemed reserved to Regular Faculty as defined here-in. Furthermore, if ambiguity in rights and/or responsibility is claimed or identified, the default interpretation will be the Regular Faculty.

**Article II**

**Special Faculty Ranks and Appointments**

Appointments to special faculty ranks include visiting, adjunct, and part-time positions as well as the special ranks of lecturer and post doctoral research fellow in MSE. Special and jointly appointed faculty ranks are members of MSE. However, special appointments do not carry voting privileges but may participate in faculty meetings and all of events by invitation.

Adjunct faculty appointment is usually initiated by an MSE faculty member who requests the appointment with clear rationale and benefits to the MSE program. The qualification is reviewed by TPR committee and recommends its acceptance to the Chair and the Dean of the College.

### **I. Joint faculty appointments**

MSE may adopt and utilize faculty expertise that is beyond the scope of its discipline or field through existing faculty in another or department of the University. New faculty members may be hired under such arrangement. The appointment of individuals to the faculty of two or more departments concurrently might be made in connection with interdisciplinary or inter-professional teaching and research programs involving several departments. A teaching assignment outside a faculty member's primary department or can be made without requiring a joint appointment. Joint appointments may be either formal or courtesy appointments.

#### **I-1.**

For both formal and courtesy appointments, the appointment documents shall state clearly: the primary department and/or in which tenure is held; where primary responsibility rests for the individual's professional development, salary increases, promotion, research and teaching assignments; and the extent of responsibility, if any, of the other departments in which he or she holds an appointment in regard to these same matters. *The fundamental feature that must be insured between MSE and a department or contemplating joint appointments is a reciprocal relationship.* At a minimum, MSE and the primary department of the individual requesting joint status should allow: (1) that joint appointments should be allowed & encouraged in the applicant's primary department with faculty members from MSE; (2) that the applicant chair a MSE graduate student's research committee and that any MSE faculty member be able to chair a graduate student's research committee from the applicant's primary department; and (3) all publications stemming from the applicant's research credit equally both MSE and the applicant's primary department.

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For formal appointments, the teaching assignments should be coordinated, and possibilities for cross-listed courses should be discussed. Service expectations should be clearly delineated and coordinated. A jointly appointed individual participates in each of the faculties in which he or she will have an appointment. Participation may involve teaching, research, attendance at faculty meetings, acceptance of administrative assignments, and other such functions. When a sharing of salary is involved, however, the extent of duties in each or department must be clearly agreed upon in writing by all parties. Ideally, the faculty member will have a substantive role in the scholarly activities and organizational responsibilities of MSE. A jointly appointed faculty member's overall effort and access to resources should be comparable, in total, to faculty who hold appointments in only one or college. In such case the faculty member involved must have the primary appointment in MSE which is the "administrative home." The *administrative home* will take the lead responsibility on personnel issues, central human resources reporting, appointment, promotions, and coordination of annual performance review, conflict resolution, and changes in employment. Everyone involved should know which or college is serving as the *administrative home*. If a faculty member with a joint appointment wants to change the amount of time allocated to each of the units in which he or she holds an appointment, the faculty member should discuss these plans with all the relevant units with which he or she is affiliated.

Formal joint appointees in MSE shall be granted a vote on all issues that may come before the faculty, if they exhibit significant service to MSE in the scholarly activities and organizational responsibilities of MSE at the time the vote is taken. Significant service is defined as (1) teaching the majority of contact hours in one or more academic courses within MSE, and/or (2) service on the advisory committee of one of more MSE graduate students, and/or (3) performing sponsored research where MSE receives at least 51% of the overhead return available at the departmental level. The MSE faculty may from time-to-time grant voting privileges to formal joint appointees by majority action for other significant service.

The Regular Faculty Members, per Article I of the By Laws, will determine by majority vote if formal joint appointees meet the criteria for significant service, thereby qualifying for voting

privileges and prior to any votes at regularly scheduled or special faculty meetings. Such determination of qualification for voting privileges may be accomplished at the initial faculty meeting of a semester, or it may be accomplished from time to time at the discretion of the Regular Faculty.

## **II. Tenure, Promotion and Reappointment**

### **II-1 Tenure**

Tenure may only be held in MSE when MSE is the primary appointment. Tenure line(s) shall be specified for where the faculty member may hold tenure and at what fraction. The department or having secondary interest in the individual shall be consulted on pertinent details of the original appointment. If the secondary department or provides a portion of the salary, the distribution of salary, time, and teaching responsibilities between the departments must be determined at the time of the initial hire and any subsequent changes to that distribution must be agreed upon by both departments. The secondary department or must be consulted on salary recommendations. The memorandum of understanding shall specify the agreement reached by the appointing units and the faculty member with reference to the location of the faculty member's involvement in the faculty governance structure of the units, the college and the university. A person on joint appointment shall in no way be disenfranchised from the governance system because of the nature of his or her appointment.

### **II-2 Expectations and annual reviews**

General expectations for reappointment, tenure, and promotion must be agreed upon by the appointing units and communicated to the faculty member in the memorandum of understanding at the time of appointment. The ways in which tenure and promotion reviews will be conducted and the role appointing units will play in the evaluation process must also be specified in the memorandum of understanding. The department chair(s) and/or center administrator(s) shall maintain regular communication with each other regarding the faculty member's performance in their units. Each unit will provide a written annual evaluation of the progress toward tenure, with

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special attention given to the written three-year review of candidates on a seven-year track. In these cases, the emphasis must be upon the extent of the faculty member's excellence in meeting the expectations for tenure and promotion specified in university and college TPR guidelines. These expectations must not exceed the overall requirements for faculty members not on joint appointment.

If there is disagreement among appointing units on recommending tenure for a faculty member on joint appointment, the unit(s) recommending tenure may petition the relevant college(s) to fund fully the position as either a tenured position within the recommending department(s) or as an appointment within a recommending center. Resources permitting, tenure may be awarded in the recommending department. In the event the joint appointment is between an interdisciplinary or research center and a department (or departments), and there is no departmental recommendation for tenure, the interdisciplinary or research center may offer the individual an alternative form of appointment without tenure. Normally, a faculty member's rank is the same in all departments and titles for appointments in centers should be commensurate with the appropriate academic rank.

### II-3 Promotion

When a faculty member is promoted in MSE, the department or providing the secondary appointment should be notified so that consideration for the promotion in the secondary appointment can be made concurrently. When this is not feasible, the secondary rank should not be higher than the one in the primary department or where tenure is held. The secondary unit should give the same scrutiny and apply the same standards for its secondary appointments as it would in making a primary appointment. Any unit in which a faculty member holds a secondary appointment should participate in some way in all stages of each review process for tenure or promotion. Although the level of participation may vary depending on the circumstances, some involvement by the unit in which the faculty member holds a secondary appointment is strongly recommended. Well in advance of any promotion or tenure review of the faculty member, MSE

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should contact the or college in which the faculty member holds a secondary appointment to ensure that they can be represented in an adequate, timely, and consistent way in the review process. Any or college in which a faculty member holds a secondary appointment should have full access to all relevant review materials that other departments or colleges have collected, including external letters and reports from promotion committees.

#### II-4 Annual Evaluation

For formal and courtesy joint appointments, the memorandum of understanding accompanying the offer letter shall clearly specify how each unit is to provide the other(s) with an evaluation that will be incorporated into the overall yearly evaluation and the extent to which the faculty member's productivity will be evaluated differently from that of others in the department because of the specific nature of the joint appointment. There should be a clear and mutually agreeable determination of how and by whom the units' individual evaluations will be combined and how and by whom yearly increment ratings will be determined.

The evaluation procedures of MSE should acknowledge the faculty member's multiple academic commitments and should take his or her interdisciplinary work into account. To the extent possible, all departments or colleges participating in the appointment should define the standards and criteria that each of them will use to assess the quality of the faculty member's scholarship or creative activity and teaching. These standards and criteria should take into account the unique features of interdisciplinary collaborative activity and the differences between or among the units where the faculty member holds appointments. Wherever feasible, the departments or colleges participating in the review of the faculty member should streamline the requirements of the faculty member. For example, one or college may agree to accept the form the faculty member's other or college uses in annual reviews.

### **III. Reconsideration and Appeal of Personnel Decisions**

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The faculty member may obtain a reconsideration of a personnel decision by the administrative home department making that decision according to the reconsideration provisions in the faculty manual. In conformity with the faculty manual, an appeal of a personnel decision may be taken to the level above the level at which the decision was made. The deans' offices should identify the steps the faculty member should follow if the faculty member experiences concerns about the terms of the joint academic appointment and/or the actions of the departments or colleges involved. In general, it is recommended that an individual faculty member's concerns be expressed at the level of the program or department, involving the or college (presumably an associate dean) only if the department's efforts to resolve the difficulty prove to be unsatisfactory. If problems persist, the associate deans in the relevant departments/colleges should undertake to resolve them. If a department or college has concerns about a faculty member's performance or conduct, the administrator most knowledgeable about the concern should handle the difficulty. Each dean's office has a responsibility to notify the faculty member's other or college of disciplinary action toward the jointly appointed faculty member.

Research Faculty appointed in MSE may vote on all issues that may come before the faculty with the exception of amendments to the bylaws, for confirming recommendations of search and screening committees, matters pertaining to the curriculum, or for approval of candidates for graduation.

#### **IV. Termination and Alteration**

Joint appointments should be terminated if their former appropriateness has been lost. Changing interest on the part of the individual, changing need in a department or in an interdisciplinary program, the gain or loss of a research contract, or other factors may reduce the significance of a joint appointment. No joint appointment may be made for longer than three full academic years. At least six months before the end of the appointment, the dean of a college or the department chair where a secondary appointment is held will initiate a reappointment action. If none is forthcoming, the joint appointment automatically lapses at the end of the appointment. If a

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recommendation for reappointment is made, all deans or department chairs and the faculty member involved shall be consulted before the joint appointment is renewed.

### **Article III**

#### **Procedures By Which The Faculty Will Operate**

A. Notice of general meetings of the faculty that concern curriculum, policy and procedure issues will be given at least two full weeks in advance of the meeting. Meetings for dissemination of information or other communication matters may be called at the discretion of the Chair. Notification of upcoming meetings will be sent by e-mail and placed on the MSE website for public disclosure. The Chair or his/her designee shall preside at all general meetings of the faculty. A quorum for a general meeting will consist of greater than 50% of all eligible Regular Faculty members.

B. Any faculty member may request a meeting of the faculty as a whole during the academic year by presenting to the Chair a written request for such a meeting in the form of a petition signed by one-third of the faculty. The request shall include the reason for the meeting. Upon receipt of the request, the Chair must schedule the meeting within two weeks, excluding university holidays.

C. Except where specifically amended by the bylaws, Robert's Rules of Order will prevail.

D. All votes at faculty meetings or in committees will be taken in accordance with Robert's Rules of Order. A simple majority vote of the faculty present is sufficient to impose use of a secret ballot for that meeting. Secret voting may be suspended and show of hands voting may be reinstated by motion and simple majority vote. Written proxies (taken to include email) may be submitted, but do not obviate the quorum requirements. All matters and issues, with the exception of those specified otherwise in these bylaws will be resolved by a simple majority vote. The Chair will vote only in the event of a tie vote, and then only at his/her discretion. An unresolved tie vote is considered as tabled.

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E. Research Faculty may vote on all issues that may come before the faculty with the exception of amendments to the bylaws, for confirming recommendations of search and screening committees, matters pertaining to the curriculum, or for approval of candidates for graduation. Special Faculty in the MSE may not vote but are expected to serve in an advisory role to faculty and within committees of the MSE as appropriate.

F. Amendments to the bylaws require two-thirds vote of the members of the Regular Faculty. Vote may be by written proxy. Notice of amendments will be published and distributed with the notice of the meeting.

### **Article III**

#### **Standing Committees**

The faculty will meet at least once during the final four weeks of each academic year for the purpose of committee elections. Other items may be considered at this meeting, in accordance with the notification proviso of Article II Paragraph A. Faculty members will be limited to service on no more than three standing committees within the at any given time, and serve as chair of only one. Furthermore, the chair of any standing committee shall be tenure/tenure track Associate Professor or Full Professor faculty member. All committee meetings are open, with the exception of those dealing with personnel or privacy issues, and the committee chair will ensure that notifications of meetings are publicized in accordance with Article II, paragraph A. A quorum for each committee will be over 50% of the regular members (excluding ex-officio members). No committee may conduct business without a quorum. Each standing committee will have an administrative staff member assigned to it. Duties of the committee's administrative support staff will include recording meeting minutes and scheduling of meetings and coordinating documentation at the request of the committee chair. The standing committees in MSE are Undergraduate Curriculum and Standards (UGCS committee), Graduate Curriculum and Standards (GCS committee), Scholarship and Awards (SA committee), Tenure, Promotion, Reappointment (TPR committee), and Space and Resource (SR committee). The Chair has the

authority to establish ad-hoc committees as deemed necessary. Committee service will begin on May 15 of the calendar year, and run through the completion of the following academic year.

**A. Undergraduate Curriculum and Standards Committee (UGCS)**

1. Composition and meetings: The Committee shall be elected and consist of four members of the Regular Faculty. The Committee shall in turn elect from its members a chairperson. The UGCS chair represents MSE on the College of Engineering and Science (CoES) Curriculum Committee (CC) and will serve as ex officio member (with voice but no vote) in the GCS committee (see below). The meeting agenda will be provided to the faculty two working days prior to the meeting. The faculty may review the Committee decisions. The faculty may vote to postpone presentation of MSE UGCS committee materials to the CoES CC via simple petition by one-third of the regular faculty to the chairperson of the MSE UGCS, with copy to the Chair. The receipt of this petition by the Chair will constitute a request for a meeting of the faculty to consider the MSE UGCS material(s) in question per Article II, Paragraph B.

2. Duties:

a. The committee shall provide assessment of achievement of undergraduate students, define curriculum and it shall perform functions relative to assessment as required by ABET or other accrediting organizations. The committee shall publish an annual assessment report in a time frame specified by an accrediting organization or alternatively by the Chair of the Department.

b. The committee shall have the responsibility for evaluating all proposals pertaining to new or revised undergraduate academic requirements, courses, and curricula within the Department. Decisions of the UGCS Committee shall be made by a simple majority vote of those members in attendance. The Committee decisions shall be promulgated to the faculty via publication of minutes of its proceedings, with email distribution to the faculty, prior to the CoES CC meeting at which the items considered are to be presented.

## **B. Graduate Curriculum and Standards Committee (GCS)**

1. Composition and meetings: The Committee shall be elected and consist of four members of the regular faculty. The Committee shall in turn elect from its members a chair who will serve as ex officio member (with voice but no vote) in the UGCS committee. GSC shall meet regularly and an agenda will be provided by the GSC chair to both the GSC members and also copied to the Departmental faculty two working days prior to each meeting. Changes to the required curriculum of graduate students will be formally presented to and reviewed by the Department faculty. The Departmental faculty may petition to postpone presentation of MS&E GCS committee items to the CoES CC. This can be done by a simple petition by one-third of the regular faculty that is presented to both the chairperson of the MS&E GCS with the Department Chair copied. The receipt of this petition by the Department Chair will constitute a request for a meeting of the faculty to consider the MSE CC material(s) in question per Article III, Paragraph B.

### 2. Duties:

a. The committee shall review applications for graduate studies in the Department of Materials Science and it shall recommend to the Chair all students for matriculation.

b. The committee is responsible for administering the comprehensive examinations in accordance with the Graduate Manual.

c. The committee shall administer and present to the faculty the performance appraisals of the enrolled graduate students (TA's) once each semester, with a summary at the final faculty meeting of each academic year.

d. The committee shall have the responsibility for evaluating all proposals pertaining to new or revised graduate academic requirements, courses, and curricula within the Department. Decisions of the Curriculum Committee shall be made by a simple majority vote of those in attendance. The committee's decisions shall be presented to the Department faculty for approval either at a Departmental meeting or can be approved by an online vote.

Approval of the Departmental faculty must occur prior to presenting items/changes at a CoES CC meeting.”

The GCS chairperson will deliver to the UGCS committee chairperson all new graduate curriculum material for submission to the College of Engineering and Science Curriculum Committee in a timely manner.

### **C. Scholarships and Awards Committee (SA)**

1. Composition: The committee will be elected and consist of three faculty members. The committee shall elect from its membership a chair who shall call and conduct all meetings of the committee and will be the representative on the College of Engineering and Science Scholarship and Awards Committee.

2. Duties: The committee will identify candidates for university, college and awards and scholarships (for faculty, students and staff) and encourage faculty participation in the nomination process and in Honors and Awards Day. Additionally, the committee will work with the Chair to recommend suitable candidates for professional society awards and fellowships and other honors external to the Department.

### **D. TPR Committee (TPR)**

1. Composition and meetings: The committee will consist of all regular faculty members bearing the rank of Full Professor as a committee of the whole. In accordance with the Faculty Manual, the TPR committee shall elect from its membership a chair who shall call and conduct all meetings of the TPR committee and coordinate activities to perform committee duties. Any person under consideration for action by the committee will be excused from all discussion related to his/her action and any other discussion relevant to the action. An alternate chair shall be elected from its membership to serve in place of the chair in the event that the chair is unable to perform his/her committee duties. Research faculty may not serve on the TPR committee; however, the TPR committee may solicit input from

research faculty and other non-regular faculty members. The chair and the alternate chair will normally serve for a one-year term.

2. Duties:

- a. The TPR committee shall perform duties as specified by the Faculty Manual and the Bylaws of the CoES as appropriate for tenure, promotion and sabbatical leave. The TPR committee may, at its option, include the results of any votes by the committee in any reports of its actions with respect to tenure, promotion, and sabbatical leave.
- b. The TPR committee will review and evaluate rank and tenure status for Search and Screen candidates within MSE and faculty associated with institutes and centers affiliated with the who seek full or joint faculty status within MSE.
- c. The committee will evaluate and recommend responses (to the Chair) for joint appointment and adjunct appointment requests made to MSE.
- d. The committee will perform any other assigned duties regarding evaluation of academic credentials of individuals holding faculty ranks within the Department.
- e. The committee will be responsible for Mentoring new faculty.

**E. Space and Resource Committee (SR)**

1. Composition: The Space and Resource Committee shall be elected and consist of a minimum of three members of the Faculty. Technical staff members will also be included in committee discussions. The faculty members will be elected at the final meeting of the faculty in the spring semester of each year, one of whom shall be elected chair by the committee. The safety and/or security officer (faculty) of MSE will also be on the committee. Faculty members shall serve rotating three-year terms (one new faculty member on each year).

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2. Meetings: The committee will at a minimum meet bi-annually, during the first week of September. The Chair may call additional meetings of the committee as warranted.

3. Duties: The Space and Resource Committee will consider issues directly affecting the operations within the Department's space as allocated by CoES, including safety, allotment of space to faculty and graduate students, long-range space utilization issues, and undergraduate and graduate program equipment usage, including upgrading and acquisition consideration. The committee will function as a forum for conflict resolution as regards space and facilities utilization within the Department. The committee will also collect ideas for new equipment, along with supporting documentation, from the faculty. The committee will define standards and present them at orientation of new students (August and January) and faculty. The committee will work with Environmental Health and Safety (EHS) to carry out bi-annual training of all research staff and students. The committee will obtain signed liability documents from new students and research staff as defined in the EHS guidelines.

4. Actions: The decisions of the committee shall be implemented upon approval by the Chair. The committee shall publish minutes of its proceedings together with actions of the Chair, with distribution to the faculty in a timely fashion.

#### **F. Chair's Advisory Committee**

1. Description: As MSE continues to grow in number of faculty, students, and mission-related activities, there are increasing demands placed on the Chair. The purpose of the Chair's Advisory Committee is to help alleviate these demands by prioritizing needs, resource allocations, and actions and other activities that affect the general affairs of the Department.
2. Composition: The chairs of all standing committees shall constitute the Chair's Advisory Committee.
3. Meetings: The committee will meet quarterly.
4. Duties: The committee will set priorities and activities to be carried out by the Chair and the Department's standing and ad hoc committees.
5. Reporting: Following each quarterly meeting, the Chair's Advisory Committee will provide the faculty a report highlighting the Department's activities, resources, and actionable items (with assignments). The Chair will report back prior to the next quarterly meeting of the status of actionable items. The Chair's Advisory Committee will provide the Dean of the College of Engineering and Science an annual review of the Chair for consideration in the Chair's review.

#### **G. Post-Tenure Review Committee**

Whenever any SMS&E faculty member is scheduled for regular post-tenure review or in a period of post-tenure review remediation, a post-tenure review committee, separate from the regular Tenure, Promotion, Reappointment (TPR) Committee will be constituted. Only tenured regular faculty members are eligible for election to the post-tenure review committee. The committee must have a minimum of three members. The post-tenure review committee will elect its own chair.

#### Article IV

##### Incidental Committees and Representation

###### **A. Search and Screen (S&S) Committee for Regular Faculty Members**

1. Composition: This committee is composed of members of the regular faculty elected at a meeting of the MSE faculty called in accordance with Article II; paragraph A, in response to the availability of a regular faculty position. The S&S committee comprises a minimum of three members. Research and special faculty may not serve on the S&S committee; however, the S&S committee may solicit input from them.

2. Duties:

a. The S&S committee will be responsible for preparation of the faculty position announcement in accordance with faculty decisions based on the Strategic Plan, and for arranging the search process. The S&S committee will ensure compliance with affirmative action guidelines and will work in concert with the Office of Access and Equity.

b. The S&S committee will be responsible for selecting the list of potential candidates for presentation to the faculty for approval and for arranging interview visits for candidates.

c. The S&S committee will compile a list of final candidates for submission as recommendations to the faculty at a meeting for discussion. The Regular Faculty will vote approval by simple majority vote. Upon approval by the Regular Faculty, this list, with comments, will be forwarded to the Chair. The Chair will submit the list to the Dean, with his/her comments attached to the S&S Committee report.

###### **B. Search and Screen (S&S) Committee for Research and Special Faculty**

1. Research Faculty

An individual may be nominated for a Research Faculty position through a Regular Faculty member. The faculty member submits the nomination first to the Chair. Upon confirmation of availability of funding, the nomination matter is taken up directly by the TPR committee,

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which assesses qualifications and recommends appointment and rank to the Chair. When an open search for a Research Faculty position is warranted, then the S&S committee will function as described in subsections 2. a - c above.

## 2. Special Faculty

If warranted or requested, the TPR committee will assess the qualifications and recommend to the Chair appointment of persons to the Special Faculty ranks noted in Article I.

### **C. Selection of other University representatives**

The faculty, as appropriate, will elect representatives to the various and sundry College and University bodies, as, for example, the Library Representative.

## Article V

### Guidelines for Tenure and Promotion in the Department of Materials Science and Engineering

These Guidelines are intended to supplement the guidelines for Tenure, Promotion, Reappointment Committee provided by the College of Engineering and Science (CoES) and the Clemson University Faculty Manual. In case of a conflict between these Guidelines and the CoES Guidelines or the Faculty Manual, the CoES Guidelines or the Faculty Manual will prevail.

These Guidelines pertain to the tenure and promotion of regular faculty only.

#### 1. Initiation of Personnel Actions:

CoES Guidelines mandate that all personnel actions for tenure/promotion/TPR Committee review originate from the faculty member. Typically, a calendar of due dates for submissions of personnel action requests is published by the Dean's Office shortly after the start of the Fall semester. Each request for tenure/promotion/TPR Committee review is accompanied by a loose-leaf notebook from the faculty member. The notebook with tabs for insertion of sections is made

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by the Dean's Office; the notebook is available from the Office of the Department of Materials Science and Engineering. The faculty member is responsible for placing the appropriate materials into each section with the exception of such documents as copies of the faculty member's hire agreement and previous personnel actions. These documents are added to the notebook by the MSE Office.

## 2. Faculty Notebook:

The loose-leaf notebook sections are an evolving statement of the faculty member's career at Clemson. It is anticipated that the content of many of the sections will change each year as the faculty member's teaching philosophy evolves, his scholarly output is published, and his/her graduate students receive their degrees. It is recommended that a new faculty member set up documents as templates for the various sections so that additions require minimal effort.

Templates for CVs in the CoES format are available.

## 3. Performance Expectations:

Frequently the question of expectations of faculty performance is asked by new faculty members: what is the expectation for research funding, PhD students graduated undergraduate courses? There is no absolute answer; the process is designed to be flexible and to recognize the unique contributions of the individual faculty. An approximate guideline however would be to examine the annual reports of faculty productivity by current Clemson MSE faculty, the Clemson peer institutions, and the Top 20 US MSE departments (since Clemson University's stated goal is to become a Top 20 public institution). A copy of these data are available from the MSE Office.

It should be recognized that research funding, publications and PhD students graduated are linked together. Without the research funding, it is difficult to find students to work on projects; without students, it is difficult to produce the work that leads to scholarly publications.

## 4. Research Opportunities:

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CoES sends notices about federal funding opportunities daily to interested faculty. In addition, Clemson University subscribes to InfoEd; each faculty member can set up his SMART sets for daily notification of funding opportunities. Colleagues in the college are another source of information about funding opportunities, particularly non-federal ones. Frequently proposals require multi-disciplinary efforts; teaming is strongly encouraged. CoES supports (through the College's Pre-Award office) the submission of research proposals through a College staff which will edit proposals for grammar and syntax. The College does not have a technical content editor.

#### 5. Mentors:

The TPR Committee will select a mentor for all Faculty below the rank of Full Professor (with or without tenure). The selection of the mentor will be based principally on over-lap of scholarly expertise, and aims to provide support in the areas related to both research and teaching. The mentor will meet with the mentee at least quarterly and will guide the faculty member through the promotion and tenure process. These activities include providing advice on teaching, sponsored research activity, advising students, and professional development. Specific topics for mentoring include: syllabus development, course content, approaches to effective teaching, setting up a laboratory, recruiting students, proposal writing, contacts with funding agencies, and participation in national meetings and on national committees. The mentor will provide the TPR committee a brief quarterly report on activities under-taken and where further efforts are needed. The TPR committee will provide the Chair with an annual assessment of the mentors for their FAS reporting.