



Department TPR and PTR Documents Routing Sheet
Requirements based on 2019-2020 Faculty Manual

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

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

Department: _____

College: _____

Department Faculty Meeting at which the attached TPR documents were approved:

Empty checkbox

Faculty Manual Editorial Consultant

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

Comments are attached immediately following this cover sheet.

Department Chair

Approved

Revision Required (see comments)

Handwritten signature: Scott M. Dutkiewicz

Date _____

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Dean

Approved

Revision Required (see comments)

Handwritten signature: [Signature]

Date _____

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Provost

Approved

Revision Required (see comments)

Handwritten signature: Robert J. Jones

Date _____

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Requirements for DEPARTMENTAL TPR and PTR DOCUMENTS – 2019-2020 *Faculty Manual*

Department: Libraries

Date

7/17/2020

NOTE: The TPR document must be approved by the regular departmental faculty, department chair, college dean, and Provost (Chapter V, D1d).This list may be useful to ensure departmental TPR and PTR documents conform with the *Faculty Manual*. Updated 8/12/2019.

Compliance

NOTE: Principal lecturers must be incorporated into department TPR documents by August 1, 2021

	Requirement	Reference	Yes	No	N/A
0	Consistent otherwise with the <i>Faculty Manual</i> and internally and with departmental bylaws	Ch III, A1c	X		
1	The TPR document is distinct from departmental bylaws	Ch V, D1c	X		
2	Criteria for tenure	Ch V, D1b	X		
3	Process for tenure	Ch V, D1b	X		
4	Consistent with the requirement that tenure applications, once submitted, cannot be withdrawn (New in 2018-2019 <i>Faculty Manual</i>)	Ch V, C3	X		
5	Qualifications (criteria) for reappointment	Ch V, D1c			
5a	* assistant and untenured associate professor	Ch V, D1b	X		
5b	* research faculty	Ch IV, B2e & B2b, i(3)			X
5c	* extension faculty	Ch IV, B2e & B2b, ii(4)			X
5d	* clinical faculty	Ch IV, B2e			X
5e	* lecturer	Ch IV, B2e; Ch V, C2b, i	X		
5f	* senior lecturer	Ch IV, B2e; Ch V, C2c	X		
5g	* principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B2e; Ch V, C2d		*	
5h	* Professor of Practice	Ch IV, B2e			X
6	Processes for reappointment (annual except as noted below)	Ch V, D1c			
6a	* assistant and untenured associate professor	Ch V, D1b	X		
6b	* research faculty	Ch IV, B2e			X
6c	* extension faculty	Ch IV, B2e			X
6d	* clinical faculty	Ch IV, B2e			X
6e	* lecturer	Ch IV, B2e; Ch V, C2b, i	X		
6e, i	* including feedback from senior and principal lecturers	Ch V, D1g		*	
6f	* senior lecturer	Ch IV, B2e; Ch V, C2c	X		
6f, i	* including feedback from senior and principal lecturers	Ch V, D1g		*	
6f, ii	* at least every three years and in penultimate year	Ch V, C2c, i	*		
6g	* principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B2e; Ch V, C2d		*	
6g, i	* including feedback from principal lecturers	Ch V, D1g		*	
6g, ii	* at least every five years and in penultimate year	Ch V, C2d, i		*	
6h	* Professor of Practice	Ch IV, B2e			X
7	Qualifications (criteria) for promotion	Ch V, C4a, i			
7a	* to associate professor	Ch IV, B1f, iii	X		
7b	* to full professor	Ch IV, B1f, iv	X		
7c	* research faculty ranks	Ch IV, B1e			X
7d	* extension faculty ranks	Ch IV, B1e			X
7e	* clinical faculty ranks	Ch IV, B1e			X
7f	* to senior lecturer	Ch IV, B1e & B2i, iv(3),(b)	X		
7g	* to principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B1e & B2i, iv(4),(b)		*	
8	Processes for promotion	Ch V, D1c			
8a	* to associate professor	Ch V, D1c	X		
8b	* to full professor	Ch V, D1c	X		
8c	* research faculty ranks	Ch V, D1c			X
8d	* extension faculty ranks	Ch V, D1c			X
8e	* clinical faculty ranks	Ch V, D1c			X
8f	* to senior lecturer	Ch IV, B2i, iv(3),(b)	X		
8f, i	* including feedback from senior and principal lecturers	Ch V, D1g		*	
8g	* to principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B2i, iv(4),(b)		*	
8g, i	* including feedback from principal lecturers	Ch V, D1g		*	
Procedures and committee structure of departmental TPR committees, adhering to <i>Faculty Manual</i> requirements to include at least the following:					
9	• Procedures the TPR Committee must follow	Ch V, D1c	X		
10	• The composition of the TPR committee shall be defined in the TPR document (change from 2018-2019; this committee need not be elected)	Ch V, D1e, i	X		
11	• The TPR committee's members shall not be appointed by the department chair (new in 2019-2020)	Ch V, D1e, i	X		

12	• Voting rights on a committee making tenure recommendations are limited to tenured regular faculty	Ch V, D1e, ii	X		
13	• 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 V, D1e, ii	X		
14	• 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 V, D1e, iii	X		
15	• The Committee must have a minimum of three departmental members, and a mechanism to elect additional members from outside the unit if not possible that is consistent with Ch V, D2a, ii	Ch V, D1e, iv	X		
16	• Departmental procedures for peer evaluation shall be in writing in the TPR document and shall be available to the faculty, the chair, the dean, and the Provost	Ch V, D1f, i	X		
Guidelines providing details of the PTR process adhering to <i>Faculty Manual</i> requirements to include at least the following:					
17	Post tenure review criteria and processes are documented in the TPR document	Ch V, G3a	X		
18	• Specific guidelines	Ch V, G3a	X		
19	• Specification of ONE option for external representation	Ch V, G6a	X		
19a	• Process for <i>selecting</i> an external PTR member if this is part of the Post-tenure review process	Ch V, G6a, ii	X		
19b	• If external letters are required for post-tenure review, there must be at least four letters, two from list of six submitted by faculty member	Ch V, G6e	X		
20	• Procedures for creating the Post-Tenure Review Committee (need not be separate from the TPR Committee; need not be elected)	Ch V, G4a	X		
21	• Only tenured faculty may serve on the PTR Committee	Ch V, G4b	X		
22	• The PTR Committee shall have a minimum of three members	Ch V, G4c	X		
23	• Faculty members in Part II of PTR are not eligible to serve on the PTR committee	Ch V, G4d	X		
24	• The PTR Committee shall elect its own chair	Ch V, G4e	X		

Comments

Note: Principal Lecturers have not yet been included.

6f, ii "Every special rank faculty member shall be reviewed for reappointment each year. " is included in section 6.A. This conforms to the Faculty Manual but is more review for reappointment than is required.



***Guidelines for Appointment, Reappointment,
Tenure, and Promotion of Library Faculty***

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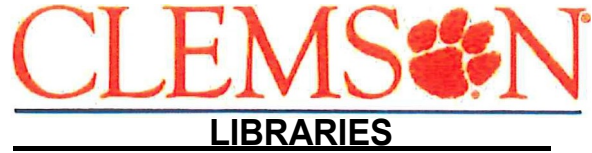
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Guidelines for Appointment, Reappointment, Tenure, and Promotion of Library Faculty

1. Introduction

The Clemson University Libraries faculty *Guidelines* document is intended to assist library faculty who are preparing for appointment, reappointment, tenure, promotion, and post-tenure review in accordance with the Clemson University *Faculty Manual*. All appointment, reappointment, tenure, promotion, and post-tenure review decisions are subject to the policies and procedures described in the University *Faculty Manual*. These guidelines provide additional information, policy, and procedure relevant to the distinct nature of the library and The Library faculty. Although there should be no conflict between these guidelines and the *Faculty Manual*, it should be understood that the *Manual* contains the official statement of University policy. The Library Faculty Senate delegation is responsible for annual review of the Guidelines to ensure compliance, with the *Faculty Manual*,

Changes to the *Libraries Guidelines* will not apply to any member of the library faculty who is within three reappointment years of the tenure decision unless the candidate agrees in writing to the changes.

For the purposes of this document, a library faculty member possesses an American Library Association (ALA)-accredited graduate degree in librarianship (or a foreign equivalent as determined by ALA-recommended procedures) or a relevant, accredited graduate degree in another scholarly field. Only full-time regular faculty are eligible for tenure. The Dean of Libraries shall be referred to hereinafter as Dean, and the Library Chair shall be referred to as Chair.

2. Library Faculty Review Committees

2. A. Reappointment Committee

The Reappointment Committee [RC] will advise the Chair or Dean, as appropriate, on all reappointments. It shall be composed of three tenured regular library faculty members, plus an alternate, and one untenured regular library faculty member to serve in a non-voting advisory capacity. The terms of office shall be three years for the tenured members of the RC, on a rotating basis, and one year for the alternate and for the untenured member. The alternate shall be the immediate past

member of the RC and shall serve when a member of the Committee must be absent for a specific review.

Committee members shall be elected by a secret ballot in the spring of each year with service beginning immediately thereafter. Committee members shall not succeed themselves but may be elected to serve any number of times. A member becomes chair for a year in the second year of service on the Committee.

2. B. Tenure and/or Promotion to Associate Committee

The Tenure and Promotion to Associate Committee [TPAC] will advise the Library Chair or Dean, as appropriate, on all appointments at, and tenure and promotion to, the rank of Associate decisions. The TPAC shall consist of three tenured regular faculty members of the Library faculty, plus an alternate, all at the rank of Associate Librarian or higher. The terms of office shall be three years for the elected members of the TPAC, on a rotating basis, and one year for the alternate. The alternate shall be the immediate past member of the TPAC. An alternate serves when one of the TPAC members must be absent for a specific review. Committee members shall be elected by a secret ballot in the spring of each year with service beginning immediately thereafter. Committee members shall not succeed themselves but may be elected to serve any number of times. A member becomes chair for a year in the second year of service on the Committee.

2. C. Promotion to Librarian Committee

The Promotion to Librarian Committee [PLC] will advise the Library Chair or Dean, as appropriate, on all appointments at and promotions to the rank of Librarian. The PLC will consist of three tenured regular faculty members of the Library faculty, plus an alternate, all at the rank of Librarian. The terms of office shall be three years on a rotating basis: The alternate shall be the immediate past member of the PLC and shall serve when a member of the Committee must be absent for a specific review.

Committee members shall be elected by a secret ballot in the spring of each year with service beginning immediately thereafter. Committee members shall not succeed themselves but may be elected to serve any number of times. A member becomes chair for a year in the second year of service on the Committee.

2. D. Post-Tenure Review Committee

The Post-Tenure Review Committee [PTRC] shall consist of three tenured regular faculty members of the Library faculty, plus an alternate, excluding the Dean and the Chair. Faculty members in Part II of post-tenure review are not eligible to serve. An external Committee member shall be added if a faculty member under review chooses that option for Part II. The terms of service shall be three years for the internal members with the immediate past member of the PTRC serving one year as the alternate. The alternate shall serve when a member of the Committee is being considered for post-tenure review or when a member must be absent for a specific review.

Internal members of the PTRC shall be elected by a secret ballot in the spring of each year with service beginning immediately thereafter. The(se) member(s) shall be elected on a rotating basis and shall not succeed themselves. The PTR committee will elect its own chair.

2. E. Promotion to Senior Lecturer Committee

The Promotion to Senior Lecturer Committee [PSLC] will advise the Library Chair or Dean, as appropriate, on all promotion to Senior Lecturer decisions. The PSLC shall consist of three Senior Lecturers and Regular Faculty members of the Library faculty with any rank, plus an alternate. The PSCL shall be elected by the Library faculty, either in person or electronically, via secret ballot within 10 business days of the Library Chair announcing the names of candidates up for promotion to Senior Lecturer. The Committee shall select its own chair.

2. F. Committee Members from Outside the Library Faculty

If there are not enough regular library faculty members of eligible rank on a library faculty review committee, the library faculty will elect regular faculty members of equivalent rank from other university departments. External members, if required, will serve for a specific review.

3. General Criteria

3. A. Librarianship

Clemson University Libraries faculty are an essential part of the academic community, teaching in both formal and informal settings and presenting information to students, faculty, staff, and the public at large in a systematic and organized fashion through the selection, curation, provision, and creation of resources. They are partners and collaborators with other academic faculty in promoting intellectual freedom and critical thinking, creating new knowledge, and fulfilling the mission of a land-grant university. Librarianship is demonstrated by the performance of one's professional responsibilities. Librarianship is a diverse, applied, experimental, and cooperative discipline, and professional effectiveness is evidenced through a wide range of library services.

Professional effectiveness is the cornerstone in the evaluation of faculty for appointment, reappointment, tenure, and promotion. Excellent librarianship should include, but is not limited to, the following:

- High level of performance, working independently with initiative and creativity. Demonstrated skill in performing one's assigned responsibilities. This includes effective judgment and decision-making, quality of completed work assignments, and the demonstrated ability to set and accomplish appropriate performance goals
- Evidence of general knowledge of the profession, including trends, issues, new ideas, and technological changes affecting librarianship. This may include a demonstrated effectiveness in applying one's expertise to bibliographic techniques; developing timely access to research-level information resources; offering user-centered library services to support research and teaching in order to meet the needs of the university community

- Engaging in professional development activities such as enrollment in, and completion of, continuing education courses and professional certification programs in order to stay relevant in the profession's rapidly changing environment
- Regular development of products, completion of projects, or changes in process that have a demonstrable impact.
- Promotion of collaboration and demonstrated ability to work cooperatively and collegially at all levels: interdepartmental, interdivisional, institutional, and interagency
- Initiative and creativity in improving service to users or in developing programs

3. B. Research, Scholarship, and Creative Activities

Research and creative work further the profession of librarianship and enhance the effectiveness of the librarian. Moreover, the librarian's research and creative activities demonstrate the capacity for independent thought and originality while encouraging innovation in the execution of his or her professional responsibilities. To excel, one must demonstrate a focused program of high-quality research and creative accomplishments, consistent with his or her professional responsibilities and the Libraries' mission and goals, but beyond those called forth by routine daily assignments. The quality of this research program will not be determined by the quantity of outputs and no single type of creative work is to be considered inherently more significant than any other. Quality is to be determined through an inclusive evaluation of the librarian's research program.

Research, scholarship, and creative accomplishments may take, but are not limited to, the following forms:

- Grant applications and research awards
- Authored, refereed, or edited scholarly works
- Significant refereed contributions to monographs
- Published conference proceedings
- Significant professional presentations
- Published professional reports
- Poster presentations
- Significant web-based resources
- Book and media reviews of scholarly sources
- Scholarly bibliographies and indexes
- Software programs
- Scholarly exhibits

3. C. Service

As a member of the University and the profession, a librarian is expected to attend appropriate campus functions, maintain memberships in relevant professional organizations, and attend professional meetings or conferences. To merit distinction, one must actively participate and demonstrate leadership in a range of professional responsibilities beyond the requirements of a given position. Total service to the institution, profession, or community will be determined by the depth and breadth of experience and progressively increased responsibility. Since the ability to represent Clemson University and the Libraries conscientiously is expected, any noteworthy provision of services to the community that draw upon a faculty member's profession or academic specialty will also be examined.

Service may take, but is not limited to, the following forms:

- holding an elected or appointed office in the Libraries, at the University, or in a professional organization
- serving on or chairing a Libraries, University, or professional committee or task force not mandated by job description or duties
- serving on a scholarly or professional journal's editorial board
- serving as a referee for a professional publication or scholarly journal
- serving as moderator of an electronic bulletin board or Web site manager for an external professional organization
- planning, organizing, or conducting professional seminars, workshops, conferences, or programs
- writing reports of organizational activities as service publications, such as meeting minutes, task force reports, annual committee reports
- program participation as a facilitator, moderator, or recorder
- volunteer consulting in a professional capacity
- serving on a thesis or dissertation committee
- reviewing grant proposals
- serving as an external reviewer for faculty promotion and tenure at other institutions
- participating in University or Library initiatives not mandated by job description or duties

4. Appointment, Reappointment, Tenure, Promotion, and Post-Tenure Review Process

4. A. Appointment

It is the prerogative of the Library faculty to exercise shared governance in the selection of new faculty members in accordance with the University's *Faculty Manual*. The process relies upon the inclusion and responsible participation of all regular faculty.

The appropriate terminal degree for academic librarians is an American Library Association (ALA)-accredited graduate degree in librarianship (or a foreign equivalent as determined by ALA-recommended procedures) or a relevant, accredited graduate degree in another scholarly field. Such a degree shall be required of all those who are appointed as librarians.

Appointees to the regular library faculty must meet the requirements of the rank to which appointed and must show promise of meeting the requirements for tenure. Letters of reference, transcripts, and the record of previous work experience will be considered indicators of the individual's potential.

Candidates for appointment to the regular library faculty shall be recruited and evaluated by a search and screening committee composed of members of the regular faculty and appointed by the Library Advisory Committee. In some cases, a library staff member or lecturer will be designated as a member of the search committee. Searches shall be conducted in accordance with the policies and procedures outlined in the *Faculty Manual*.

The selection of faculty for special appointments to meet temporary or short-notice needs requires that the Chair have greater discretionary authority. However, it is incumbent upon the Chair to solicit responses from the faculty and to utilize the procedures for the appointment of regular faculty whenever feasible.

Library faculty will be appointed to ranks as described below.

Ranks

Assistant Librarian: This is the initial rank of appointment for tenure track faculty. Library faculty at this rank should have demonstrated academic excellence and the potential for advancement to higher ranks.

Associate Librarian: Library faculty at this rank must have demonstrated advanced professional expertise and knowledge and must have taken the initiative in developing or advancing new programs, services, processes, or policies. The faculty members must have excelled in Librarianship, have excelled in Research, Scholarship, and Creative Activities, and made substantial contributions in Service.

Librarian: Library faculty at this rank must have continued to excel in Librarianship. The rank of Librarian is reserved for faculty members who excelled in Research, Scholarship, and Creative Activities and merited distinction in Service. Regional or national recognition should reflect their superior achievements and leadership.

Special Ranks: The Libraries will appoint the following special faculty ranks: Lecturer, Temporary Lecturer and Senior Lecturer. The Library will not hire any other special ranks.

The Dean and Library Chair shall endorse the appointment of lecturers. A lecturer need not hold a terminal degree but will demonstrate particular expertise clearly needed by the Libraries. Lecturers hold a non-tenurable position, renewable annually. All lecturers shall be evaluated annually by the Chair and their supervising Unit Head using the university's faculty activity system and also by the Reappointment Committee to provide feedback regarding progress towards promotion to senior lecturer. Promotion to senior lecturers is contingent on evidence of accomplishment in areas beyond librarianship. Following a lecturer's fourth year of service, the Libraries shall conduct a comprehensive review, either as a matter of course or as a response to the lecturer's request for promotion to senior lecturer. If a lecturer has not requested such a promotion during the eighth year or has been denied such a promotion to senior lecturer, the lecturer shall not be reappointed after the ninth year.

The Dean and Library Chair shall also endorse the appointment of temporary lecturers. Temporary lecturers shall be evaluated annually by the Chair and their supervising Unit Head using the faculty activity system for the term of their appointment but are not reviewed by the Reappointment Committee.

4. B. Administrative Appointments

Administrative appointments shall be conducted in accordance with the *Faculty Manual*.

5. General Procedures for Reappointment, Tenure, Promotion, and Post-Tenure Review of Regular Faculty

The following procedures are followed for all reappointment, tenure, promotion, and post-tenure reviews of regular faculty. Additional procedures applying to a review will be found under the procedures section for that review. All personnel matters are confidential and a matter of trust.

In accordance with the Provost's calendar and in consultation with the Dean, the Chair shall provide written notice to the committees and to the library faculty of the dates recommendations are due.

The Chair shall notify the committees of faculty up for review. The committees shall give written notice to all faculty being reviewed and shall specify dates for documentation to be submitted.

Each candidate shall submit to the appropriate committee a dossier that will include any information the individual faculty member feels will help present the best possible case for reappointment, tenure, promotion or part II post-tenure review. The appropriate committee shall inform the library faculty when one of their peers is being reviewed and shall make appropriate documentation from the candidate available. The committees may solicit other information as required to carry out their functions.

The appropriate committee reviews each case in accordance with departmental procedures and policies, and renders a written recommendation. The committee shall submit its recommendation, with justification and all documentation, to the Chair. The Chair does not participate in the

deliberations of the committee, but may, upon request of the committee, serve as a resource for the committee. In addition, the committee may, upon the request of the Chair, serve as a resource for the Chair. The Chair and the committee issue separate recommendations, free from coercion and interference from any parties. The Chair and the committee shall view a copy of each other's recommendation once both have been completed. Prior to reviewing the committee's recommendation, the Chair shall render a separate and independent recommendation. The Chair shall ensure that the affected faculty member is promptly informed as to the results of and rationale for both recommendations.

Both recommendations are made available to the Dean along with the supporting evaluations, all documentation, and the candidate's dossier. The faculty member may elect to include a letter of response in the materials forwarded to the Dean, if there is a discrepancy in the rationale for retention, tenure, or promotion between a faculty member's peer committee and that of the Chair, the Dean will meet with the Chair and with the peer committee to discuss reasons for the discrepancy.

In the event that the Chair is being reviewed, the recommendation is sent directly to the Dean. In the event that the Dean is being reviewed, the recommendation is sent directly to the Provost.

The committee shall provide a written report to the faculty member and to the Dean. The Chair shall submit a separate, independent recommendation to the Dean and shall provide a copy to the faculty member.

The Dean shall review the recommendations by the committee(s) and the Chair and make a separate recommendation. The Dean shall forward the recommendations to the Provost, as outlined in the *Faculty Manual*, and the faculty member may elect to include a letter of response in the materials forwarded to the Provost. If the Dean's recommendation differs from those of the appropriate committee and/ or the Chair, the differences shall be discussed with them prior to informing the candidate.

5. A. Reappointment

Every non-tenured, regular faculty member shall be reviewed for reappointment each year. Every tenure-track faculty member must show progress toward meeting all requirements for tenure. While rates of improvement will vary with levels of experience, an increasing level of competence will be expected each year.

5. A. 1. *Dossier*

Each candidate for reappointment shall upload the materials specified by the university's electronic reappointment/tenure/promotion system into that system. It is the Reappointment Committee's [RC] responsibility to ascertain what documentation is necessary and communicate that to the candidate.

5. A. 2. *Specific Procedures*

The Dean shall notify non-tenured faculty members of the terms and conditions of the renewal according to the timetable established by the Provost to comply with the *Faculty Manual*.

As indicated in the *Faculty Manual*, "Regardless of the stated term or other provisions of any regular appointment, written notice that a non-tenured appointment is NOT to be renewed shall be given to the faculty member in advance of the expiration of the appointment, according to the following schedule: 1) not less than three months in advance of the appointment's expiration if the faculty member is in the first year of service; 2) not less than six months in advance if in the second year of service; 3) at least twelve months before the expiration of an appointment after two or more years of service."

5. B. **Tenure and/ or Promotion to Associate Librarian**

All tenure-track faculty in their penultimate year of tenure-track service, including any tenure-track credit, must be considered for tenure. Faculty with the rank of Assistant Librarian or higher are eligible for tenure.

Tenure constitutes more than recognition of past professional experience and accomplishments. The granting of tenure indicates strong potential for continued growth at Clemson and in the library profession. To be granted tenure, other than at initial appointment, library faculty must have proven professional effectiveness while a member of the Clemson University Libraries faculty, regardless of rank, both by excelling in Librarianship and by developing or advancing new programs, services, processes, or policies. In addition, they must have excelled in Research, Scholarship, and Creative Activities and have made substantial contributions in Service. Faculty members may include in the dossiers any information they feel supports the application, regardless of when or, where it occurred.

A tenure application, once submitted, may not be withdrawn. For information on issues such as early tenure and notice of tenure denial, see the *Faculty Manual*.

5. B. 1. *Dossier*

Each candidate for tenure and/or promotion to Associate shall upload the materials specified by the university's electronic reappointment/tenure/promotion system into that system except external reviewer lists and letters. It is the Tenure and/or Promotion to Associate Committee's [TPAC] responsibility to ascertain what documentation is necessary and communicate that to the candidate. The candidate should submit to the TPAC the names and contact information for three (3) external peers; the TPAC will add the names and contact information for three (3) additional external peers and upload the list into the university's RTP system.

Samples of such works as copies of publications and presentations may be included, along with other documents the faculty member deems relevant to the review. Sample dossiers and the standard format for resumes are available from the Chair.

5. B. 2. *Specific Procedures*

The TPAC is responsible for obtaining for each candidate a minimum of four (4) letters from peers external to the Clemson Libraries, at least two of which must come from the list of names submitted by the candidate. No more than 50% of the external peers can be from Clemson University. External evaluators should be asked to review scholarship and service only. These letters shall become part of the dossier.

5. C. **Promotion to Librarian**

While there may occasionally be exceptions, it is typically expected that a library faculty member will serve at least five full years at the rank of Associate Librarian before applying for promotion to Librarian.

Faculty at this rank must have continued to excel in Librarianship. The rank of Librarian is reserved for faculty members who excelled in Research, Scholarship, and Creative Activities and merited distinction in Service. Regional or national recognition should reflect their superior achievements and leadership. Only those faculty members who have discharged their responsibilities with distinction and demonstrated continued growth in their other professional activities while employed by the Libraries will be promoted. Promotion will be based solely on activities performed while an employee of the Libraries and is not automatic. Primary consideration shall be given to accomplishments since appointment/promotion. Any associate librarian may submit a written request or nomination for a promotion review to the Chair at any time.

5. C. 1. *Dossier*

Each candidate for promotion to Librarian shall upload the materials specified by the university's electronic reappointment/tenure/promotion system into that system except external reviewer lists and letters. It is the Promotion to Librarian Committee's [PLC] responsibility to ascertain what documentation is necessary and communicate that to the candidate. The candidate should submit to the PLC the names and contact information for three (3) external peers; the PLC will add the names and contact information for three (3) additional external peers and upload the list into the university's RTP system. There should be a minimum of four (4) letters from external peers, at least two (2) of which must come from the list of names submitted by the candidate.

Samples of works such as copies of publications and presentations may be included, along with other documents the faculty member deems relevant to the review. Sample dossiers and the standard format for resumes are available from the Chair.

5. C. 2. *Specific Procedures*

The Chair shall call for nominations for promotion. Nominations may originate with the individual or with any other faculty member with the written approval of the nominee. The nomination should be submitted by memorandum to the Chair or the Dean, as appropriate, who will ask the PLC to begin the review.

The PLC is responsible for obtaining for each candidate a minimum of four (4) letters from peers external to the Clemson Libraries, at least two of which must come from the list of names submitted by the candidate. No more than 50% of the external peers can be from Clemson University. External evaluators should be asked to review scholarship and service only. These letters shall become part of the dossier.

After a review by the Chair or Dean, a candidate being considered for promotion may withdraw from further consideration.

5. D. **Post-Tenure Review**

All tenured faculty members except those in university administrative positions or whose retirement is imminent shall be reviewed every five years. Academic administrators will undergo a separate periodic review as outlined in the *Faculty Manual*. Tenured faculty Who have submitted a binding letter of intent to retire on or before August 15 of the academic year for which their PTR is scheduled may be exempted from the PTR process.

For information on exclusions of time periods from the review period (ex. sick leave, sabbatical leave, leave without pay, birth/adoption), please consult the *Faculty Manual*.

5. D. 1. **Specific Procedures**

a. **Part I Post-Tenure Review.** According to the University timeline, the Chair will forward to the Post-Tenure Review Committee [PTRC] the names of faculty members scheduled for post-tenure review along with their five past annual review ratings. The PTRC will review the ratings received on the most recent available series of five years of annual performance reviews, as specified in the *Faculty Manual*. All tenured faculty members receiving no more than one (of five) annual performance ratings of less than "good" in part I of the post-tenure review process receive a post-tenure review rating of "Satisfactory." The PTRC will report their findings to the faculty member, the Chair, and the Dean, who forwards the "Satisfactory" review to the Provost. These faculty members are exempt from part II post-tenure review.

b. **Part II Post-Tenure Review.** Upon receiving the written notice of review, the faculty members under review shall have one week to respond in writing to the PTRC stating under which system they wish to be evaluated. The choices are to: a) solicit letters from external peers, as established in the tenure and promotion guidelines, or b) have an external representative serve on their PTRC. Whichever choice is made, the written response must also include the name(s) and contact information of (the) external peer(s) appropriate to the choice made.

(1) Dossier

Each person undergoing Part II post-tenure review shall submit to the Committee a dossier including the following:

- detailed resume according to the standard format
- statement of progress covering the period since the most recent peer review
- plan for continued professional growth
- summary sheet of accomplishments for the period since the most recent peer review
- detailed information on the outcomes of any sabbatical leave awarded since the last peer review
- copy of the faculty activity system goals for the years under review

Samples of works such as copies of publications may be included, along with other documents the faculty member deems relevant to the review. Sample dossiers and the format for resumes are available from the Chair.

The Chair shall provide to the PTRC the faculty member's annual performance reviews for the five years under consideration. These performance evaluations shall become part of the documentation.

(2) Specific Procedures --Option A --External Review Letters

The faculty member shall submit to the PTRC the names, addresses and telephone numbers of six (6) external peers. The PTRC shall obtain at least four (4) letters for each faculty member under review, at least two (2) of which must come from the list of names submitted by the candidate and two (2) from peers identified by the review committee. External in this case may be either external to the Libraries or external to the institution, depending upon each situation. The letters should address the role and function of the faculty member as appropriate from the reviewer's perspective. These letters shall become part of the documentation.

(3) Specific Procedures --Option B--External Representation on the PTRC

A faculty member from outside the PTRC, nominated and elected according to the *Bylaws of the Faculty of the Clemson University Libraries*, will be added to the Committee.

The external committee member will serve as a full member of the PTRC for that individual, evaluating the faculty member's documentation in its entirety, If the external committee member is external to Clemson University, the Libraries shall bear the costs of bringing this committee member to campus.

(4) Further Part II Post-Tenure Procedures

Although the focus of post-tenure review is on the performance of the individual since his/her last tenure, promotion or post-tenure review, the overall contributions of the individual faculty member to Clemson University should not be neglected. These contributions shall be judged in accordance with the criteria established for tenure.

Upon completing its evaluation, the PTRC shall provide a written report to the faculty

member. The faculty member shall have two weeks to provide a written response to the PTRC. The PTRC's initial report, the faculty member's response (if any), and any addendum as appropriate (which must also be given to the faculty member) shall be given to the Dean along with the dossier and all documentation.

The Chair shall make an independent review and shall provide the faculty member with a written report. The Chair may have access to the faculty member's dossier and documentation from the PTRC, but not the PTRC's recommendation, since the Chair's review is to be independent. The faculty member shall have two weeks to provide a written response to the Chair. The Chair's initial report, the faculty member's response, and any further report from the Chair (which must also be given to the faculty member) will be given to the Dean.

The Dean shall review the reports, dossier, and documentation and shall write a report, providing a copy to the faculty member, the PTRC, and the Chair. If both the PTRC and the Chair, or either the PTRC or the Chair, rates the candidate as "Satisfactory," the candidate's final rating shall be "Satisfactory." If both the PTRC and the Chair rate the candidate as "Unsatisfactory," the candidate's final rating shall be "Unsatisfactory."

If the candidate's rating is "Satisfactory," the Dean will forward that information to the Provost in summary form without appending any candidate materials. If the candidate's final rating is "Unsatisfactory," the Dean will forward all materials to the Provost.

5. D. 2. *Outcomes*

The following rating system shall be used:

1. Satisfactory: The faculty members in this category are performing adequately for continuation at Clemson University. There is neither correction nor reward, other than continued employment attached with this rating.
2. Unsatisfactory: The faculty members in this category are not performing adequately according to Clemson University's expectations and must go through a remediation period.

In cases involving a rating of "Unsatisfactory," the burden of proving unsatisfactory performance is on the University. To receive an "Unsatisfactory" as the final rating, both the PTRC and the Chair must so recommend.

5. D. 3. *Remediation*

Individuals who receive a rating of "Unsatisfactory" must be given a period of remediation to correct deficiencies detailed in the PTRC reports. The Chair, in consultation with the PTRC and the faculty member, will provide a list of specific goals and measurable outcomes the faculty member should achieve in each of the next three calendar years following the date of formal notification of the "Unsatisfactory" outcome. The university will provide reasonable resources (as identified in the PTRC reports and as approved by the Chair and the Dean) to meet the deficiencies. The Chair will meet at least twice annually with the faculty member to review

progress. The faculty member will be reviewed each year by the PTRC and the Chair, both of whom shall supply written evaluations. At the end of the three-year period, another post-tenure review will be conducted. If the outcome is again "Unsatisfactory," the faculty member will be subject to dismissal for unsatisfactory performance. If the review is "Satisfactory," then the normal five-year annual performance review cycle will resume.

5. D. 4. *Dismissal*

If after the subsequent post-tenure review, dismissal for unsatisfactory professional performance is recommended, the case will be subject to the rules and regulations for dismissal outlined in the *Faculty Manual*.

6. General Procedures for Reappointment and Promotion of Special Faculty Ranks

The following procedures are followed for all reappointment and promotion reviews of special faculty ranks. Additional procedures applying to a review will be found under the procedures section for that review. All personnel matters are confidential and a matter of trust.

In accordance with the Provost's calendar and in consultation with the Dean, the Chair shall provide written notice to the committees and to the library faculty of the dates recommendations are due.

The Chair shall notify the committees of faculty up for review. The committees shall give written notice to all faculty being reviewed and shall specify dates for documentation to be submitted.

Each candidate shall submit to the appropriate committee a dossier that will include any information the individual faculty member feels will help present the best possible case for reappointment and promotion. The appropriate committee shall inform the library faculty when one of their peers is being reviewed and shall make appropriate documentation from the candidate available. The committees may solicit other information as required to carry out their functions.

The appropriate committee reviews each case in accordance with departmental procedures and policies and renders a written recommendation. The committee shall submit its recommendation, with justification and all documentation, to the Chair. The Chair does not participate in the deliberations of the committee, but may, upon request of the committee, serve as a resource for the committee. In addition, the committee may, upon the request of the Chair, serve as a resource for the Chair. The Chair and the committee issue separate recommendations, free from coercion and interference from any parties. The Chair and the committee shall view a copy of each other's recommendation once both have been completed. Prior to reviewing the committee's recommendation, the Chair shall render a separate and independent recommendation. The Chair shall ensure that the affected faculty member is promptly informed as to the results of and rationale for both recommendations.

Both recommendations are made available to the Dean along with the supporting evaluations, all documentation, and the candidate's dossier. The faculty member may elect to include a letter of

response in the materials forwarded to the Dean, if there is a discrepancy in the rationale for retention or promotion between a faculty member's peer committee and that of the Chair, the Dean will meet with the Chair and with the peer committee to discuss reasons for the discrepancy.

The committee shall provide a written report to the faculty member and to the Dean. The Chair shall submit a separate, independent recommendation to the Dean and shall provide a copy to the faculty member.

The Dean shall review the recommendations by the committee and the Chair and make a separate recommendation. The Dean shall forward the recommendations to the Provost, as outlined in the *Faculty Manual*, and the faculty member may elect to include a letter of response in the materials forwarded to the Provost. If the Dean's recommendation differs from those of the peer committee and/ or the Chair, the differences shall be discussed with them prior to informing the candidate.

After a review by the Chair or Dean, a candidate being considered for promotion may not withdraw from further consideration.

6.A. Reappointment

Every special rank faculty member shall be reviewed for reappointment each year. While rates of improvement will vary with levels of experience, an increasing level of competence will be expected each year.

6. A. 1. Dossier

Every candidate for reappointment shall upload the materials specified by the university's electronic reappointment/promotion system into that system. It is the Reappointment Committee's responsibility to ascertain what documentation is necessary and communicate that to the candidate.

6.A.2. Specific Procedures

The Dean shall notify special rank faculty member of the terms and conditions of the renewal according to the timetable established by the Provost to comply with the *Faculty Manual*.

6.B. Promotion to Senior Lecturer

6.B.1. Dossier

Each candidate for promotion to Senior Lecturer shall upload the materials specific by the university's electronic reappointment/promotion system into that system. It is the Promotion to

Senior Lecturer Committee's responsibility to ascertain what documentation is necessary and communicate that to the candidate.

Samples of works such as copies of publications, presentations, and documentation of service may be included, along with other documents the faculty member deems relevant to review. Sample dossiers and the standard format for resumes are available from the Chair.

6.B.2. Specific Procedures

The chair shall call for nominations for promotion. Nominations may originate with the individual or with any other faculty member with the written approval of the nominee. The nomination should be submitted by memorandum to the Chair or the Dean, as appropriate, who will ask the PSLC to begin the review.

7. Grievances

All reviews, whether for reappointment, tenure, promotion, or post-tenure review, are grievable according to the procedures outlines in the *Faculty Manual*.

Approved: Library Faculty

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