



Department TPR and PTR Documents Routing Sheet
Requirements based on 2022-2023 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:

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Faculty Manual 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 Signature _____

Revision Required (see comments) Name _____ Date _____

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Dean

Approved Signature _____

Revision Required (see comments) Name _____ Date _____

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Provost

Approved Signature _____

Revision Required (see comments) Name _____ Date _____

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Requirements for DEPARTMENTAL TPR and PTR DOCUMENTS – 2022-2023 *Faculty Manual*

Department: Chemistry

Date

10/2/2022

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*.

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4	Consistent with the requirement that tenure applications, once submitted, cannot be withdrawn (New in 2018-2019 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	X		
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		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	X		
6f	* senior lecturer	Ch IV, B2e; Ch V, C2c	X		
6f, i	* including feedback from senior and principal lecturers	Ch V, D1g	X		
6f, ii	* at least every three years and in penultimate year	Ch V, C2c, i	X		
6g	* principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B2e; Ch V, C2d	X		
6g, i	* including feedback from principal lecturers	Ch V, D1g	X		
6g, ii	* at least every five years and in penultimate year	Ch V, C2d, i	X		
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)	X		
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	X		
8g	* to principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B2i, iv(4),(b)	X		
8g, i	* including feedback from principal lecturers	Ch V, D1g	X		

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

9	• Procedures the TPR Committee must follow	Ch 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		
19c	• Allow each faculty member under review the option of either having external letters solicited or incorporating the external committee member in the review process	Ch V, G6a, iii			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

11	V, 1 indicates that TPR committee members are selected by the chair: "These members are selected by the chair of the Department in consultation with the faculty members of the four subdisciplines in the department who will recommend their representative to the TPR committee."
15	The <i>Faculty Manual</i> requires a mechanism to ensure that the TPR committees will have at least 3 members AND a mechanism to elect additional members from outside the dept if it cannot be filled internally.
0	Page 13: only faculty members undergoing PTR Part II need to submit materials.
24	PTR Committee chair selection mechanism seems to be missing.
0	The Schedule for PTR in the document is not consistent with the process as documented in the <i>Faculty Manual</i> : "The department chair, in consultation with the department's Tenure, Promotion and Reappointment (TPR) committee, will develop a master schedule of staggered reviews of tenured faculty. Reviews will be conducted in order of seniority, beginning with those who have the most longevity as tenured faculty members at Clemson University. This schedule will be such that one-sixth of the tenured faculty in the department will be reviewed each year. If the total number of tenured faculty is not evenly divisible by six, the number of faculty to be reviewed annually will be rounded off to the next highest number. If on the basis of the above determination there are two or more faculty members with equal seniority and the number of faculty members to be reviewed would exceed one-sixth of the tenured faculty, the faculty members with equal seniority would be reviewed in alphabetical order. "

**TENURE, PROMOTION, AND REAPPOINTMENT GUIDELINES
DEPARTMENT OF CHEMISTRY**

September 2022

I. INTRODUCTION

Decisions concerning tenure and promotion are two of the most important decisions which the University must make. Of the two, tenure determination is the more critical since conferral of tenure establishes a lasting relationship between the University and the faculty member. This document outlines the procedures and criteria for reappointments, tenure, and promotion of regular faculty and lecturers. Special faculty may serve in a broad range of functions in the chemistry department. Their appointments and ranks are carried out according to their specific role, according to the process outlined in Faculty Manual (Chapter B.2. in the 2022 version) The chemistry department does not utilize extension faculty and clinical faculty.

II. TENURE CRITERIA

1. General Considerations
 - a. Because of the implications mentioned above, tenure will be awarded only to individuals possessing a terminal degree in an academic area of specialization, unless an individual without such a degree is truly outstanding in teaching and research or is truly outstanding in teaching and academically significant creative activities.
 - b. In arriving at recommendations that tenure be awarded to (or withheld from) any candidate for tenure, members of the tenured faculty will use as basis for judgment:
 - (i) the general criteria for tenure set forth in the current edition of the Clemson University Faculty Manual, (ii) the specific criteria for tenure promulgated by this Department for application to its own Faculty.
 - c. All faculty members of the department are expected to maintain high standards of teaching effectiveness, productive scholarship or significant creative activity, and worthwhile services to the University. Evaluation of the contributions made by any faculty will also take into account specific responsibilities agreed to by the faculty member and authorized University representatives in writing at the time of employment as well as any subsequent modifications of these responsibilities. The department chair will keep all faculty members clearly informed at all times of the duties required or expected of them.
 - d. Each candidate for tenure will be evaluated by the tenured faculty in accordance with procedures described herein.
 - e. Each candidate for principal lecturer will be evaluated by the TPR committee and separately by the chair, in accordance with procedures described herein.

2. Teaching Activity and Effectiveness

- a. A comprehensive account of the teaching activities of the candidate shall be presented.
- b. Documentation concerning the quality of teaching is mandatory. A simple statement to the effect that the individual is a "good" teacher is not sufficient; evidence of the effectiveness should be presented, reflecting judgments of both students and departmental faculty. On balance, this evidence should demonstrate that the faculty member has established a reputation as a competent teacher.
- c. If the candidate has been involved in supervision of graduate students or postdoctoral fellows, the teacher's contribution to this aspect of graduate education should be reported and evaluated.
- d. Innovation in teaching is important, especially as exhibited in the development of new, improved teaching practices. For example, innovation may be exhibited in the use of original instructional techniques which facilitate learning, which encourage development of critical thinking, or which raise the motivational level of students. It is to be noted, however, that innovative teaching is not in itself a guarantee of effective teaching.
- e. The development and introduction of new courses to the curriculum is recognized as an important contribution to the department's teaching mission.

3. Research and/or Creative Activity

The candidate for tenure and promotion for regular faculty ranks, i.e. promotion to associate an full professors, must have initiated and completed research of recognized quality, normally have supervised masters or doctoral level work, and have displayed intellectual attainment in the field of appointment. These activities will have culminated in publication of the results in internationally recognized refereed materials (journals, books, or other media appropriate to the field of specialization).

- a. Candidates for tenure are expected to apply for extramural grants at the very least annually and, hopefully, to have been successful in these applications. The latter will be taken as evidence that the candidates' ideas, research work, and productivity are considered to be significant and to show promise of becoming a leader in the field, at least in the opinion of the granting agencies. Testimony as to the worth of the candidate's research work or scholarly activity must be submitted, as revealed in written appraisals solicited from persons qualified as expert judges. (See Section V on "PROCEDURAL MATTERS" for additional details.)
- b. Previous independent research experience at other institutions will be considered and may serve as the sole basis as evidence for scholarly achievement in a manner consistent with university tenure policies. The performance of research and/or other creative activity and the publication of results of work while in a tenure- track are mandatory and in general work done under the supervision of others will carry and be accorded considerably less weight in this consideration.

4. Service

- a. The faculty member must have displayed a willingness to perform routine extracurricular duties, committee work, etc., in carrying out assigned tasks as a good citizen in the Department, College, and/or University.
- b. The candidate must have demonstrated an ability to work effectively with his or her colleagues and a willingness to conduct himself or herself in accordance with the rules of the University.
- c. Professional services rendered to societies, the city, the state, and/or the nation are to be included in appraising overall performance of the individual as a member of the academic community.
- d. Normally, less significance will be accorded to activities listed under "Service" than to scholarly activities listed under "Teaching Activity and Effectiveness" and "Research and/or Creative Activity".

5. Additional Meritorious Accomplishments

Appraisal of the overall performance of the tenure candidate as a member of the academic community should include affirmative recognition of activities and achievements such as the following:

- a. Honors, awards, prizes, professional appointments, or invitations. These reflect favorably on both the individual and on the Department.
- b. Membership in honorary professional societies.
- c. Offices held in professional societies.
- d. Professional and scholarly activities not mentioned elsewhere in the foregoing outline.

III. PROMOTION CRITERIA

1. Acquiring status as a candidate for promotion.

- a. In order to be a candidate for promotion, a candidate must either (a) hold a terminal degree in an academic area of specialization, or (b) be truly outstanding in teaching and/or research.
- b. The preceding requirements also hold true if the faculty member holding regular or special faculty (*i.e.*, Research Professor) positions is to be a candidate for promotion to the rank of Associate Professor or Professor, and for lecturers Senior Lecturer and Principal lecturer, within each category (*i.e.*, regular or special).

2. Lecturer to Senior Lecturer

A lecturer may request promotion to senior lecturer upon demonstrating excellence of teaching performance and additional contributions to the mission of the University, following four full academic years of employment. However, the request has to be made no later than penultimate year for possible renewal of a lecturer, as defined by the Faculty Manual. Up to four-years of equivalent experience outside of Clemson may be counted towards this service requirement. **Criteria are presented in appendix V.**

3. Senior Lecturer to Principal Lecturer

A senior lecturer may request promotion to a Principal Lecturer following four years at the rank of a senior lecturer, demonstrating excellence of teaching performance or duties assigned in the employment letter and significant contributions to the university. Up to four-years of equivalent experience outside of Clemson may be counted towards this service requirement. **Criteria are presented in appendix V.**

For all teaching lecturers' promotions, in addition of student evaluations, a peer review in the form of peer class (or teaching assistants guidance session). These visitations will generate a report that will be included by the TPR chair in the dossier. These will be coordinated and submitted to the TPR committee in line of the schedule set by the Provost for TPR activities.

Promotion to a Principal Lecturer requires excellence in their primary assignment as stipulated in their engagement assignments but also demonstrate substantial leadership and positive impact within their unit, across the college and university, as well as beyond Clemson.

4. Assistant to Associate Professor

An Assistant Professor shall be considered for promotion to the rank of Associate Professor only after the completion of a period of service lengthy enough to permit demonstration of his or her undoubted ability as a teacher and as a scholar. Except in unusual circumstances wherein the terms of the individual's employment specify primary attention to other duties, it is expected that they will have more than a local reputation for research and scholarship, have published a number of substantial papers in the field(s) of their research study, and have achieved some continuing success in obtaining external research funds.

5. Associate to Full Professor

The rank of Professor should be awarded only as a result of truly outstanding work in the fields of teaching and research (as demonstrated by continued publications and funding), or in teaching and academically significant creative activity (*i.e.*, work which has received national or international recognition). It is expected that, in addition to a sustained record of scholarly achievement and leadership, committee work and other administrative service to the Department, College and University will have continued while the faculty member is an Associate Professor. However, such service alone shall not be considered sufficient justification for promotion to the rank of Professor. While promotion to the rank of Full Professor is considered normally after the fifth year in the rank of Associate Professor, a tenured faculty may be recommended for an early promotion upon demonstrating an exceptional record of accomplishments and substantial evidence of continuous scholarship with excellence.

6. In making and judging recommendations for promotion, the following will be used: (i) The general criteria for promotion set forth in the Manual for Faculty Members published by Clemson University, (ii) additional criteria for promotion promulgated by the Department for application to its own members. (See **Appendices IV and V**).

IV. REAPPOINTMENT CRITERIA

The reappointment of a faculty member of any rank should follow the criteria outlined in the Faculty Manual, and these Departmental Guidelines.

1. Lecturers and other special faculty (including non-tenure track research faculty of all ranks) are, upon successful evaluation by the departmental TPR committee and the chair, to be reappointed annually with the exception of senior lecturers, who are reappointed every three years, and principal lecturers, reappointed every 5 years. Appointments of senior and principal lecturers has to be requested in the penultimate year of service. Reappointment requires that a candidate demonstrate satisfactory performance in annual evaluation and fulfillment of the professional duties and terms outlined in the appointment letter. Reappointment shall be commensurate with the terms and schedules of the faculty manual. The duties and terms should be reviewed during the annual evaluation and a revised list of tasks and terms should be included in the reappointment letter. For tenure track faculty, comprehensive review by the TPR committee is required following the third year of service.

Reappointment shall be for one-year terms and, may be renewed for a maximum of nine full academic years for lecturers. For the purposes of academic appointment and reappointment, the terms for renewal or non-renewal shall be commensurate with the terms of the faculty manual. If a lecturer during eighth year of service a) fails to request promotion to senior lecturer by their penultimate year according to the schedule set by the or b) requests promotion to senior lecturer but fails, the lecturer shall not be reappointed following a ninth year of service as designated in the Faculty Manual. No notice of non-renewal shall be required if a lecturer resigns, is terminated, or is dismissed for cause

2. Tenure-track faculty holding the ranks of Assistant Professor and untenured Associate Professor are to be reappointed annually. Reappointment will require of the candidate demonstrable progress toward meeting the Level I and II tenure evaluation criteria set forth in the Department TPR Guidelines. Reappointment shall be for one- year terms and, may be renewed for a maximum of academic years defined by the penultimate year for tenure evaluation.

V. PROCEDURAL MATTERS

1. Each year, but no later than September 1st, the department will establish a Tenure, Promotion and Reappointment (TPR) Committee, consisting of at least four (4) members, at the rank of professor. These members are selected by the chair of the Department in consultation with the faculty members of the four subdisciplines in the department who will recommend their representative to the TPR committee. A principal lecturer will be invited to join the TPR committee as an *ad hoc* member to assist in evaluating the requests of lecturers. If no principal lectures are available in the department, a senior lecturer will be invited. The chair of the department will not serve on nor meet with the committee.
2. Prior to March 15 of each year, the Chair of the TPR Committee will notify each untenured (tenure-track) faculty member and those holding the ranks of Assistant Professor or Associate Professor that they may be eligible to be considered for tenure and/or promotion. The criteria of eligibility for tenure and/or promotion are outlined in the appropriate sections of the Faculty Manual, and these Departmental Guidelines. The faculty member may consult with the Chair or any member of the TPR Committee concerning their possible eligibility for consideration for tenure and/or promotion. In addition, the TPR Committee may, prior to March 15th, suggest to a faculty member they might wish to be considered as a candidate for tenure and/or promotion. It is, however, ultimately the responsibility of the Department Chair to ensure that any faculty member eligible for tenure and/or promotion has an opportunity to be reviewed.
3. (a) Each tenured/tenure-track faculty member to be considered as a candidate for award of tenure and/or promotion will collect supporting data as is required for preparation of an appropriate dossier (**Appendices II & III**). The dossier should include the following documents to be uploaded in the university Faculty Success (FS) System or the system in place at the time of the application.

- (1) A complete, current curriculum vitae, including a list of scholarly works.
- (2) PDF of all published scholarly works.
- (3) A PDF copy of each peer reviewed material accepted for publication, that is not accessible to faculty
- (4) A list of talks presented at meetings and seminars at other universities.
- (5) A list of all research proposals submitted at the tenure time at Clemson University, including the dollar amount (or other quantitative measures) and an indication of whether the proposal was funded.
- (6) Documentation of teaching effectiveness, including student evaluations. They may include letters from former students. In the case of candidates for tenure, the Committee may request additional supporting data, such as sample examinations, course outlines, etc.

Additional data concerning a candidate's teaching effectiveness will be obtained through peer evaluation conducted by members of the TPR Committee and/or other voting faculty. The members of the voting faculty who will participate in this evaluation will be selected by the TPR Committee. This peer evaluation will consist of reports on unannounced visits to the candidate's classes.

The FS system is dynamic and is evolving. Faculty members are responsible to follow all updated posted and upload all required material.

- (b) For the purposes of reappointment, all non-tenured, tenure-track faculty, lecturers and other special faculty must submit to the Committee a brief (3-5 page) summary statement of professional duties, accomplishments, evidence of teaching effectiveness, and plans (both short-term and long-term) by the deadline determined by the university each year. Additional evidence of teaching effectiveness will be obtained through peer review as described in Section 3a above.

The TPR Committee will evaluate this information and submit a recommendation regarding to reappointment to the Dean by the deadline set by the College each year. The TPR Committee's report and recommendation concerning reappointment along with the Department Chair's recommendation shall be submitted via FS to the Dean. The candidate shall be informed about the recommendations and copies of the Committee's and Department Chair's reports and recommendations shall be provided to the candidate.

Upon any recommendation of non-reappointment, the TPR committee shall make a written summary to the faculty for their information. The candidates may choose to respond through the FS system, and response. The response time available for all candidates for reappointments, tenure and promotion is defined by the faculty manual.

The dates in this section may be changed by the Committee in order to meet deadlines required by the administration with affected faculty to be notified, if possible, two weeks in advance.

4. The research and/or scholarly activities of the tenured/tenure-track faculty candidate for tenure and/or promotion will be evaluated by the departmental peers and by external, recognized experts in the candidate's field. The candidate will provide the TPR committee with a) A CV; b- a synopsis of achievements (2-3 pages) and a list of six names of experts by April 2nd of the academic year preceding the year in which the candidate is planning to submit their request. The expert list must exclude the name of the person who served as

terminal degree supervisor for the candidate, and any postdoctoral research supervisors. The Committee may add reviewers and choose the appropriate number of reviewers in accordance with university practice. The Chair of the TPR committee solicit letters from external reviewers.

5. The summary of the candidate achievement will be sent to potential reviewers to assist in their initial evaluation of the request for review of the candidates.

The Chair of the TPR committee will secure evaluations from the persons chosen.

Letters of recommendation obtained in any way other than the above will not be placed in the candidates' file nor be considered by the Committee. A completed dossier will be prepared by the candidate and submitted to the Committee by the deadline specified by the university.

In the event that an insufficient number of responses (see a and b below) is obtained from the list of external evaluators submitted by the committee, the TPR Committee may, in consultation with the Chair of the Department, suggest additional names.

- (a) For tenure recommendations and promotion to the rank of Associate Professor, the opinions of at least six external evaluators must be obtained.
- (b) For promotion to the rank of Full Professor, the opinions of at least five external evaluators must be obtained.
- (c) Faculty involved with tenure and promotion decisions regarding a particular candidate are permitted to review letters of recommendation in the candidate's file.

The external evaluators will be provided with copies of the following: complete vita, copies of five of the most significant works (e.g., reprints or preprints), list of funding for the past five years, and other documentation agreed to by the candidate and the committee. This material will be provided by the candidate and submitted with the dossier by the university deadlines. The external evaluators will not be requested to comment on teaching effectiveness.

6. (a) Lecturers to be considered for promotion to Senior Lecturer and Principal Lecturers, as well as Special Faculty (including non-tenure track research faculty of all ranks) to be considered for promotion will collect supporting documentation as is required for preparation of a dossier followed the guidelines in FS, or the corresponding university achievement tracking system in place at the time of the application. The department chair and TPR committee will conduct a comprehensive review of the lecturer either in response to a request for promotion to Senior Lecturer or to advise the lecturers of their progress towards promotion to senior lecturer and principal lecturers. Criteria for promotion of lectures are presented in **Appendix V**.

The dossier may include, but is not limited to:

- (7) A complete curriculum vitae, including a list of scholarly works and all courses taught.
- (8) A one-page executive summary of performance.
- (9) A comprehensive account of accomplishments in teaching, services, and, if applicable, research, and technical (instrumentation scientists) student supervision/advising (limited to two pages).
- (10) Documentation of annual evaluations for the last three years provided by the Department Chair.

- (11) Documentation of teaching effectiveness, which may include student evaluations or letters from former students. The Committee may request additional supporting data, such as sample lecture notes, examinations, course outlines, grade distributions (section and course), etc.
- (12) Documentation of developments in creation of new courses (including online web courses), advanced curricula, and/or innovative teaching methods.
- (13) Plans for (both short-term and long-term) professional development.
- (14) If applicable, copies of all published scholarly works in internationally recognized refereed materials (journals, books or other media appropriate to the field of specialization).
- (15) In support of promotion of lecturers to principal lecturer, support letters from two individuals will be included in the applications. The candidates will provide names of two to the TPR committee that will solicit the letters. For promotion to a senior lecturer, an evaluation letter from a senior lecturer in the chemistry department providing support for the application shall be included. For promotion for a principal lecturer, a letter from a principal lecturer in the chemistry department will be included providing support for the application, and a second letter from a person that will attest to the contribution of the candidate to the department and university beyond the direct teaching responsibilities. Examples for such a person include a tenure/tenure track faculty or an administrator at Clemson University.

After assessment of the Candidate's file the TPR Committee members will meet, discuss, and vote on the Candidate's acceptability for advancement. A two-thirds majority is required for an affirmative recommendation. The written recommendation that will include comments that any Committee member may wish to enter, will be uploaded to the University TPR system. The Department Chair will render a separate and independent recommendation.

- (b) Department chair and the department TPR committee make independent promotion recommendations to the college dean, who makes the promotion decision and appointment. Procedures and terms will be commensurate with those of the Faculty Manual. -

7. (a) All non-Tenured Tenure-track faculty who are subject to annual evaluation will compile an annual performance portfolio that is due to the TPR committee by the schedule set by the university. This date is subject to changes to changes in the TPR calendar posted by the provost. The department chair and TPR committee will conduct a comprehensive review.

The performance portfolio should provide a comprehensive account of all candidate's accomplishments and a self-evaluation with regards to the individual's professional duties as outlined in the appointment letter. The portfolio should include, where appropriate:

- (16) A complete, current curriculum vitae.
- (17) As appropriate, a list of courses taught for the year of evaluation, including course number, number of students, and documentation of teaching effectiveness. The latter may include student evaluations, peer evaluations, and letters from former students. Additional supporting data, such as sample lecture notes, examinations, course outlines, grade distributions (section and course), etc., may be included by the candidate for the purpose of self-evaluation. The instructor may include explanations of or comments regarding unusual evaluation metrics, changes in teaching strategy and other issues related to teaching.
- (18) As appropriate, copies of all published scholarly works in internationally recognized refereed materials (journals, books, or other media appropriate to the field of specialization).
- (19) Plans for (both short-term and long-term) professional development.
- (20) Evidence of contributions in service at the department and university levels, teaching and/or research infrastructures, professional development through attending/organizing workshops or conferences.

- (b) Department chair and the department TPR committee make independent recommendations to the college dean, who makes the appointment.

- 8 A complete FS dossier for any person who is to be evaluated should be assembled by the university deadline, (date or three weeks prior to the recommendation deadline set by the Provost, whichever is earlier.
- 9 For tenure evaluation, all members of the tenured faculty will review the files and will meet to consider the merits of those persons who are eligible for tenure. A vote will be taken as to whether or not to recommend to the Dean of the College the granting of tenure. Individual faculty members may, if they wish, submit in writing to the Chair of the TPR Committee the reasons for their votes. These letters shall become a part of the candidate's file and consequently are available to the voting faculty. The TPR committee will submit a committee report, together with the candidate's file, to the Dean. The committee report shall include (i) a record of the faculty vote, (ii) an anonymous summary of the faculty discussion concerning the vote, and as appropriate, (iii) a composite summary of the outside peer review letters. The candidate shall be informed about the recommendations and provided with copies of the Committee's and Department Chair's reports and recommendations.

The TPR letter should include a summary regarding the content of the meeting of the appropriate faculty groups. This letter may be read by voting members and shall be forwarded to the Dean no more than two weeks subsequent to the meeting or by the College deadline, whichever is earlier. The TPR letter in no way infringes upon the right of any individual faculty member to submit a letter justifying his or her vote.

10. For Lecturers promotion, all resident members of the Department holding a rank of Senior Lecturer or higher will review the files of candidates for promotion from lecturer to senior lecturer. All resident members of the Department holding a rank of principal lecturer or higher will review the files of candidates for promotion from lecturer to senior lecturer to a principal lecturer. All resident members of the Department holding the rank of Associate Professor or Professor will review the files of candidates being considered for promotion from Assistant Professor to Associate Professor and will vote on recommendations for promotion. Only those eligible to vote may review letters of recommendation. All resident members holding the rank of Professor will vote on recommendations for promotion to the rank of Professor. All faculty members who are not in residence and eligible to vote shall be contacted and provided an opportunity to participate. Individual faculty members may, if they wish, submit in writing the reasons for their votes to the Chair of the TPR Committee. These letters shall become a part of the candidate's file and consequently are available to the voting faculty. The TPR committee will submit a committee report, which shall include (i) a record of the faculty vote, (ii) an anonymous summary of the faculty discussion concerning the vote, and (iii) a composite summary of the outside peer review letters. The department Chair and the department TPR committee make independent recommendations to the college dean. The candidate shall be informed about the recommendations and copies of the Committee's and Department Chair's reports and recommendations shall be provided to the candidate. A letter summarizing in a very broad terms the content of the meeting of the appropriate faculty groups will be prepared by the TPR Committee. This letter shall be read and approved by those faculty members present at the meeting and shall be forwarded to the Dean no more than five working days subsequent to the meeting or by the College deadline, whichever is earlier. The TPR letter is in addition to and in no way infringes upon the right of any individual faculty member to submit a letter justifying his or her vote.
11. Dossiers, completed forms and the evaluations and recommendations of the TPR Committee shall be forwarded to the Dean of the College on or before the date established by the Dean. A copy of the completed Faculty Success is to be kept on file in the department for updating or modification as subsequently required.
12. All documents necessary for the TPR portfolio (such as letters of recommendation, annual review TPR reports, Form 3 reports, TPR tenure promotion recommendation, Chair tenure promotion recommendation) and related responses (letters of rebuttal from tenure candidate, Dean letter of recommendations) shall be stored in a *Faculty Success portfolio* repository for archival purposes for the period required by State regulations.
13. The department Chair shall inform the appropriate parties of his or her recommendations,

shall inform the candidate of the result of the peer review and will keep the pertinent parties apprised of administrative action relevant to the candidates.

APPENDIX I
Post-Tenure Review Procedures
Department of Chemistry

Introduction: In order to comply with the policies for performance-based funding which were mandated by the state legislature, and elaborated upon by the Commission for Higher Education, the Faculty Senate prepared a policy on post-tenure review. This policy was passed by the Senate at the June 1998 meeting, and subsequently approved by the Board of Trustees on July 17, 1998. Procedures not specifically mentioned in these procedures will be found in the Faculty Manual.

Scope: All tenured faculty in the Department of Chemistry whose primary duties are not administrative will be subject to post-tenure peer review according to the schedule defined in the faculty manual. Specifically excluded from post-tenure review are academic administrators at the level of department chair and above. This review shall be based upon the individual's contributions in the areas of research and/or scholarship, teaching, and service.

Schedule: The department chair, in consultation with the department's Tenure, Promotion and Reappointment (TPR) committee, will develop a master schedule of staggered reviews of tenured faculty. Reviews will be conducted in order of seniority, beginning with those who have the most longevity as tenured faculty members at Clemson University. This schedule will be such that one-sixth of the tenured faculty in the department will be reviewed each year. If the total number of tenured faculty is not evenly divisible by six, the number of faculty to be reviewed annually will be rounded off to the next highest number. If on the basis of the above determination there are two or more faculty members with equal seniority and the number of faculty members to be reviewed would exceed one-sixth of the tenured faculty, the faculty members with equal seniority would be reviewed in alphabetical order. Any tenured faculty members receiving no more than one (of five) annual performance rating of "fair", "marginal," or "unsatisfactory" during the scheduled period shall be exempted from this otherwise mandated process and automatically receive a "satisfactory" for the post-tenure review.

Post-tenure Review (PTR) Committee: Annually, prior to October 1, the Department Chair, in consultation with the Departmental Advisory Committee, and the individual(s) who will be reviewed in the current academic year, will appoint a Post-tenure Review (PTR) Committee. This committee will be composed of three members, who must be tenured full professors. If there are insufficient eligible full professors to constitute a committee, tenured associate professors may serve as committee members. This Post-tenure Review (PTR) Committee is separate and distinct from the department's standing TPR Committee. The PTR committee members will consist of faculty that are not reviewed in the current cycle.

Evaluation Process: Before October 1, the Committee will notify those faculty members who are to be reviewed during the current academic year. By November 1, the faculty members undergoing post-tenure review will submit to the PTR Committee and Department Chair the following:

- a) A recent copy of the curriculum vitae
- b) A summary of teaching evaluations for the preceding five years.
- c) A plan for continued professional growth
- d) Detailed information about the outcome of any sabbaticals in the previous six years.
- e) Any other relevant documents.

The faculty member(s) undergoing post-tenure review will also submit to the PTR Committee the names of six external reviewers whom the PTR committee may contact for references. The PTR Committee may solicit additional letters; however, a minimum of four letters must be obtained. At least half of these letters shall be from the list provided by the faculty member. The PTR Committee shall provide copies of these letters to the Department Chair.

The faculty member will upload to FS dossier the evaluation reviews covering the preceding five years, or since the last post-tenure review, whichever is longer.

The performance criteria to be considered in the review will be those employed in the evaluation for tenure as outlined in the Department of Chemistry Tenure and Promotion Guidelines. These criteria are briefly summarized below.

- 1) **Teaching:** The faculty member undergoing review is expected to be an effective teacher, at the undergraduate and/or graduate level.
- 2) **Research:** The faculty member undergoing review must have initiated and completed research of postdoctoral level quality, have supervised masters or doctoral level work or have displayed capability for intellectual attainments in the field of appointment. These activities will have resulted in publication of the results in internationally recognized refereed publications and/or books in the field of specialization. The faculty member undergoing review is expected to have applied for extramural funding on a regular basis and should have a history of extramural funding.
- 3) **Service:** The faculty member undergoing review is expected to display a willingness to perform duties, committee work, etc. in the department, the college, the university, and appropriate professional societies. Normally, less significance will be accorded to activities listed under "Service" than to scholarly activities described under "Teaching" and "Research."

The PTR Committee and Department Chair will provide written reports to the faculty member, who shall be given two weeks to provide a response to each report. Both the Committee's and the Chair's reports, along with any response submitted by the faculty member, will be forwarded to the Dean of the College. The PTR Committee and the Chair shall employ the following rating scale for the review:

- a) Satisfactory
- b) Unsatisfactory

If the faculty member receives a rating of "Unsatisfactory," a plan of remediation to correct

deficiencies detailed in the PTR reports will be outlined in accordance with the policy described in the Faculty Manual.

APPENDIX II
Faculty Success Folder to be Forwarded
to the Dean

The following materials should be placed in a Faculty Success System under the headings according to the sequence of the system. These include:

1. Faculty Letter Requesting Action for tenure and/or promotion
2. Request for Faculty Personnel Action provided by the department Chair
3. TPR Committee's Letter of Recommendation reporting faculty vote and action provided by the TPR Chair
4. TPR Committee's Past Letters of Recommendation, if applicable
5. Department Chair's Letter of Recommendation provided by the department Chair
6. Department Chair's Past Letters of Recommendation, if applicable
7. Dean's Letter of Recommendation
8. Dean's Past Letters of Recommendation, if applicable
9. Standard College Resume
10. Top Achievements
11. Candidate's Teaching Statement
12. Student Feedback Forms
13. Other Evidence of Teaching Effectiveness
14. Research/Scholarship Activities (include list of proposal submission history & statement of accomplishments)
15. Service Activity
16. Faculty Evaluation Form 3 for the last three years provided by the Department Chair
17. Goals Statement of short- & long-range goals (a specific list is required)
18. A description of Administrative Duties if appropriate
19. External Evaluator Listing
20. External Evaluation Letters of Reference provided by the TPR committee
21. Supplementary Information
22. Joint Appointment Agreements, as appropriate
23. Employment Offer Letter, as appropriate
24. Tenure Agreement Form, as appropriate
25. Promotion Letters, as appropriate
26. Department TPR Guidelines
27. Internal Evaluator Letters including peer evaluations
28. Faculty Activity System Reports

APPENDIX III
Materials to be submitted by tenured/tenure-track faculty

Any tenured/tenure-track faculty members planning to apply for either tenure or promotion or both should submit an application dossier along with additional copies of materials (in pdf) where specified, to the department TPR committee via Faculty Success.

The dossier should contain, as appropriate:

1. A letter indicating your desire to be considered for tenure or promotion or both.
2. A current *curriculum vitae*. Please include preprints of papers accepted but not yet published and pending proposals.
3. A list of six recognized *external evaluators* in your field who may be contacted for external evaluation of your candidacy. Please provide addresses and indicate how each person is known to you.
4. A narrative on your *top achievements* in teaching, research and service.
5. Appropriate evidence of *effective teaching*, such as evaluations by students, letters from former students, awards, etc.
6. Appropriate evidence of *high-quality refereed publications* (e.g., referee reports, special citations, etc.).
7. A list of external *research funding* for the past five years showing title, sponsor, period, and amount. Also include proposals submitted showing title, sponsor, current status, and action taken (i.e., funded or not funded).
8. A Statement of short (1 year) and long (5 years) range goals.
9. Copy of Chemistry Department Guidelines for TPR.

APPENDIX IV

Supporting Evidence for the Indicated Criteria for Tenure, Promotion and Reappointment

Level I: Success in meeting both of the following criteria is necessary for promotion or tenure. Success in meeting all these criteria is insufficient in the absence of research funding necessary for supporting a sustainable research program.

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 expected. Success in meeting all criteria or any subset of these criteria is not sufficient in the presence of Level I deficiencies.

1. Research funding.
 - 1.1. Funding from competitive federal, corporate, or state sources.
 - 1.2. Student support generated.

2. Research direction: Master's thesis, PhD dissertation, and postdoctoral (normally expected).
 - 2.1. PhD graduates, papers authored solely by those students.
 - 2.2. Master's graduates, papers authored solely by those students.
 - 2.3. Current thesis and dissertation research advisees, papers authored solely by those students.
 - 2.4. Undergraduate research students advised.
 - 2.5. Postdoctoral research students and visiting scholars advised.

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.

APPENDIX V

Promotion Guidelines for Lectures in the Department of Chemistry

The Chemistry Department recognizes that Lecturers, Senior Lecturers, and Principal Lecturers encompass a wide variety of faculty roles, including classroom instructors, laboratory coordinators, and research/instrumentation specialists. Evaluation of these faculty may be based on subsets of the following criteria specific to the individual faculty responsibilities. Certain criteria may be met in a non-traditional context. Additional criteria may also be considered.

When requesting a promotion, an individual should state, "Please consider me for promotion. If not, consider me for reappointment." Denial of a request for promotion does not lead to termination of employment except following the eighth year of a lecturer's term.

Promotion from Lecturer to Senior Lecturer

Mastery of duties beyond the level expected for a lecturer.

Lecturers serve in three roles, teaching focused, instrumentation focused and laboratory coordinators.

Teaching Focused Lecturers

- A minimum of five years teaching with the Clemson Chemistry Department is strongly recommended before a lecturer applies for promotion. Teaching experience at other institutions may shorten this time requirement as listed above.
- Demonstrates competency in the classroom.
 - Student evaluations
 - Peer evaluations.
- Functions effectively as a member of one or more of the teaching teams.
 - Regularly contributes questions to the exam writing effort.
 - Regularly contributes in a timely manner to the exam editing effort.
 - Able to operate independently while also contributing to the team effort.
 - Contributes to the continual evolution of the general and/or organic chemistry program.
- Personal Assessment Presentation (summary of achievements) prior to or during year of promotion request

Research & Instrumentation Specialists

- Contributor on scholarly publications and presentations.
- Conducts & coordinates effective training sessions for instrument operation.
- Maintains instruments.
- Serves as a resource for the department providing expert knowledge of specified instrumentation.
- Mentors graduate students
 - Serve on graduate student committees

Laboratory Coordinator

- Provides effective training for TA's.
- Serves as mediator for TA/student conflicts.
- Periodically reviews relevance of projects and experiments with program leader or departmental representative.
- Submits grades in a timely manner
- TA evaluations

Promotion from Senior Lecturer to Principal Lecturer

Promotion to the rank of Principle requires a clear demonstration of excellence in the primary role of a lecturer and demonstration of leadership. Evidence of leadership warranting promotion to principal lecturer could include mentoring of other faculty, leading academic programs, leading scholarship (both primary discipline and scholarship of teaching and learning), securing external funding to support innovation in teaching and learning, presenting at national conferences, establishing external partners to advance collaborations, and honorific recognition by peers at the college, university, and national levels.

Teaching Focused Lecturers

- Before applying for promotion, an individual is expected to have a minimum of eight years of experience teaching at Clemson, including four years beyond Senior Lecturer. Teaching experience at other institutions may be considered so as to shorten this time requirement.
- Demonstrable excellence in the classroom.
 - Teamwork
 - Curriculum development (e.g., alignment with new textbook, adjustments to classroom material, incorporating new technology)

- Teaching upper-level courses
- Teaching awards
- Develops new courses
- Service to department and university
 - Undergraduate advising
 - Serves on Departmental, College and/or University Committees
 - Program coordinator
 - Leadership within a professional organization
 - Participation in activities organized by OTEI (Workshops, Faculty Learning Communities, etc.)
- Research
 - Leads a creative inquiry project
 - Contributes to peer-reviewed research projects within five years of request for promotion.
 - Publications, presentations
 - Reviewer on technical papers and proposals.

Research & Instrumentation Specialists

- Excellent publication record as a co-author or journal articles with internal and/or external collaborators.
 - Corresponding author.
- Conference participation as co-author or present author.
- Serves as a PI, co-PI, or key personnel on instrument acquisition proposal(s).
- Provides guest lectures in relevant graduate and undergraduate courses.
- Service to department and university
 - Serves on Departmental, College and/or University Committees
 - Leadership within a professional organization.
 - Conducts workshops in area of expertise.
 - Participates in departmental outreach effort.

Laboratory Coordinator

- Designs new experiments for lab program.
- Authors/co-authors a lab manual.
- Service to department and university
 - Serves on Departmental, College and/or University Committees
 - Leadership within a professional organization Initiates regular reviews of relevance of lab program with program leader or departmental representative